The Influence of Social Customer Relationship Management on Brand Loyalty : Case of Thailand's Luxury Hotel

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TABLE OF CONTENTS

ABSTRACT

INTRODUCTION

Background 1

Purposes of Research 5

Research Questions 6

Hypotheses of Research 7

Scope of Research 8

Significant of Research 8

Organisation of Research 9

Summary 9

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Situation COVID – 19 Pandemic 11

- World COVID – 19 Pandemic 11
- Thailand COVID – 19 Pandemic 13

Social media technologies 15

Social Customer relationship management 19

Customer Engagement 24

Electronic Word of Mouth 27

Brand Loyalty 30

Conceptual Framework 35

Summary 36

TABLE OF CONTENTS

RESEARCH METHODOLOGY

Population and Sample size 37

Sample Selection 38

Instrumentation 38

Scale 38

Validity and Reliability 38

Operationalisation Variables 40

Back Translate technique and adaptation of instruments 43

Data Collection 45

Data Cleansing 46

Data Analysis 46

Summary 48

RESULTS AND ANALYSIS

Respondent Demographics 49

Mean and Standard Deviation Analysis 51

Model Measurement and Thresholds 56

Partial Least Square-Structural Equation Model (PLS-SEM) 61

TABLE OF CONTENTS

DISCUSSION AND RECOMMENDATION

Demographic Analysis 66

Descriptive Analysis 66

Factors influencing e-Word of Mouth 68

Factors influencing brand loyalty 69

Theoretical imlications 70

Managerial implications 70

Conclusion 71

Research Limitation and Future research recommendation 72

REFERENCES

LIST OF FIGURES

Figure 1	Conceptual Framework of Research	35
Figure 2	Partial Least Square-Structural Equation Model (PLS-SEM).	62

LIST OF TABLES

Table 1	Differences between TCRM and SCRM concept	21
Table 2	Loyalty measures and loyalty concepts of another researcher	32
Table 3	The Classification of Cronbach's Alpha Coefficient	40
Table 4	Social Media Technologies Cronbach Alpha coefficient and Sources	40
Table 5	Social Customer relationship management Cronbach Alpha coefficient and Sources	40
Table 6	Customer engagement Cronbach Alpha coefficient and Sources	41
Table 7	Electronic Word of Mouth Cronbach Alpha coefficient and Sources	42
Table 8	Brand Loyalty Cronbach Alpha coefficient and Sources	43
Table 9	The Criteria of PLS-SEM	47
Table 10	Descriptive Statistics for Gender	49
Table 11	Descriptive Statistics for Age	50
Table 12	Descriptive Statistics for Educational Background	50
Table 13	Descriptive Statistics for Income	51
Table 14	Interpretation Range of Mean Value	51
Table 15	Social Media Technology Descriptive Analysis	52
Table 16	Social Customer Relationship Management Descriptive Analysis	52
Table 17	Customer Engagement Descriptive Analysis	53
Table 18	Electronic Word of Mouth Descriptive Analysis	54
Table 19	Brand Loyalty Descriptive Analysis	55
Table 20	Structural Equation Modelling measurement and acceptable thresholds	56

LIST OF TABLES

Table 21	Overall Construct Reliability Loading and Convergent Validity	58
Table 22	Discriminant Validity	59
Table 23	The goodness of model fit (GoF)	61
Table 24	Path Coefficient and Hypothesis Testing Results	63
Table 25	Effect Overviews	65

ABSTRACT

This research aims to investigate the relationship among social media technologies (SMT), social customer relationship management (SCRM), customer engagement (CE), e-word of mouth (e-WOM), and brand loyalty (BL) of customer luxury hotels in Thailand in COVID 19 pandemic. A conceptual model was based on quantitative research methods to indicate research hypotheses. This study explained the model's relationship, including five constructs: social media technologies, social customer relationship management, customer engagement, e-word of mouth and brand loyalty. The data has been collected from 265 customers in luxury hotels using the online questionnaire survey method. Also, the Partial Lease Square Structural Equation Modelling (PLS-SEM) has been used for data analysis.

The study found that the influence of customer engagement and e-word of mouth directly impact brand loyalty in luxury hotel. In contrast, social media technologies and social customer relationship management do not impact brand loyalty. Furthermore, this is a study for the Thai hotel industry on improving brand loyalty and recommendations as well as for government policymakers on how to support Thai hotels' efficiency in responding to customers in the digital marketing environment, as there have been few studies on social media customer relationship management in the Thai hospitality industry.

Chapter 1: Introduction

1.1 Background

Recently, rapidly rising technology has drastically changed market strategies for responding to customers. Communication technology has been growing as a modern way for businesses to attract customers and deliver new services and goods (Tan and Teo, 2000). The development of technology can handle large amounts of information transmitted and stored through electronic channels (Leymann et al., 2011). The increased use of the internet worldwide has resulted in technology providing immediate access to resources and better scalability of technology services (Marston et al., 2011). Several companies use social media networking technologies to build strategies for competitive advantage rather than market sector. Social networking applications have become an essential part of our culture, such as Facebook, Twitter, YouTube, Instagram, and Google. However, the adoption and use of these various channels are solely dependent on one's priority and consciousness. According to Statista.com, 2016, social media platforms usage has increased rapidly. More than two billion internet users are now active social media users, in a report published. Many organisations such as academics, insurance, banking. Encourage communication with social media technologies (SMTs). They believe that using SMTs to benefit is an essential perception and primary reason for customers' willingness to adopt technologies (Lee, 2009; Liao and Cheung, 2002).

The tourism industry is an industry that plays an essential role in the economic development of many countries worldwide. Therefore, each country's government emphasises promoting tourism development and building competitiveness to gain market share. Asian countries have set up marketing strategies to attract tourists from all over the world to travel. Their country focuses on tourism development, managing tourist sites and a related business for outstanding and meeting customer needs to accommodate the increasing trend of tourists (Ministry of Travel and Sports, 2017). In Thailand, the tourism industry has made a significant contribution to the economy and society for a long time. Bring enormous income to the country and produces many other related businesses such as hotel and accommodation business, food business, souvenir, transportation, etc. Which results in employment and career creation for people include the

distribution of income to local, each year there is economies value per year to hundred thousand million baht (Nurittamont, 2018). Therefore, income from tourism has become a core source of economic growth in Thailand, with the hotel industry showing a significant benefit.

The key searched for ways to improve hotel services and recommend factors to monitor specific services that could improve customer loyalty and promote revisits (Poon and Low, 2005). Customer satisfaction is considered a determining success factor in the modern tourism industry, and hotels cannot stay successful if they do not fulfil the needs of their guests (Forozia, Zadeh, and Gilani, 2013). A successful hotel business hinges on understanding the significant determinants of customer satisfaction. As the competition continues among hotels for a larger market share, they require effective marketing strategies to attract clients (Poon and Low, 2005), meet their initial expectations, and extend this to establish customer loyalty and intention to revisit. Many studies contend that the main advantage of customer relationship management is a proactive business practice focused on relationship marketing. It is defined as a "process on acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer" (Parvatiyar and Sheth, 2001). In 2008, CRM experienced a significant shift from a customer transaction-only strategy to one that incorporates customer interactions (Shokohyar, Lavallee, and karamatnia, 2017). To gain greater efficiency in providing consumer satisfaction, advertisers can extract first-hand customer knowledge that is then used by businesses (Parvatiyar and Sheth, 2001; Vivek, Beattty, and Margan, 2012). As a result, CRM was renamed social customer relationship management or CRM 20 (Shokohyar et al., 2017). Paul Greenberg (2010) described social customer relationship management (SCRM) as a "business strategy to engage customers to build trust and brand loyalty through social media" (Woodcock, Green, and Starkey, 2011).

The customer-marketer relationship, the advent of social media has been somewhat disruptive: this has raised some speculations about the implementation of conventional CRM models and theoretical principles (Harringan et al., 2015); the traditional approach to business includes the organisation generating value for consumers. However, one of the main effects garnered by social media is the involvement of customers in the process of value co-creation, either through reviews or in the form of user-generated content. This study explores ways in which customers can contribute to firms' bottom line through alternative mechanisms such as electronic word of mouth, co-creation, customisation, and not only through purchases. In the face of

increasing consumer acquisition costs, increasingly price-sensitive consumers, and higher customer standards, widening the customer base has become an even more significant challenge as they seek more value in their purchases (Harringan et al., 2015). Customers are introduced to Facebook, Trip Advisor, incorporating multiple platforms in the purchase-making journey; clients are becoming more and more sophisticated. Critical factors leading service-based businesses to embrace CRM as a business strategies are uncertain markets and declining brand loyalty (Mylonakis, 2009; Rahimi, 2015; Saarijavi et al., 2013; Wu and li, 2011).

When it comes to the tourism and hospitality sectors, scholars have stressed the need to study CRM dimensions as Web 2.0 technology has become a major driving force of day-to-day business operations (Sin, Tse, & Yim, 2005; Rahimi, 2017). With a rise in the number of social media tools available in the marketplace and its impacts on key business performance indicators (KPIs) such as customer experience and brand loyalty, SCRM is currently a trending topic globally in the hospitality industry (Harrigan et al. 2017). The use of online review sites such as Holiday Check and Trip Advisor and social networking sites has become all-pervasive, and hotels are investing vast amounts of money in social interactions (Garido-Moreno et al., 2018). However, customer engagement has gained very little attention in the hospitality sector, and additional research is needed on the antecedents of customer engagement to guide practitioners (Romero, 2017).

Moreover, the critical concept for the service field is focusing on customers' brand loyalty for continually re-purchase service. Customer loyalty has been the strategy for service businesses for a long time. Oliver (1999) expanded the loyalty concept worldwide and received popularity for study in academic research. Oliver study indicated that loyalty is a psychological strategy and needed to achieve loyalty implementation of the service business. Also, loyalty is one of the strategies for the firm implementation reach to objective and superior performance. Because the customer loyalty in order positive word-of-mouth, not switching to the servicer, identifying with the service, and preference to a particular service provider. It is essential to keep customers, maintain customers, and create business benefits both short and long term. Therefore, it is not uncommon for service businesses, especially hospitality businesses, to remain a priority and present loyalty as a marketing execution strategy to successfully operate under normal circumstances, including maintaining the business's survival of the company in the epidemic

situation of Covid-19. The tourism and hospitality field has become important worldwide and is a fast-growing industry in many countries. The new era of hospitality management under a situation world changed from the COVID 19 pandemic. The COVID 19 started in China in 2019 and later spread across nations' the world over, which is well known that many countries face an uncontrollable rapid epidemic like the United States of America (USA.), India, Italy, Spain, France, South Korea, Brazil, and many more worldwide are experiencing the unprecedented spread of disease and life loss from last year (2020) (Kaushal and Srivastava, 2021). The impact of the coronavirus pandemic on people life in the world, lifestyle change, and focus on taking care of yourself and protecting yourself from getting infected with the COVID 19 virus.

The greater of the pandemic can be imagined from the fact that even the very people in the world and prominent people couldn't escape from the infection. The COVID 19 pandemic was characterised by its rapid spread, leading to the World Health Organization (WHO) (Chuo, 2007). Travel restrictions and advisories have revealed the tourism and hospitality industry (De Sausmarez, 2004; Zhang et al., 2020). The delicate tourism and hospitality industry received effect when discussion on the threat in health crises to this industry was discussed. Because due to the ongoing situation, travel restrictions are being observed at national and international levels.

Tourism is related to the hospitality industry and is one of the essential drivers of the economic system and has many impacts in both direct and indirect ways. The highlight benefits of tourism include the creation of jobs, rolling of money and spending in the community, diversification income in the economic system, infrastructure development of the country, and generate to social advantages is people of the land feel proud to be inhabitants of the area (Janjua et al., 2021). Travel and tourism directly impact the world economy and the Thai economy. The Thailand Tourism Authority (2019) estimated about 6% of Thailand's GDP based on tourism. The identification about the land of Thailand has old Buddhist temples, famous as Buddhist Tourism centres. Religion and spirituality are some of the more significant reasons for travelling, and religious-based tourism is a very high motivation as well. According to Thailand provides freedom in religion and choose different faiths. The most of population is Buddhist, and Buddhism is a national religion. The report of the National Statistical Office, they are indicating that 94% of the Thai people are Buddhists.

Moreover, Thailand is also culturally diverse, with language differences in each locality and abundant natural resources such as seas, mountains, waterfalls, and natural attractions that impress tourists. The critical thing that people worldwide know about Thailand is the land of smiles is friendliness, welcoming visitors. In addition, a variety of Thai food has forums of tourists, by created from natural ingredients that are perfect and created a unique food menu. It is attractive that other countries can't imitate.

The travel and tourism of Thailand focus on responding to the region and foreign tourists. Similarly, the stimulation of tourism by organising activities and the tourism support project encourages Thai tourists to travel within the country and encourage foreign tourists to travel in Thailand. It is a highly expanding industry that plays an essential role in the economic and social growth of Thailand's tourism industry. It is a vital source of employment income and distribution of prosperity to the region to make tourism of Thailand can adapt to various situations. Tourism in Thailand has evolved continuously from the past to the present. Tourism is defined as a form of tourism divided into three formats: 1) natural-based tourism, 2) Culturally Based Tourism, and 3) Special Interest Tourism. (Tourism Authority of Thailand, 2016). But the currently in Thailand is facing the COVID-19 pandemic has become the newest operation challenge of business. The hospitality industry is a force to change the new normal. The overall hospitality industry faces a shift in its new standard operating model. However, the technology growth, internet cover Thailand regions, world-class high-speed connection, many social media users, and several social media channel to connection. The speed of technology adoption among hospitality in customer relationship management, adoption of technology practice, and social media marketing as the primary marketing strategy would help increase the hospitality business's efficacy. Therefore, this study will examine the influence of social customer relationship management on brand loyalty in the case of Thailand's luxury hotels. The study results focus on understanding and fulfilling both theory and empirical literature reviews to understand better the Social Media Technologies variables and their effect on luxury hotel loyalty.

1.2 Purpose of Research

The purpose of this research aim investigates the relationship between effective implementation of an SCRM strategy to achieve brand loyalty. Focus on the synergistic impact created when CRM effectiveness dimensions (such as customer orientation, firm competence,

knowledge management, and technology-based CRM) are integrated with social media technologies to generate customer engagement, leading to word-of-mouth and brand loyalty. A high level of customer retention and developing a large pool of brand supporters will minimise marketing-related costs increase sales. In addition to economic benefits, however, this paper also explores how hospitality companies can benefit from customer activity through positive word-of-mouth (Zeithaml, Bitner, & Gremler, 2018).

This study increases knowledge about social CRM strategy in the hospitality industry in three ways. Firstly, contribute to relationship marketing theory by exploring the endogenous and exogenous variables of the conceptual model—the outcomes of customer brand engagement on social media platforms. Secondly, recognise customer engagement as a critical success factor for both customer and firm benefits in positive word of mouth and brand loyalty. While several studies in the hospitality industry solely focus on either word of mouth or brand loyalty (Wali, Wright, & Uduma, 2015; Yen & Tang, 2015). This study adds value to the extant literature by generating insights on both factors, acting as critical metrics for measuring customer lifetime value. Finally, the researcher proposed a conceptual framework that can help hotel managers make informed decisions when adopting an effective social CRM strategy.

Moreover, the research study focused on the relationship between contacts follows as:

- The relationship among social media technologies, customer relationship management, customer engagement, word of mouth and brand loyalty.

- The relationship among customer relationship management, customer engagement, word of mouth and brand loyalty.

- The relationship among customer engagement, word of mouth and brand loyalty.

- The relationship between word of mouth and brand loyalty.

1.3 Research Question

The key research question of this study was: what are the relationships among customer relationship management, social media technologies, customer engagement, word of mouth, and brand loyalty? To examine the causal related to five constructs include customer relationship

management, social media technologies, customer engagement, word of mouth, and brand loyalty of luxury hotel business in Thailand.

1.4 Hypotheses of Research

The research hypotheses focused on examining relationships among customer relationship management, social media technologies, customer engagement, word of mouth, and brand loyalty. To the purpose of testing the hypothesis, this research justification for the use of structural equation modelling (SEM) by partial least Square: PLS technique and using ADANCO software was used. SEM may evaluate both measurement and structural models as a data analysis technique. This research aimed to analyse the structural model, which can be assessed directly and indirectly. Therefore, the hypotheses are as follow:

H1: Social media technology has a positive relationship to CRM in Thailand's luxury hotels.

H2: Social media technology has a positive relationship with customer engagement in Thailand's luxury hotels.

H3: Social media technology has a positive relationship to E-word of mouth in Thailand's luxury hotels.

H4: Customer relationship management has a positive relationship with customer engagement in Thailand's luxury hotels.

H5: Customer relationship management has a positive relationship to E-word of mouth in Thailand's luxury hotels.

H6: Customer relationship management has a positive relationship with brand loyalty in Thailand's luxury hotels.

H7: Customer engagement has a positive relationship to word of mouth in Thailand's luxury hotels.

H8: Customer engagement has a positive relationship to brand loyalty in Thailand's luxury hotel

H9: Word of mouth has a positive relationship with brand loyalty in Thailand's luxury hotels.

1.5 Scope of Research

This study is quantitative research by cross-sectional study. This conceptual framework indicated that the relationship among several constructs is based on marketing strategy and theoretical for building competitive advantage of hotel business in Thailand. The questionnaires are the instrument in this study and collect data from 385 customers of luxury hotel businesses in Thailand. This study period is from October 2019 to April 2020. The researcher analysed data by PLS-SEM technic and used ADANCO software to test the hypotheses. Explain the relationship among constructs, try the model fit to the literature review in the marketing theoretical in the hotel industry context, and understand the luxury hotel industry to create service loyalty in the short-long term.

1.6 Significant Research

The findings of this study will reconfirm to the benefit of the luxury hotel business, policymakers and government support hospitality industry considering that social media technology adoption as a part of market orientation strategy plays a vital role in enhancing brand loyalty of luxury hotels in Thailand. Many hotels use Social Media Technology as a channel to need more effective contact with the customer. Therefore, the luxury hotel in the hospitality industry that adopts the recommended approach derived from the study results will improve their business operation for keeping and maintaining brand loyalty and able to customers respondents, especially in the Covid-19 pandemic and Thai economic recession period. This research will be guided on what should be emphasised by the luxury hotel owners who wish to improve operation both short and extended team. Also, the study will be conducted by policymakers and the government who want to promote the Thai hospitality industry. And help uncover critical areas in the business process and technology adoption to enhance the market strategy for hospitality businesses that many researchers previously did not explore.

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1.7 Organisation of the Research

This research is organised into five chapters.

Chapter 1 presents the background of this research problem, the core benefits of customer relationship management as a marketing strategic business approach, the purpose of the research focus to explain the relation among construct, research question, hypotheses and scope of research that leads to a specific objective.

Chapter 2 provides reviews of the theoretical and empirical literature on the core constructs in this study, details the conceptual framework, and develops hypotheses.

Chapter 3 describes the research methodology, including operationalising concepts, population and sample design, and instrument development. For instruments, verification is made to ensure validity and reliability by statistical techniques. This chapter presents the detail of the measurement of each construct and back-translation method to the adopted measure for the Thailand context. And Determinants of the Structural Equation Model: SEM highlights the test correlation of the research model.

Chapter 4 presents descriptive statistics of the sample, the variables used in the study, and inferential statistics that address the research hypothesis and the research findings.

Finally, Chapter 5 summarises the research findings, interprets them considering the relevant literature, discusses the implications and limitations of the study, makes recommendations for applying research findings, and suggests directions for further research.

1.8 Summary

The hotel business is regarded as an important business for the tourism industry. It's the role in the economic development of Thailand. The essential key factor takes stimulating other sectors such as service industries, restaurants, spas, and transportation. Operating a hotel business in Thailand has been recognised as a standard of service. Significantly, the luxury level of the hotel creates an impression on customers who use the service, both Thai and foreign. However, the hotel

business is faced with rapid changes in the current environment. Significantly, the advancement of communication technology makes information delivered to customers quickly and easy to access. This study proposes a quantitative approach, as it is informed by marketing. The marketing strategy's customer relationship management (CRM) allows for such an approach. It has gained widespread popularity in studies in the context of marketing management. Building a good relationship with that customer is like creating a barrier to prevent customers from changing their minds to competing services. And continue to use the service provider still remember to share good experiences with others, which is what the hotel business needs. The research proposed model of triadic reciprocal causation consisting of customer relationship management, social media technology for communication, and behavioural and environmental factors provides a conceptual framework for investigating the factors influencing luxury hotel brand loyalty.

Chapter 2: Literature Review and Conceptual Framework

Relationship marketing on the development of enduring customer-brand bonds enables the business to generate a sustainable competitive advantage (Bowden, 2009). Moreover, to maximise customer retention, the critical goal of relationship marketing is to exploit poor customer ties and limited customer brand loyalty. Strauss and Frost (2014) note, in line with the previous research, that social media platforms enable businesses to build social and structural relations with consumers through the co-creation of value, which encourages customer retention. This study focuses on how the integration of social media with customer relationship management strategy can help service-based firms such as hotels enablers of customer engagement, and the related outcomes such as customer brand loyalty and positive word-of-mouth are discussed. The importance that the service industry must face is advances in information technology and the spread of the Covid-19 virus that has resulted in changes in the behaviour and lifestyle of consumers. Moreover, this chapter will formulate the research hypotheses and show that the conceptual framework for this research links the relationship between variables as follows.

2.1 Situation COVID - 19 pandemic

- World COVID - 19 pandemic

The COVID-19 crisis started in China in 2019. The more significant influence of the pandemic on overall the people around the world. And spread all continents widely around the factory, there was also a new breed that was more violent than before. The COVID – 19 pandemic is the factor affecting every people and implementation of organisational all level.

The satiation makes people, business organisations, industry, and government attempt to seek a way for survival from the COVID-19 crisis. The COVID-19 pandemic of the world quickly makes threatening the health and lives of millions of people worldwide. The early concentrations pandemic among wealthy countries in East Asia, Europe and North America and expand to the poor and disadvantaged have been inevitably affected. Subsequently, the COVID – 19 viruses pandemic has seen significant threats to the country in the Global South (UNWTO, 2020). Consequently, many countries' hospitality and tourism businesses have been virtually shut down for international travel (no welcome the foreign tourism) and, some countries shut down to domestic travel as well. One of the leading causes of the fast time and global spread of the COVID

-19 pandemic is air and sea travel, especially in ship cruises (Chinazzi et al., 2020). The journey and services of hospitality and tourism implementations have been a limitation in a way unprecedented (Baum & Thi Thanh Hai, 2020). The industry that received direct effect is hospitality, such as tourism, service business, and hotel. The government in several countries was significantly lower-estimated pandemic. Especially, the country's government policymaker does not have an accurate understanding of the scenarios and effects of the COVID-19 crisis; the Covid-19 satiation will have an unprecedented impact on the hospitality industry.

Nowadays, empirical studies on the impact of a pandemic on the hospitality industry are widely in the literature. Therefore, the role of the COVID-19 pandemic impacts the short and long term for the lives of people and other sessions. Significantly, the impact of the COVID-19 pandemic cuisines on the tourism industry worldwide (Skare, Sorian, & Porada-Rochon, 2021). The report of the world travel and tourism council (WTTC) showed that the data up to 75 million workers at job risk to COVID-19 pandemic and direct effect to potential Travel Tourism GDP loss in 2020 of over to US$ 2.1 trillion overall worldwide, to compare the impact between SARS pandemic between 2001–2004 and COVID-19 pandemic since 2019. The study found that the COVID-19 pandemic has an effect higher than the SARS pandemic (Pine and McKercher, 2004). SARS pandemic between 2001–2004 has an essential impact on tourism demand in China, Hong Kong, Singapore, and Taiwan (Kuo et al. (2008), including Thailand tourism and hospitality industry.

For the study recently, the study also found that the Covid-19 epidemic had a severe impact on every country in the world, not just one country and affected the lifestyle of people to lead a new everyday life. The tourism industry was most negatively affected by this pandemic. Lockdowns in many countries, widespread travel restrictions, and airport and national border closures reduced the number of international tourist arrivals by 67 million during the first quarter of 2020. This decrease implies a loss of approximatelyUS$80 billion in tourism revenue, compared with the same period in 2019 (UNWTO, 2020). Valle (2020) stated that the COVID-19 pandemic has dramatically affected the world. It makes businesses need to improve for survival, including the lives of people worldwide in a new standard way. They have to change their behaviour to protect themselves from the spread of the Covid-19 virus, even with the vaccine. But only to reduce the severity of the disease.

- Thailand COVID 19 pandemic

For the situation Covid-19 epidemic in Thailand, the hospitality industry of Thailand was a more significant impact of the COVID-19 pandemic since the end of 2019 – 2020, Starting early, virtually simultaneously with the epidemic in Wuhan, China (Prachachat, 2020). The first outbreak in Thailand was found in early 2020, which forced the country to impose strict control measures to prevent the spread; this made it necessary to have a lockdown in areas at risk of spreading the disease. The travel and services of hospitality and tourism implementations have been a limitation in a way unprecedented. Therefore, countries' hospitality and tourism business has been virtually shut down for international travel and restriction to welcome foreign tourism. Most importantly, the tourism industry is the most critical industry for the Thai economy. This Covid-19 pandemic decrease Thailand welcomed tourists from the past year. The report of the Ministry of Tourism showed indicates the number of visitors visiting Thailand in 2018 was 38.28 million and is expected to rise to 39.80 million in 2019.

Although, Thailand is still expecting to generate continuous income from the tourism sector more than other sectors (Richard, 2020; Jui & Kusumalee, 2020; Thai website, 2020). At the beginning of February 2020, Thailand implemented controlling the pandemic of Covid-19 from foreign tourism and international travel as the main factor in spreading Covid-19 to the Thai people. The first time was very satisfying in government control. But found that it puts a lot of pressure on entrepreneurs due to the implementation of such policies severe impact on operations. Significantly, Thailand's tourism sector has been severely impacted, as new approaches have been implemented from the beginning and are still in place. It prohibits tourists from entering Thailand and international flights from landing at six international airports (Suvarnabhumi, Donmeung, Chaing Mai, Chaing Rai, Phuket, and Hat Yai) (Richard,2020; Thai website, 2020; International Affairs Division, 2021).

Fei et al. (2020) and Ikrar, (2020) presented that the opinion of government policy about Covid-19 pandemic control impact to serious challenges has caused high suffering in Thailand's hotel industry and its stakeholders in the hospitality industry. Many scholars have said that the longer the closure of foreign travel and there are stringent measures to control the spread of Covid-19, which will have a detrimental effect on the Thai economy in all sectors (Thanapotivirat &

Jithpakdeepornrat, 2021). Especially in the hospitality industry includes hotel business, restaurant business, transportation business, and other tourism-related service businesses. Due to the travel ban policy of the Thai government, social distancing, new standards, and common practices to control the virus around the world. These policies directly affect the number of tourists has significantly decreased, cancellations of travel plans and hotel bookings, and inevitably affect the operation of the hotel. The reporting of the Thailand Hotel Association, 32,564 hotels registering, found that 95% of the hotels were experiencing loss during the COVID-19 pandemic (Horwath HTL, 2020). They caused a slowdown in the expansion of the domestic hotel groups (Elena, 2020; Fei et al., 2020; ITR, 2020). However, due to the Covid-19 epidemic situation and government measures to control the epidemic. It is challenging for hotel businesses to seek guidance and strategies for operating under the "New normal".

Although the Covid-19 pandemic, the hotel business was already facing challenges and increasing pressure due to customer-centric, digital technology, the lifestyle of the new generation and more factors. Most importantly, companies need to adapt to the changing situation and marketing environment to business operation and survive under disruption changes. The COVID-19 crisis has affected both health and the economy, motivating the hotel industry to seek innovative services. These new strategies positively influence their current business models to increase competitiveness and sustainability in a long time. Exspicelly, the several pandemics of Covid-19 in Thailand, the hospitality industry must be recognised and reflect on the essence of the importance of an employee's healthy life as a stakeholder (Helyer & Lee, 2014; Mohamed, 2020; Levenson, 2020). The business in the hospitality industry will be responding to changes in service quality by motivation and employees training, and the organisations must be part of sustaining the future well-being of their workers and reliability in the career path.

The organisations will be indicated to re-skill, up-skill, or recruit employees according to the new standard in the service business context. Businesses in the hospitality industry need to work responsibly with multiple organisations, customers, and stakeholders (Mohamed, 2020; Lu et al., 2019; Fernando & Oscar, 2020). Moreover, the communication technology adaptation for operations is another approach that can be integrated with marketing operations strategies to create the ability to meet the needs of consumers and lead to the success of the hotel business and other businesses in the hospitality industry of Thailand under COVID – 19 pandemic.

2.2 Social media technologies

In recent decades, the increase in new social media and information communications technology has significantly influenced globalisation. Travelling and communicating is easier now than ever before. The popularisation of smartphones as a tool for communication and social media allows the overall world to be speedy and conveniently connected. The new social media has supported people interaction and society to a highly interconnected and complex level Guo-Ming Chen (2012). As a result, the lifestyle of the people in the order has changed from the old normal. The old communication concept has shifted to the new social media and is widely spread to consumers. The main causal to the corporate is naturally facing enormous challenges, such as the high competition to an existing business in the industry, the unpredictable changes in consumption trends in the marketplace, and more complicated customer demands (Porter (2008). Therefore, the ability of the business to generate and sustain customer satisfaction in both the short-long term is the essential key predictor that can strongly indicate the company's success in the industry.

Moreover, the young people interaction through social media technologies has transformed into a phenomenon, the new social media formats including personal computers, phones, tablets, etc. Internet and wireless mobile connectivity allow telephone and other media access anywhere (Zemmels, 2012). Social media technology has played a role in the lifestyle of the new generation quickly in communication, support to work efficiently to meet the needs of the young consumers in many dimensions. Significantly, access to excellent mobile service as a social media formant is available worldwide. It enabled users to connect the world and stay in touch with anyone at most any time. Social media are famous for people worldwide (Levinson, 2012). Therefore, it is not surprising that social media technology has played an essential role in society. Digital media continue to change the way thinking, acting and live. Social media has taken communication to a higher interconnected and complex level (Chen, 2012).

Social media platforms save users access allows communication to be readily available and convenient. The users are in control of what is viewed and shared. This freedom empowers the process of people communication. Moreover, they believe that new communication technologies Social media satisfy the human need to have any information at any time or place (Chen, 2012; Huesca, 2013). For the above reasons, As a result, consumers are rapidly and widely using social

media technology. Including business, organisations have adopted social media technology to use in their operations. Increase efficiency in meeting the needs of consumers or target customers. Today, the create and maintain competitiveness to high-performance other competitors, the business must endeavour to offer the superior product and service to customers, to increase customer satisfaction both short-long term on product and service of the industry. Also, the business needs to understand and find the needs accurately and wants of the target customers and present the products and services to like or surpass customers' expectations (Charoensukmongkol and Sasatanun, 2017). The marketing practise known as customer relationship management (CRM) is often suggested to enable the business to achieve this objective and create good relations with the business's customers. However, traditional customer relationship management (CRM) is commonly adopted by large companies through computerised software and database systems, which requires more considerable resources to support. For the small firms adopted the social media such as Facebook and Instagram have also become an emerging trend in facilitating the implementation of customer relationship management (CRM) activities to customers (Malthouse et al., 2013; Trainor et al., 2014; Woodcock, Green, & Starkey, 2011).

Furthermore, the use of social media for customer relationship management (CRM) has long been accepted in the literature. It was discovered that the use of social media for CRM in various industries, particularly the application of social media for CRM in the service industry, has been adequately explored. Harrigan, Ramsey, & Ibbotson (2009) examined the characteristics of businesses and their adoption of social media for customer relationship management (CRM), which follow patterns or differ from the company's models and theories of operation. This research focuses on social media as the customer relationship management (CRM) tool for service businesses.

The role technology information communication has the important in marketing operations. Primarily, social media is a way that can reach consumers quickly and thoroughly. It takes less time to relay a message (Chen, 2012). The media innovations continue to change the way consumers think, act and live. New media has taken communication to a higher interconnected and complex level.

Moreover, mobile access allows communication more accessible and convenient. The users are in control of what is viewed and shared. This independence empowers the communication

process (Chen, 2012). These integrated technologies can make communication more straightforward and accessible by increasing both the quantity and efficiency of interpersonal interactions (Adler et al., 2012). Moreover, the social context influences customers purchasing decisions (Ancillai, Terho, Cardinali, & Pascucci, 2019). Customers frequently use the internet as their primary source of information and are, thus, influenced by social media content primarily in the early stages of the purchase process (Holliman & Rowley, 2014). They are comfortable engaging via social media platforms. The customers indicated that social media content had influenced their purchasing journeys (Minsky & Quesenberry, 2016). Several studies show the importance of social media for the communication of new consumers

Social media (SM) has been defined as a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and allow the creation and exchange of user-generated content (Kaplan & Haenlein, 2012). From a social relationship viewpoint, social media facilitates social networks, enabling users to create and share content, communicate with one another, and build relationships (Hennig-Thurau et al., 2010). Social media provides opportunities for small, medium, and large organisations to participate through relational knowledge sharing processes between hotels and customers or through contact between peers and peers (Diffley & McCole, 2015; Harrigan et al., 2017). Existing studies have concentrated primarily on the advantages and challenges associated with social media adoption, but the position of workers and the features of the organisation have often been overlooked (Schultz & Peltier, 2013; Trainor et al., 2014). Charoensukmongkol and Sasatanun (2017) explored how social media platforms with customer relationship management can be used for enhanced business performance in Thailand. They argue that the lack of face-to-face interaction can be easily bridged via communication on social media channels (Chanchaichujit, Holmes, Dinkinson, & Ramkissoon, 2018). Social media intensively have important to CRM tended to higher customers satisfaction on business performance and the businesses that generated more sales from social media. Because social media communication tends to include fewer small interpersonal encounters than face-to-face communication. Using social media for CRM operations will involve communicating with customers to improve customer satisfaction (Charoensukmongkol and Sasatanun, 2017).

Also, the effect of social media on CRM tends to be more crucial for companies that primarily target customers who are social media users.

It is essential for the hotel industry as the transaction mostly takes place between companies and customers divided by geographic locations and time zones. An excellent user interface is generated by the rise of social media networks, which significantly contributes to the rapidly changing technology (Web 2.0). When going through consumer decision-making (Ramkissoon, 2018), engaging with other consumers or brands on social media has become a practice for customers. However, it may be argued that the overall user experience is a mixture of social occasions and technological characteristics (Shokohyar et al., 2017). Di Gangi and Wasko (2016) claim that openness is not a significant factor in the study investigating aspects of user interaction and social media, nor does access to social capital such as friends or relatives. In addition, in terms of technical characteristics, the resolution is more critical than flexibility. Such results indicate that social clients. Therefore, the possibility for businesses to interact with potential and existing customers on social media channels such as Instagram, Facebook, and Line official, can generate a lot of opportunities for customer attraction and retention in the customer relationship management process (Anton, 1996). Social media technology channels will act as critical drivers for change in the hotel industry when integrated with CRM processes. Previous research further underscored that the relationship between social media and CRM processes is an under-researched topic in the hospitality industry (Chan et al., 2018). They are likely to use social media and a powerful source of word-of-mouth about products and services (Lukovitz, 2009; Jang et al., 2011; Bolton et al., 2013). Primarily, the researcher investigates the association between the intensity of social media use for CRM and brand loyalty, using a sample from the customer of a luxury hotel in Thailand. In particular, the study in Thailand is a suitable research context for studying social media applications in business. Many service businesses have extensively used social media as a critical channel to advertise, promote, and present products (Quevedo, 2012). This research focused on social media technology playing a significant role to encourage customer relationship management, customer engagement, and word of mouth. Therefore, the hypotheses are as follow:

H1: Social media technology has a positive relationship to SCRM in Thailand's luxury hotels.

H2: Social media technology has a positive relationship to customer engagement in Thailand's luxury hotels.

H3: Social media technology has a positive relationship to e-word of mouth in Thailand's luxury hotels.

2.3 Social Customer relationship management

Through the availability of numerous social networking sites such as Facebook, Twitter, and YouTube and online review sites such as Trip Advisor, a new concept known as social customer relationship management (SCRM) or CRM 2.0 has emerged. SCRM provides conventional customer relationship management for online customers by changing the focus from a transactional perspective to one that centres on customer experiences (Zhang et al., 2019). Moving from customer relationship management to SCRM necessitates a shift in mindset, beginning with viewing customers as co-creators of brand experiences. Treating customers as relational agents goes against the core ethos of a service-dominant logic, which states that value creation should result from an exchange between key stakeholders involved in the service process (Fan et al., 2020).

Previously, when customers checked out of a hotel, their personal information was recorded on a database (a CRM system) and later used by marketers to reconnect with existing customers to build a one-to-one relationship. Hotel customers in the twenty-first century are tech-savvy, and the emphasis has shifted to co-creation, customization, and digital innovation (Hu & Yang, 2020). Hotel-social customer interaction begins during the pre-purchase phase and continues throughout the purchase cycle as customers interact with the brand at various touchpoints. Although there are many studies on customer engagement on social media platforms, more research on its antecedents and outcomes is needed (Touni et al., 2020).

In recent years, the strategy of customer relationship management has changed dramatically. The continuing popularity of social networking led to a rethink of using it in customer service. The customers use the social network to connect and share experiences and information on products, services, businesses, and brands. As a result of the widespread growth of the online social network and user-generated content sites, a shift in the balance of power is occurring (Bernoff and Li, 2008; Parameswaran and Whinston, 2007; Pitt et al., 2002; Rezabakhsh et al., 2006). Social networks have come into play in business. Instead of managing customers, social CRM recognises the role of the organisation in promoting shared interactions and conversations

that customers value (Baird and Parasnis, 2011). The social CRM is a philosophy and business strategy supported by a system and technology designed to engage consumers in collaborative engagement in a trustworthy and open business environment that offers mutually beneficial value (Greenberg, 2009, 2010). They reflect the social environment of the customer. Therefore, developing CRM systems into social CRM systems is essential (Hart and Kassem, 2012). Social CRM technologies have a tremendous opportunity for businesses to connect and communicate within social networks, enhance the quality and quantity of customer, supplier, and partner interactions, and increase the reputation and overall brand loyalty.

Social CRM (Greenberg, 2009, 2010) is thus the combination of social media and Customer Relationship Management (CRM) and is consequently more than an extension of traditional CRM. Therefore, the goal of social CRM is to use new social and collaborative technologies to establish customer value and thus solve business problems (Hart and Kassem, 2012). In addition, social CRM can deliver insights that will help drive real customer-centric innovation (Woodcock et al., 2011). In terms of exogenous latent variables and as a new approach for the customer organisation relationship, this study examined the role of social CRM (Greenberg, 2009, 2010), finding that social CRM is a possible driver for long-term customer relationships and identifying factors that affect performance effectiveness.

Moreover, the study of Greenberg (2009) definition of social CRM is a philosophy and a business strategy, supported by a system and a technology, designed to engage the customer in collaborative interaction that provides mutually beneficial value in a trusted and transparent business environment. According to Greenberg (2010) indicated that "Social CRM is a philosophy and a business strategy, supported by a technology platform, business rules, processes, and social characteristics, designed to engage the customer in a collaborative conversation to provide mutually beneficial value in a trusted and transparent business environment. It's the company's response to the customer's ownership of the conversation." Moreover, the study of Greenberg (2009) expends that the difference between traditional customer relationship management (TCRM) and Social Customer Relationship Management (SCRM) presented in Table 1.

Table 1 Differences between TCRM and SCRM concept

Traditional Customer Relationship Management (TCRM) features/functions	**Social Customer Relationship Management (SCRM) features/functions**
● Definition of CRM: The CRM is a philosophy and a business strategy, supported by a system and a technology, designed to improve human interactions in a business environment.	● Definition of SCRM: The Social CRM is a Philosophy and a business strategy, supported by a system and a technology, designed to engage the customer in a collaborative interaction that provides mutually beneficial value in a trusted and transparent business environment
● Tactical and operational: Customer strategy is part of corporate strategy.	● Tactical and operational: Customer strategy is corporate strategy.
● The relationship between the company and the customer is seen as an enterprise managing the customer-like a parent and child, to a large extent	● The relationship between the company and the customer is seen as a collaborative effort. However, the company must still be an enterprise in all other aspects.
● Focuses on the company – Customer relationship	● Focuses on all relationship's interactions (among the company, business partners and customers) and specifically focuses on identifying, engaging, and enabling the influential nodes.
● The company seeks to lead and shape customer opinions about products, services, and the company-customer relationship.	● The customer is seen as a partner from the beginning in developing and improving products, services, and the company-customer relationship.

● The company seek to lead and shape customer opinions about products, services, and the company-customer relationship	● The customer is seen as a partner from the beginning in developing and improving products, services, and the company-customer relationship.
● The business's focus is on products and services that satisfy customers.	● The business's focus is on environments and experiences that engage customers.
● Customer–facing features: sales, marketing, and support	● Bothe the elements and the people who oversee developing and delivering those features are customers facing.
● Marketing focuses on processes that send improved, targeted, corporate messages to customers.	● Marketing is focused on building relationships with customers: engaging customers in activity and discussion; observing and redirecting conversations and activities among customers, and participating in those conversations
● Intellectual property is protected with all the legal might available	● Intellectual property is created and owned with customers, partners, suppliers, and problem solvers.
● Insights and effectiveness are optimally achieved by the single view of the customer across all channels by those who need to know. Based on complete customer records and data integration.	● Insights are a considerably more emotional issue and are based on customer data, personal customer profiles on the web and the social characteristics associated with them and customer participation in the activity, as well as the acquisition of those insights.
● Resides in a customer-focused business ecosystem	● Resides in a customer ecosystem.

● Technology is focused on the operational aspects of sales, marketing, and support.	● Technology is focused on both the operational and social aspects of the interaction.
tools are associated with automation functions	● Integrates social media tools into apps/services includes blogs, wikis, podcasts, social networking tools, content–sharing tools and user communities.
● Utilitarian, functional and operational	● Style and design also matter
● Mostly in-directional	● Always bi-directional
● Presumes for customers regularly	● Integrates the voice of the customer into all facets of planning, from the strategy onwards.

Adapted from Greenberg (2009, 2010)

Furthermore, Social Customer Relationship Management (S-CRM) combines customer-facing activities, such as procedures, systems, and technology, with emerging social media apps to engage customers in collaborative conversations and strengthen customer relationships (Trainor et al., 2014). S-CRM is thus a system, process, and technology for engaging customers in collaborative talks and improving customer relationships. The customer's relationship must be built with more specific and thoughtful care. The social networks come into play and reflect the social environment of the customers (Hart and Kessam, 2012). The customer no longer relies only on what the business provides for goods or information. A growing industry means that the buyer has more options and high expectations. The intense rivalry is the product of this behaviour. Businesses now must fight over every single client. It is not enough to have a high-quality effect of emerging as the winner of this fight. To describe themselves better, the firm must be open and credible. It is essential to maintain a long-term partnership between the consumer and a business's brand (Zhang and Bloemer, 2008).

Several researchers found that the SCEM's primary purpose is to build a good relationship with customers, create customers' trust and engagement with the product. The SCEM process aims

to establish and maintain customer relationships (Kartik et al., 2013). The use of SCRM is expected to enhance the ability of the company to sustain profitable customer relationships. By enabling the integration and sharing of information that affects smooth and efficient company-customer interactions, excellent customer data analysis and response customisation (Mukerjee and Singh, 2009). This research focused on social customer relationship management as a process of the hotel industry achieving customer engagement, word of mouth, and brand loyalty. Therefore, the hypotheses are as follow:

H4: The SCRM has a positive relationship with customer engagement in Thailand's hotel industry.

H5: The SCRM has a positive relationship to e-word of mouth in Thailand's hotel industry

H6: The SCRM has a positive relationship with brand loyalty in Thailand's hotel industry.

2.4 Customer Engagement

Customer engagement (CE) has emerged as a concept of increased relevance in marketing strategy literature; it is a new approach to knowledge customer value and understanding contemporary marketing in customer's view. The context of customer engagement has an essential role in the marketing field. Received greater interest from both academicians and practitioners in the business several years ago (Gligora, Bozkurtb, & Russoc, 2019) because both types have recognised that keeping customers engaged is essential for retaining customers and creating. Competitive advantage for the business (Dessart, Veloutsou, & Morgan-Thomas, 2015; Pansari & Kumar, 2017; Kumar & Pansari, 2016;). Customer engagement has played an increasingly important role in the operations of any business, and increasingly in the service and marketing literature to acknowledge customers activities and participative functions in today's strong customer relationships (Brodie et al., 2011). It is a marketing strategy and relates to psychology (Hollebeek (2011) and psychology literature (Lehmann, Lalmas, Yom-Tov and Dupret, 2012). Several studies in the marketing field do concede that engagement is composed of a cognitive, affective, and behavioural dimension (Babin & Harris, 2015; Venkatesan, 2017).

Moreover, the study indicates that highly engaged customers contribute more in terms of profitability (Pareto, 2014) and relationship growth than an average customer in the hospitality industry (Venkatesan, 2017). Also, customer engagement has been considered a condition for

superior business performance, including sales growth, customer growth, profitability (Voyles, 2007; Neff, 2007) and competitive advantage in the industry. The definitions of customer engagement may be different following researchers. Such as the concept of Bowden (2009) defines it as "the psychological process that models the underlying mechanisms by the customer loyalty forms for new customers of a service brand as well as the mechanisms by customer loyalty may be maintained for re-purchase customers of a service brand". This definition is examined in the service marketing field and appropriated to adapt to create superior business performance in the service industry. The concept of customer engagement helped service businesses understand the value of the customer. Also, Van Doorn et al. (2010) define it as "a customer's behavioural manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers.

For the definition of Hollebeek et al. (2014) and France et al. (2016) define it as "a consumer's positively valences cognitive, emotional, and behavioural brand-related activity during, or related to, specific consumer/brand interactions. Therefore, the behavioural dimension is required to measure customer engagement, consisting of consumers' cognitive and affective approaches (France et al., 2016). The current research is essential to note that no agreement has been reached on customer engagement definition. The consensus has been regarding its importance and contribution to the brand and business. Especially in the hospitality industry as a service business field attempted to understand the customer engagement, it the new approach to knowledge customer value in contemporary marketing satiation. The context of customer engagement has an essential role in the hospitality industry because both recognised that keeping customers engaged is critical for keeping customers, retaining customers, and creating a competitive advantage for the hospitality industry.

In the hospitality industry, a deeper understanding of customer engagement strategy implementation is needed. The reflects a shift in customers' roles, from being passive recipients to being indispensable co-creators of consumption experiences (Lemon & Verhoef, 2016; Ostrom et al., 2010) as well as critical contributors to firm value (Brodie et al., 2011) and performance (Pansari & Kumar, 2017). The origins of the relationship between marketing and digital service experience (Brodie et al., 2011). In particular, the service-dominant model indicates that clients' immersive and co-creative interactions are central to the emergence of customer interaction (Vargo & Lusch, 2008). Customer engagement draws attention to interactive interactions and perceived

experience expectations from relationship marketing (Brodie et al., 2011). The consumer's brand experience is a vital component of customer engagement (Maslowska, Malthouse, & Collinger, 2016). Customers and brands work together to create consumer interactions. For the study in the relevance of customer engagement both academia and industry look like, it is of interest to understand the factors that must be present for customers to engage with brands. Some research expands that variable such as perceived brand interactivity, brand involvement, brand trust, brand loyalty (Brodie et al., 2011), brand satisfaction, and brand commitment (Schau, Muñiz Jr, & Arnould, 2009; France et al., 2016; Hollebeek et al., 2014; Chiu, Huang, & Yen, 2010; Brodie et al., 2011; Van Doorn et al., 2010). The most systematic study will be considered factors that the customers to engage on brands. Therefore, it can be concluded that understanding customers has a direct relationship with the brand on various issues. In particular, brand loyalty is essential for creating business benefits both short and long term.

In the hospitality industry, customer engagement remains a challenge, and the customer relationship progresses through several phases that can be categorised as acquisition, growth, retention and win-back (Reinartz &Venkatesan, 2008). With the development of social media, companies can offer the customer a digital journey and monitor the evolution of the brand's customer experience over time (Homburg et al., 2017). In addition, the interactions between the hotel and the customer during the pre-purchase, during and post-purchase purchase path (Gursoy & McCleary, 2004; Nunko & Ramkissoon 2012) produce valuable knowledge at different contact points within the business (Brohman et al., 2003; Strauss & Frost, 2014; Venkatessan 2017). Interaction between them eventually leads to the exchange of valuable knowledge leading to the presence of customers both in mind and the acts conveyed by customers.

Also, Customers emotionally attached to a brand tend to view the brand as their own, and they perform non-transactional actions such as influence, feedback, and referral (Pansari & Kumar, 2017). However, to extend customer engagement conceptually, activities do not necessarily imply an authentic brand connection (So, King & Sparks, 2014) and motivations for reducing perceived risk cause some customers to discuss brands (Brodie et al., 2013). Moreover, several studies confirmed that the brands work together to create consumer interactions. And expand that variable such as perceived brand interactivity, brand involvement, brand trust, brand loyalty (Brodie et al., 2011), brand satisfaction, and brand commitment (Schau, Muñiz Jr, & Arnould, 2009; France et

al., 2016; Hollebeek et al., 2014; Chiu, Huang, & Yen, 2010; Brodie et al., 2011; Van Doorn et al., 2010). Customer engagement has a role in brand loyalty, and it is essential for creating business benefits both in the short and long term. Previous research explained that customer engagement brings more positive eWOM to customers and brand loyalty. This research proposed customer engagement as the hotel industry build to word of mouth and brand loyalty. Therefore, the hypotheses are as follow:

H7: Customer engagement has a positive relationship to e-WOM in Thailand's hotel industry.

H8: Customer engagement has a positive relationship to brand loyalty in Thailand's hotel industry.

2.5 Electronic Word of Mouth

The Internet has permeated practically every facet of life as network technology has advanced. The prevalence of online consumer discussion forums is a recent phenomenon. These consumer forums have millions of registered members and a high hit rate, according to reports. For example, daily visits to www.it168.com, a prominent consumer forum in China, are estimated to be more than 9 million. The consumer forum's appeal stems mostly from a novel kind of word-of-mouth (WOM) communication, which includes large amounts of consumer information on opinions and suggestions on vendors/products from experienced consumers. This online consumer sharing activity is commonly referred to by researchers as the electronic word of mouth (eWOM)(Seo et al., 2020).

eWOM connects varied individual consumers and extends and expands the WOM network beyond one's close contacts to the entire Internet world. As more consumers use product information from the eWOM network to make purchasing decisions, the process by which they assess the reliability of online consumer recommendations is becoming increasingly intriguing (Essani et al., 2017). This is due to the fact that eWOM is generated by an unknown number of participants, and the existence of enormous amounts of unfiltered information makes the information validity unclear (Flanagin, 2017). This may create readers' doubts about the credibility of the internet reviews (Sarmiento Guede et al., 2018). When seeking online product suggestions, people tend to consider the legitimacy of eWOM more than traditional WOM, and they will only adopt online advice that they perceive to be a reliable (Puspitasari et al., 2019). Previous research has shown that trustworthiness is one of the most important predictors of eWOM adoption.

Information credibility is a critical predictor of an online consumer's subsequent action (Siguaw et al., 2021). A consumer who believes the online information is trustworthy has no excuse not to use it. As a result, it is recommended that, when compared to other attitude dimensions, examining how individuals judge online suggestion trustworthiness would be an important and intriguing issue that might increase understanding of the process by which eWOM is employed (Enyioko & Nwokah, 2019).

In the marketing area, word of mouth (WOM) has been examined because it provides an essential foundation for understanding consumers' attitudes toward a product brand and reasonable opinion to business's development. Generally, word of mouth (WOM) in traditional is defined as the communication of person-to-person between a perceived non-commercial communicator and a receiver concerning a brand, product, or service offered" (Arndt, 1967). Marketing concepts related to word-of-mouth marketing strategies. It is something that marketers have used widely. And it has long been accepted that communication influences marketing activities. It makes consumers open to information trust in the information received more than the media of the manufacturer of the product or service (Thuengsuk and Nurittamont, 2019, Nurittamont, 2021).

Word of mouth in the hospitality industry is a viral research subject due to its ability to decrease the perceived risk associated with the purchasing of intangible and high engagement in offering (Yen & Tang, 2015). It is an essential factor in the consumer decision-making process (Ramkissoon, 2018), decreasing uncertainty in the purchase.

However, with the advances in information technology and consumer behaviour, WOM trance from traditional to electronic is electronic word of mouth (e-WOM) influence on business as e-WOM can reach a broader consumer and has no limited geographic and time barriers. Hennig-Thurauet al. (2004) indicated that electronic word of mouth is defined as a positive or negative statement that has potential with people or customers about a product or company, which is made available to a multitude of people and organisations via the internet and online media.

Therefore, electronic word of mouth (e-WOM) is the critical factor influencing consumers' purchasing of products and services. Electronic activity word of mouth has a significant solid influence on consumer behaviour (Chakrabarti, 2010). Consumers have a stronger intention to purchase a product or service because of the electronic word of mouth activities and positive electronic word of mouth praise. Consumers have a stronger intention to purchase a product or

service, the electronic word of mouth activities and positive electronic word of mouth. Brown and colleagues (2005) investigated antecedents of consumers' positive word of mouth intentions and behaviours found that satisfaction and commitment significantly influence electronic word of mouth praise and activity.

Moreover, today the formant of communication expanded from traditional word of mouth (WOM) to electronic word of mouth (e-WOM). For the internet and social media, the environment is different from the actual world; the nature of the electronic word of mouth (e-WOM) and, thus, electronic word of mouth (e-WOM) behaviours is likely to be different. Previous studies have also discovered electronic word of mouth (e-WOM) behaviours. Such as the valence and volume of electronic word of mouth (e-WOM) and the platform where electronic word of mouth (e-WOM) is posted have a significant influence on businesses in the context of business implementations.

Such as customers' purchasing intention and willingness to pay for accommodation (Mauri and Minazzi, 2013; Casalo et al., 2015; Alan Yena and Hugo Tang, 2019; Ladhari and Michaud, 2015; Viglia et al., 2016; Nieto-Garcia et al., 2017; Tsao et al., 2015).

Moreover, e-word of mouth (e-WOM) has already been identified in the marketing literature as a critical topic in online marketing for researchers and practitioners. It is a powerful influence on consumer behaviour in communication (Gupta & Harris, 2006). Customers increasingly consider electronic word of mouth (e-WOM) from online review platforms when making their accommodation decisions (Raguseo & Vitari, (2017). Through uploading, posting, making references, and providing feedback on electronics, clients like to share their experiences (Sukaris, Hartini & Mardhiyah, 2019). E-WOM has greater credibility, empathy, and meaning for the user than online content's specifics (Bickart & Schindle, 2001). This study identified e-WOM as a positive message about a product or company produced by potential, current and former customers that are deliberately intended to be seen or interpreted by various individuals and organisations through the internet media (Henning-Thurau, 2004). There are four primary determinants of the e-WOM follow-up (Cheung and Lee, 2012).

(1) The distribution of e-WOM is more rapid and broader.

(2) The correspondence through e-WOM is more continuous and more available.

(3) The e-WOM correspondence is tangible and

(4) The electronic properties of e-WOM in most of its applications can minimise the recipient's ability to evaluate the reliability of the transmitters and the massages they submit.

Goldsmith and Horowitz (2006) defined e-WOM as communication on the internet, which can be diffused by many Internet applications such as online platforms, blogs, review sites, and social networking sites. The e-WOM media are commerce websites such as Amazon, social networking sites like Facebook, Instagram, and Twitter. And platforms to interact to social media such as Trip Advisor or Expedia, travel platforms that review information about tourism to tourists. To tourists, it presents data from real user experiences, such as hotels, accommodations, restaurants, and other services. The e-WOM is informal communications directed at consumers through Internet-based technology related to the usage or characteristics of goods and services or their sellers (Litvin et al., 2006).

Several studies have defined this as e-WOM was online reviews, online advice or online opinions, which are gaining significant attention with the emergence of new technology tools" (Cantallops & Salvi, 2014). As an experience of consumer opinion and took the shape of e-WOM as one-to-many communication takes place at a phenomenal speed in the virtual environment (De Matos & Rossi, 2008). The studies have explored the function of e-WOM in affecting consumer engagement, customer satisfaction, purchasing decision and Loyalty (Gruen, Osmonbekow & Czaplewski, 2006; Kim, Lee & Hiemstra, 2004). Also, the gain to loyalty reaction on the brand will be through the behaviour of consumer e-WOM (Nurittamont, 2020) and powerful source of customers about products and services (Lukovitz, 2009; Jang et al., 2011; Bolton et al., 2013). This research proposed positive word of mouth, like how the hotel industry builds brand loyalty. Therefore, the hypothesis is as follow:

H9: The e-WOM has a positive relationship to brand loyalty in Thailand's hotel industry.

2.6 Brand Loyalty

Over the past decade, Loyalty has become a crucial construct in marketing, particularly in the customer relationship management context and essential to theoretical and managerial implications. Loyalty might be to a business, brand, product, good, service or store (Ball et al., 2004; Soderlund, 2006). Loyalty is likely to positively influence attitudes and behaviours, including repeat patronage and purchases, recommendations, and word of mouth. Therefore, it

influences other actual users or potential customers. Rowley and Dawes (1999) described the customer's Loyalty as an asset for any business. It keeps the old customer and reduces the need to seek new customers. Also, customer loyalty is positive feedback that the businesses' products and services meet the needs of a particular group of customers.

Moreover, the general level of Loyalty is that consumers may feel about brands, services, organisations, stores, product categories, and activities. Some studies used the term customer loyalty instead of brand loyalty to emphasise that Loyalty is a feature of people rather than something inherent in brands. However, there is no universally agreed definition (Jacoby and Chestnut, 1978; Dick and Basu, 1994; Oliver, 1999; Gee et al., 2008). Therefore, the loyalty study will be based on the viewpoint of researchers and study context in the loyalty field. Understanding Loyalty several issues will be essential and lead to expanding and contributing the strategy for business.

For the concept of Loyalty, the loyalty concept evolution shows that in Table 1. Show that loyalty measures and loyalty concepts of another researcher. The concept of Loyalty first appeared in the 1940s. It has two dimensions the loyalty concepts. The first concept is "brand preference" (Guest, 1955), later referred to as attitudinal Loyalty. Customers' attitude toward the loyalty action, feeling to brand preference, commitment or attitude toward the brand measures, and probability of purchase. And the second concept is "share of the market" (Cunningham, 1956), which was later referred to as behavioural Loyalty. Customers' behavioural toward the Loyalty, market share loyalty, preferential purchase brand, exclusive purchase, elasticities, and price until switching.

Although 30 years ago, after Loyalty first appeared in 1940, the academic literature, several researchers in marketing have an opinion that Loyalty may be more complex and that it may comprise both attitudinal Loyalty and behavioural Loyalty. Two-dimensional concepts have been combined and referred to as composite Loyalty. This definition of loyalty composite must be basic of research continually and agree to the meaning since being undertaken (Bennett, 2001). The new report of Loyalty considers that Loyalty should always comprise favourable attitudes, purchase intentions and re-purchase to product and service (Jacoby and Chestnut, 1978). Also, Mandhachitara and Poolthong (2011) proposed that the mixed method between attitudes and

behaviours is the more vital and most appropriate because it mixes the two significant effects of consumer decision-making for purchasing a product or service.

Table 2 Loyalty measures and loyalty concepts of another researcher

Behavioural Loyalty and Measures	● Market share loyalty ● Preferential purchase brand, ● Exclusive purchase ●Elasticity's ● Price until switching (Cunningham, 1956;Jacoby & Chestnut,1978; Sharp et al., 1997; Pessemier, 1960)
Attitudinal Loyalty and Measures	● Attitude toward the loyal action ● Brand preference ● Commitment or attitude toward the brand measures ● Probability of purchase (Sharp et al., 1997; Guest, 1955; Hawkes, 1994; Sharp et al.,1997; Jacoby and Chestnut, 1978)

Ramanathan and Ramanathan (2011) expand that Loyalty is the ability of the business to attract and retain customers is vital to the business's success; the customers are retained for long periods, and genuine relationships are developed. In the past study, researchers have separated two dimensions of Loyalty, psychology loyalty as a psychological outcome and re-purchase intentions as a behavioural outcome, which psychology Loyalty of customer may not intend to purchase from a service provider (Barnes, 1997; Blodgett et al. 1997; Kingstrom, 1983). For psychology, Loyalty is a measure that may be considered in conjunction with measurements of customer loyalty and behaviours that can be expressed and observed.

The study of Oliver (1999) has exciting loyalty development, expands the notion of re-purchase with Loyalty by indicating that psychological strategies are needed to achieve loyalty implementation. And recommendation, the four dimensions of Loyalty can be examined to study in the services literature. The following dimensions are: 1) positive word-of-mouth, 2) switching to a provider, 3) identifying with the service, and 4) preference to a particular service provider. These are the four popular dimensions to measure the nature of behaviours loyalty.

Moreover, positive word-of-mouth is a standard approach to loyalty conceptualisation. The customer loyalty becomes to implementation for the service field (Payne, 1993) have the four dimensions of the supported concept can be followed: 1) Providing positive word-of-mouth (Andreassen and Lindestad, 1998; Zeithami et al., 1996), (2) Recommending the service to friend and others (Stum and Thiry, 1991), 3) Encouraging friend and others to use the service (Bettencourt and Brown, 1997; Kingstrom, 1983), and 4) Defending the service provider's virtues (Kingstrom (1983).

The service industry has experienced an extraordinary evolution, which has intensified consumerism by making consumers more involved and demanding, making the notion of customer brand loyalty much more critical to marketing scholarship and practice (Khamitov et al., 2019; Toufaily et al., 2013; Van Lierop & El-Geneidy, 2016). The hospitality industries currently recognise that their survival and growth rely on producing exclusive, unforgettable, and positive customer experiences (Walls et al., 2011). Service companies concentrate on customised interactions that bind these companies with their customers and encourage the growth of brand ambassadors and co-creators of value, thereby increasing customer loyalty and company profitability (Kandampully et al., 2015). Customers' Loyalty is willing to pay more for hospitality services, express more excellent purchase intentions and not switch businesses (Evanschitzky et al., 2012). Therefore, customer loyalty is one of the most loyal firms enduring capital (Kandampully et al., 2015), enabling them to accomplish and achieve long-term competitive advantages in the market (Aksoy, 2013), creating mutually beneficial long-term relationships.

According to the customers have brand loyalty reflects a deeply held commitment to respond favourably towards a preferred brand consistently in the future. An essential aspect of Loyalty is that it is emotionally rooted in and associated with a relatively effect (Oliver, 1999). When customers reach a higher level of Loyalty, it is encoded as both cognition and affect, and

the associations are integrated and emotionally (Olsen, 2002). It can enhance tourists' feelings towards places and services. The customers use existing positive effects embedded in brand loyalty as a source of information to form a positive image of the associated area. Loyalty indicates high accessibility of affection for brands, which generates anticipated emotions. Customers who have positive affective brand loyalty will expect the experience of positive emotions of being involved with the brand. Therefore, building a relationship with the customer is essential, and it is the reason that leads to trust and brand loyalty. The hotel firms should create quality customer relationships (Ong, Lee & Ramayah, 2018). The relationship quality is high when the customer is immediately associated with the same brand each time a need for a product occurs. In addition, the hotel company has a greater chance of expanding its product range as these customers portray high brand loyalty and are thus more open to brand extensions. The loyal customer who derives high value from the previous service and perceives the consistency of the relationship as high is less likely to switch brands (Babin & Harris, 2015). The relationship quality will lead to brand commitment which is necessary to achieve brand loyalty. CRM can yield tremendous opportunities for hotel companies by actively engaging with customers, involving them in the process of value co-creation. Online interactions with customers result in user-generated content even before the customer comes to the hotel (Bygstad & Presthus, 2012).

Also, customer engagement in the tourism sector has indicated that a high level of social interactions via web-based applications such as Facebook, Instagram, Line official, and Twitter can positively influence trust, brand evaluations and loyalty (So, King, & Sparks, 2014). Although social media has become a trend in tourism companies, social media sites such as Trip Advisor, Booking.com, and Agoda.com can play a significant role in travellers' decision-making process (Leung, Bai, & Stahura, 2015).

The research much be understanding the importance of loyalty concept, the latent loyalty exists of customer has a strong preference for or attitude toward a company's brand over its competitors' brands but does not present high re-purchase to the product because of the patronage due to the situational or environmental variable influences on consumer behaviour. Significantly, the consumers may have a positively strong attitude about a particular hotel's service and brand. But may not frequently visit and use service that hotel because of a want to variety favourite or a lack of income that limits, order to influence the number of times that they can use service at a

hotel. However, studying the concept of customer loyalty is also a guide to strategies that can support successful service business operations. It also plays a vital role in processes in the hospitality industry. Mainly used in the luxury hotel business in Thailand during the Covid-19 epidemic situation, businesses are inevitably affected. So, a wide range of businesses can be maintained and maintain customer loyalty to survive in such a situation.

Therefore, this research focused on exchanging information between hotel businesses and customers through social media achieve to CRM and create customer engagement will be led to co-creation and benefit value which can result in brand loyalty.

2.7 Conceptual Framework

This research proposes a conceptual framework to address relationships between customer relationship management (CRM), social media technologies, customer engagement, eWOM, and brand loyalty as following in Figure 1.

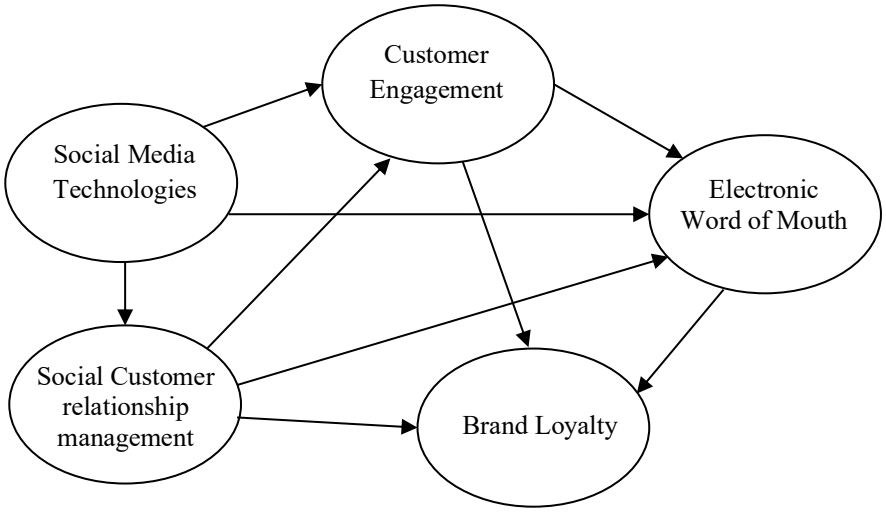


Figure1. Conceptual Framework of Research

This study proposes a conceptual model (Figure 1) to address relationships between SCRM, social media technologies, customer engagement, e-WOM, and brand loyalty. The proposed conceptual model consists of SCRM dimensions and social media technologies as two constructs acting as enablers of customer engagement. Moreover, it depicts the positive word of

mouth and brand loyalty as engagement outcomes over social media platforms. Social media platforms allow firms to connect and communicate with existing and potential customers. Following a review of the literature, it can be argued that social media with customer relationship management can promote customer engagement which is essential to increase brand loyalty either through repeat purchases or in the form of positive word of mouth. Customer engagement leads to value co-creation, which may influence customer relationship outcomes such as brand commitment and advocacy. Marketing communication is changing, and digital consumers are currently more empowered. This proposed model is adapted to change consumer behaviour and to meet evolving market needs.

2.8 Summary

This Chapter attempt to explain the relationship of five constructs. Including SCRM, social media technologies, customer engagement, e-word of mouth, and brand loyalty. Social media technology has essential to perceived information and communication for businesses. Social media channels can generate many opportunities for customer attraction and retention. Also, the SCRM is a crucial marketing strategy to respond to customer satisfaction in the short-long term. The literature focused on the integration strategy to increase customer engagement and related outcomes such as e-word of mouth and customer brand loyalty. The studies lead to the formulation of the research hypotheses. It will serve as a guideline for finding results and testing the hypothesis in the next chapter.

Chapter 3: Research Methodology

The primary purpose of this study was to test a conceptual framework of the relationship among SCRM, social media technologies, customer engagement, e-word of mouth, and brand loyalty. Conclusion and contribution on explaining the model fit to enhance the brand loyalty of luxury hotels in Thailand. This chapter presents the research methodology organised as follows. Firstly, the sample selection and data collection procedure. Secondly, the develop variables for measurement for this study. Third, the instrumental verifications, including the back translation language of the instrument for use in the Thailand context, verify validity and reliability. Finally, the PLS-SEM statistic technique for data analysis the relationship among variables, testing hypotheses and verifying model fit to the conceptual framework.

3.1 Population and Sample size

This study target survey was customers of luxury hotel businesses in Thailand selected as the population. The result indicated that 265 sample sizes. According to Khine et al. (2013), while the sample size is a critical consideration in SEM, and while there have been many propositions regarding sample size in the research literature, no consensus has been reached among researchers at present. Some agreement is that structural equation modelling is suitable for analysing larger sample sizes (Schumacker and Lomax, 2010; Kline, 2011), although fewer cases may be used in simpler models with fewer parameters (Kline, 2011).

Loehlin (2004) advised sample sizes of at least 100 cases for normally distributed data. However, 100 samples are sufficient for evaluating a model; more significant examples of 200 or more are required for precise parameter estimates and standard errors. It has also been suggested that sample sizes of 100-150 responders be used (Kline et al., 2011; Schumacker and Lomax, 2010). For models with five or fewer latent variables and three or more measurement variables, a minimum sample size of 100 is recommended (Hair, Black, Babin and Anderson, 2009).

Because statistical power was required, this study found a sufficient sample size, which was 265 samples, according to the estimation using the idea of Loehlin (2004). As a result, the data (265 samples) were sufficient to assess the PLS-SEM model's ability to explain the predicted model.

3.2 Sample Selection

A questionnaire was used as a primary data collection tool. The researcher collected data from the customer of luxury hotels in Thailand. The researcher separated hotel locations into six areas following the National Research Council of Thailand: Northern, North-eastern, Southern, Eastern, Western and Central region. The respondents were selected through convenience sampling from luxury hotels in each region. In this case, the choice of customers who were in the best position to provide the information required for the study. The questionnaires surveyed 400 respondents over than sample size indicated. A self-administered questionnaire through an electronic instrument was used to obtain data between January and March 2021.

3.3 Instrumentation

3.3.1 Scale

All these constructs were measured using a Likert-type scale ranging from 1 to 5, where 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neutral" 4 = "Agree" and 5 "Strongly agree". The scale was commonly used to study respondents' thinking and used to test the relationship among constructs. For the PLS-SEM use, the measurement scale, a five-level range scaling scale, can be used to test the hypothesis and the correlation of the entire model.

3.3.2 Validity and Reliability

- Validity is whether the measuring instrument measures the behavior or quality that it is designed to measure, and how well the measuring instrument accomplishes its role (Anastasi and Urbina, 1997). The validity is determined by the meaningful and appropriate interpretation of the data obtained from the measuring instrument. Whiston (2012) defined validity as obtaining data relevant for the purpose of the measuring instruments Validity tests, which establish whether the expressions in the scale provide appropriate measurements for the objective of the research, come to the fore in this situation. Testing the measuring instrument's validity is more difficult but more important than analyzing its reliability. The measuring device must measure what it purports to measure. The application of an approved measurement device. This method is to test the content validity using statistical methods. Factor analysis use mathematical approaches to reduce connected measures in order to investigate patterns in a set of variables. It summarises the data

such that the relationships and patterns of observed variables in the measuring device may be easily interpreted and understood. The two most common factor analysis techniques are exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). In general, CFA is intuitive, also a sort of exploratory analysis used by academics to learn about the number or character of expressions on the scale This study enables the researcher to discover the primary dimensions (Henson and Roberts, 2006; Swisher et al., 2004). In studies using pre-tested scales, it is usual practice in empirical research to use CFA to test the scale's and model's accuracy. In this study, CFA provides the measuring instrument for verifying the validity. These procedures are essential for research to offer healthier results. For confirmatory factor analysis, the factor loading value greater than 0.04 is considered for each construct.

- Reliability

Reliability refers to the stability of the measuring instrument used and its consistency over time. In other words, reliability is the ability to measure instruments to give similar results when applied at different times. Of course, it is unlikely that the same results will be given every time due to differences at the time the measuring instrument is applied and changes in the population and the sample. However, a strong positive correlation between the results of the measuring instrument is an indication of reliability. The reliability of the measuring instrument is an essential consideration for the study results to be healthy. Therefore, researchers should ensure that the measuring instrument used is reliable.

Different methods are used to determine the reliability of the scales used in empirical research. The most frequently applied methods are test-retest reliability, alternative forms, and internal consistency tests. Internal consistency tests can be applied in three different ways. Cronbach's Alpha Coefficient, the most popular method used in research to test internal consistency, is the determination of the alpha coefficient. In the literature, different calculations have been developed for the alpha coefficient. Despite this diversity in the literature, Cronbach's alpha coefficient, which was developed by Cronbach (1951) and is named after the researcher who developed the coefficient, is generally accepted. As the Cronbach's alpha coefficient, the value of which is between 0 and 1, approaches +1, it is stated that internal consistency is high.

Table 3 the Classification of Cronbach's Alpha Coefficient

Cronbach's Alpha Coefficient	Interpretation of Cronbach's Alpha Coefficient
≥ 0.9	The internal consistency of the scale is high
$0.7 \leq \alpha < 0.9$	The scale has internal consistency,
$0.6 \leq \alpha < 0.7$	The internal consistency of the scale is acceptable
$0.5 \leq \alpha < 0.6$	The internal consistency of the scale is weak,
$\alpha \leq 0{,}5$	The scale has no internal consistency.

3.4 Operationalisation Variables

The function of principle in labour must not be overlooked, and theory and research must be linked (Saunders, Lewis, & Thornhill, 2016). Quantitative analysis necessitates a solid theoretical foundation and technique to build a competent research framework. When developing a conceptual framework, the theoretical part must not be disregarded. Differences of opinion conflict between the critical theoretical tactics, Also are categorised within the scope of the study. The variables' actions must be related to the theory and tied to the tests to obtain accurate findings. The researchers should be aware of the types of factors that can help them identify the effects of the model. Each variable must be known before it is stated as dependent or independent of research. The variables must be accurately linked, and the validity must be established. In this study, the researcher has adopted the research instrument from the excellent construction of previous research, which is accepted and valid. Shows that table 4 – 8 shows the variable items, Cronbach Alpha coefficient and sources.

Table 4 Social Media Technologies Cronbach Alpha coefficient and Sources

	Items	**Cronbach Alpha**	**Sources**
1.	You receive information from the hotel through social media.	0.84	(Salojärvi & Saarenketo, 2013)
2.	You think that information received through social media is helpful.		
3.	You are always searching for information from social media.		

4. Presenting information on social media is in line with today's lifestyle.		

Table 5 Social Customer relationship management Cronbach Alpha coefficient and Sources

Items	Cronbach Alpha	Sources
1. The hotel can provide services online with the personal data collection of the customer. 2. The hotels offer online services based on different customer characteristics. 3. The hotel interacts well, talks and exchanges ideas with its customers online in various channels. 4. The hotel can facilitate customers at any time. According to customers who have notified their needs via online channels 5. The hotel understands the needs of each customer and offers services tailored to their tastes. 6. The hotel has a strategy to respond appropriately to each group of online customers.	0.84	(Salojärvi & Saarenketo, 2013)

Table 6 Customer engagement Cronbach Alpha coefficient and Sources

Items	Cronbach Alpha	Sources
1. When people admire this hotel, you will feel that appreciation too. 2. You fascinate and like this hotel very much. 3. You feel in love and engage with this hotel.	0.85	Gligor, Bozkurt, & Russo (2019)

4. You have a good relationship that is difficult to change with this hotel. 5. You have joined this hotel's guest group as a member and often exchange opinions with other customers. 6. You often participate in various activities at the hotel.		

Table 7 Electronic Word of Mouth Cronbach Alpha coefficient and Sources

Items	Cronbach Alpha	Sources
1. You mentioned the quality of the service of this hotel through online media more often than other hotels. 2. You are proud to tell you about the use of this hotel online. 3. You appreciate this hotel by offering services pictures of the hotel atmosphere through online media. 4. You gave a positive message about this hotel on social media. 5. You mentioned the quality of the service of this hotel through online media more often than other hotels. 6. You are proud to tell you about the use of this hotel online.	0.95	Zeithaml et al. (1996) and Lee et al. (2010)

Table 8 Brand Loyalty Cronbach's Alpha coefficient and Sources

Items	Cronbach's Alpha	Sources
1. You will continue to use the service from this hotel because it is the best choice.	0.86	Nurittamont (2020)
2. You intend to use this hotel forever.		
3. You will continue to use this hotel. However, there will be an additional service fee.		
4. You do not think to switch to another hotel service even if there are other hotels for you to choose from.		
5. Compared to other hotels that you know this hotel is very popular.		
6. You will continue to use the service from this hotel because it is the best choice.		

3.5 Back Translate technique and adaptation of instruments

This process aims to achieve different language versions of the English instrument that are conceptually equivalent in each of the target countries/cultures. The instrument should be equally natural and acceptable and should practically perform in the same way. The focus is on cross-cultural and conceptual rather than linguistic/literal equivalence. A well-established method to achieve this goal is to use forward translations and back-translations. Implementation of this method includes the following steps:

Step 1 Forward translation

This task should be beginning with the first translator, preferably a health professional, familiar with the terminology of the area covered by the instrument and with interview skills. The translator should be knowledgeable of the English-speaking culture, but the mother tongue should be the primary language of the target culture. Instructions should be given in the approach to translating, emphasising conceptual rather than literal translations and the need to use natural and

acceptable language for the broadest audience. The following general guidelines should be considered in this process:

- Translator will always aim at the conceptual equivalent of a word or phrase, not a word-for-word translation, i.e., not a literal translation. And consider the definition of the original term and attempt to translate it most appropriately.

- Translators will strive to be simple, clear, and concise in formulating a question. Fewer words are better. Long sentences with many clauses should be avoided. The target language will aim for the most common audience. Translators will avoid addressing professional audiences and consider the typical respondent for the instrument being translated and what the respondent will understand when hears the question.

- Translators will avoid the use of any jargon. For example, they should not use technical terms that cannot be understood clearly; and colloquialism, idioms, or vernacular phrases that ordinary people in everyday life cannot understand. Translators should consider issues of gender and age applicability and avoid any terms that might be regarded as offensive to the target population.

Step 2 Expert panel

A designated editor-in-chief will convene a bilingual (in English and Thai language for translation) expert. It aims to identify and resolve the inadequate expressions/concepts of the translation and any discrepancies between the forward translation and the existing or comparable previous versions of the questions. The expert bilingual may question some words or expressions and suggest alternatives. In general, original translator experts in business and experts with experience in instrument development and translation. This process will produce a complete translated version of the questionnaire.

Step 3 Back-translation

Using the same approach as outlined in the first step, the instrument will then be translated back to English by an independent translator, whose Thai tongue is English and who has no knowledge of the questionnaire.

As in the initial translation, emphasis in the back-translation should be on conceptual and cultural equivalence and not linguistic equality. Discrepancies should be discussed with the editor and should be iterated as many times as needed until a satisfactory version is reached. Particularly problematic words or phrases that do not entirely capture the concept addressed by the original item should be brought to the attention.

Step 4 Pre-testing and cognitive interviewing

It is necessary to pre-test the instrument on the target population. Each section will be thoroughly tested. For this study, the pre-test respondents should be administered the instrument and be systematically debriefed. This debriefing should ask respondents what they thought the question was asking whether they could repeat the question in their own words, what came to their mind when they heard a particular phrase or term. It should also ask them to explain how they choose their answer. These questions should be repeated for each item.

Step 5 Final version

The final version of the instrument in the Thai language was the result of all the iterations described above. A serial number must be given to each performance. Instructions for providing the electronic version of the final translated instrument will be provided.

3.6 Data Collection

For the data collection procedures of this research, survey research of survey research is to generalise from a sample to a population (Creswell, 2009). Fink (2003) has defined a survey as a system for collecting information from or about people to describe, compare, or explain their knowledge, attitudes, and behaviour. Data for this study was collected using self-administered questionnaires through the electronic instrument and structured record reviews. In a self-administered questionnaire through the electronic instrument, respondents fill out the questionnaire independently. A structured record review is a form designed to aid in collecting data (Fink, 2003).

3.7 Data Cleansing

Data cleansing is an essential procedure of research. Since the data were entered into the ADANCO statistical package for the PLS-SEM analysis. Data files were transcribed; the data were cleaned to ensure that the values were within the boundaries of what would be reasonably expected. Following Meyer, Gamst & Guarino (2013), consistency checks were performed to verify the reliability of the data collected. Suspect or erroneous data were verified and corrected using the raw scores from the responses to the original items on the questionnaires and spreadsheets. Meyer, Gamst & Guarino (2013) also recommend using frequency tables to identify erroneous or missing data.

3.8 Data Analysis

To test the hypothesis, this research justification for the use of structural equation modelling (SEM) by partial least Square: PLS technique and using ADANCO software was used. SEM may be used to evaluate both measurement and structural models as a data analysis technique. This research aimed to analyse the structural model, which can be evaluated independently of the measurement model (Meyer, Gamst and Guarino, 2013). In general, the following metrics are used to calculate model fit (Meyer, Gamst & Guarino, 2013): the likelihood ratio statistics for the chi-square (x^2), the goodness-of-fit index (GFI), the normal fit index (NFI), the comparative fit index (CFI), the comparative fit index (CFI) and), and the root mean square error of estimation (RMSEA).

The chi-square (x^2) likelihood ratio statistics is the most important absolute fit index, and tests for the difference between the theoretical model and the empirical model (Meyer, Gamst & Guarino, 2013). A significant x^2indicates that the theoretical model does not fit the observed data, while a non-significantx^2 Indicates a good fit. According to Schumacker and Lomax (2004), "the initial (full) model represents the null hypothesis."

The GFI shares conceptual similarities with thR^2 In multiple regression (Khine, Ping, and Cunningham 2013). It measures the relative amount of variance and covariance accounted model. Values equal to or greater than .90 indicate a good model fit. The NFI analyses the difference between the chi-square values of the hypothesised and mull models. The target value for the NFI is .95. The CFI analyses differences between the empirical data and the theoretical model. A value

of .95 indicates a good fit. The RMSEA measures approximation error between the observed covariance and the covariance of the hypothesised model (Meyer, Gamst and Guarino, 2013).

The modelling of structural equations (SEM) is a statistical methodology used to analyse structural models containing latent variables (Meyers, Gamst and Guarino, 2013). Using SEM, two models can be analysed: a measuring and a structural model. The measurement model assesses the degree to which the expected relationships between the variables are expressed in the relationships between the observed variables. The structural model tests the magnitude of the relationship between latent constructs and the relationship between other variables evaluated.

The structural equation model can describe the hypothesised model if the data fit the hypothesised model and the observed models. As a data analysis methodology, the essence of the study hypothesis provides the basis for the use of structural equation modelling. This research focused on the structural model and tested the validity of the structural model hypothesised relative to the model observed compared to the model observed.

The summary to data analysis in this research uses Partial Least Squares Structural Equation Modelling (PLS-SEM) by the ADANCO program to analyse structural equations (Dijkstra and Henseler, 2015). A reflective construct is an association between latent variables and observable variables. The statistics used as measurement criteria are measurement models and structural models. The criteria of PLS-SEM (Tintabura and Chanruang, 2018) showed in Table 9.

Table 9 the Criteria of PLS-SEM

Measurement Models	Indicator	Criterion
- Construct reliability	Cronbach's Alpha	>0.70 (0.06 to 0.07 is considered acceptable) (Hair, Ringle, and Sarstedt, 2011)
	Indicator reliability	>0.07, and significant at least 0.05 level (Hair, Ringle, and Sarstedt, 2011)
- Convergent validity	Average Variance Extracted (AVE)	> 0.05 (Bagozzi and Yi, 1988)
- Discriminant validity	Fornell and Larcker, and Heterotrait-Monotrait Ratio of Correlations (HTMT)	The square root of the AVE of a construct should be greater than the construct and other constructs in the model. (Fornell and Larcker, 1981)

- Model validity	Coefficient of determination (R^2)	0.67= substantial, 0.33 = moderate, 0.190 = weak (Chin, 1998)
	Path coefficients	t-values for a two-tailed test are 1.65(sig.=0.1), 1.96 (sig.= 0.05), and 2.58 (sig. = 0.01) (Hair, Ringle, and Sarstedt, 2011)
		β Coefficient (Hair, Ringle, and Sarstedt, 2011)

3.9 Summary

This chapter the research methodology, population and sample design, and instrument adoption five constructs, including customer relationship management, social media technology, customer engagement, word of mouth, and brand loyalty. For instruments, verification is made to ensure validity and reliability by statistical techniques. It was found that the questionnaire to be used in this study was valid and reliable. This chapter also presents the detail of the measurement of each construct. And the back-translation method to the adopted measurement for the Thailand context. And Determinants of the Structural Equation Model: SEM highlights the test correlation of the research model.

Chapter 4: Results and Analysis

Respondent Demographics

The respondent's demographic describes the variables utilised to estimate demographic measurements and dynamics. This data was created to study human populations. Still, it is now used in various fields where researchers wish to know about the features of the population sample that responded to the study. Demographic analysis is used in quantitative research. Demographic analysis is frequently regarded as a valid baseline for the accuracy of census data collected at any time. The respondent demographics in this study are separated into two categories: 1.) Individual respondent demographics of individuals who reply to the survey questions and reflect the opinions of hotel customers, and 2.) Consumer behaviour, which this study aims to collect.

Gender

Among the 265 completed questionnaires respondents, 195 female (73.6%) and 70 male respondents (26.4%). Table 4 reports the descriptive statistics for the respondent's gender demographics.

Table 10 Descriptive Statistics for Gender

Items	Frequency	Percentage (%)
Male	70	26.4
Female	195	73.6
Total	265	100

Age

Table 10 showed that the distribution of the age of this study focused on a range of 41-50 years old, which makes up 32.50%. In contrast, the age range between 31-40 years old contributed 31.30 %, the age range between 20-30 group is 29.80%, the age range between 51 – 60 is 5.30%, and those respondents who have the age over 60 years old are only 1.10%.

Table 11 Descriptive Statistics for Age

Items	Frequency	Percentage (%)
Less than 20	0	0.00
More than 20 but less than 30	79	29.80
More than 30 but less than 40	83	31.30
More than 40 but less than 50	86	32.50
More than 50 but less than 60	14	5.30
More than 60	3	1.10
Total	265	100

Educational Background

The results showed that many respondents had a level of education, the bachelor's degree, about 65.70% and 28.30% of the participants had a higher graduate education. It was noted that 6.00% of participants graduated with lower graduate education.

Table 12 Descriptive Statistics for Educational Background

Items	Frequency	Percentage (%)
Below Bachelor's degree	16	6.00
Bachelor's degree	174	65.70
High Bachelor's degree	75	28.30
Total	265	100

Income

From the survey findings, most of the respondent's income has 50,000 THB or less (64.50%), the second-largest group of 22.60%, reports that they have an annual income of more than 50,000 baht but less than 100,000 Baht. The third-largest group of 8.30% has an income of more than 150,000 baht. The minority groups of 4.50% report that they have an income of 100,000 Baht but less than 150,000 Baht.

Table 13 Descriptive Statistics for Income

Items	Frequency	Percentage (%)
50,000 THB or Less	171	64.50
More than 50,000 THB but less than 100,000 THB	60	22.60
More than 100,000 THB but less than 150,000 THB	12	4.50
More than 150,000 THB	22	8.40
Total	265	100

Mean and Standard Deviation Analysis

For this research, the mean score of each item is presented in this section. Table 29 shows the mean interpretation ranked into five ranges. Each mean range was ranked based on the calculation divided by five levels of Likert scales equal to 0.8 (Salkind, 2006). This section presents the data based on data collection and analysis of mean and standard deviation of each construct from the questionnaire, which includes social media technologies (Table 15), social customer relationship management (Table 16), customer engagement (Table 17), electronic word of mouth (Table 18) and brand loyalty (Table 19).

Table 14 Interpretation Range of Mean Value

Ranges of Mean Value	Interpretation
1.00-1.80	Strongly disagree
1.81-2.60	Disagree
2.61-3.40	Neutral
3.41-4.20	Agree
4.21-5.00	Strongly agree

Source: (Salkind, 2006)

Table 15 social media Technologies Descriptive Analysis (N =265)

Items	Mean Value	Standard Deviation
1. You receive information from the hotel through social media.	3.57	0.99
2. You think that information received through social media is helpful.	3.92	0.78
3. You are always searching for information from social media.	4.16	0.76
4. Presenting information on social media is in line with today's lifestyle.	4.02	0.79
Overall Mean	3.92	0.83

Table 15 presents the average mean score of social media technologies at the "Agree" level (X = 3.92, SD = 0.83). All statement is interpreted as the agreed level (X = 3.57-4.16). The statement with the highest agree level mean value is "You are always searching for information from social media." (X = 4.16, SD = 0.76). The statement with the lowest agree level mean value is "You receive information from the hotel through social media." (X = 3.57, SD = 0.99).

Table 16 Social Customer Relationship Management Descriptive Analysis (N = 265)

Items	Mean	Standard Deviation
1. The hotel can provide services online with the personal data collection of the customer.	3.63	0.87
2. The hotels offer online services based on different customer characteristics.	3.61	0.82

3. The hotel interacts well, talks and exchanges ideas with its customers online in a variety of channels.	3.48	0.96
4. The hotel can facilitate customers at any time. According to customers who have notified their needs via online channels	3.66	0.86
5. The hotel understands the needs of each customer and offers services tailored to their tastes.	3.60	0.83
6. The hotel has a strategy to respond appropriately to each group of online customers.	3.61	0.88
Overall Mean	3.60	0.87

Table 16 presents the average mean score of crowdsourcing at the "Agree" level (X = 3.60, SD = 0.87). All statement is interpreted as the agreed level (X = 3.48- 3.66). The statement with the highest agree level mean value is "The hotel can facilitate customers at any time, according to customers who have notified their needs via online channels." (X = 3.66, SD = 0.86). The statement with the lowest agree level mean value is "The hotel interacts well, talks and exchanges ideas with its customers online in a variety of channels." (X = 3.48, SD = 0.96).

Table 17 Customer Engagement Descriptive Analysis (N = 265)

Items	Mean	Standard Deviation
1. When people admire this hotel, you will feel that appreciation too.	3.80	0.73
2. You fascinate and like this hotel very much.	3.69	0.76
3. You feel in love and engage with this hotel.	3.78	0.75

4. You have a good relationship that is difficult to change with this hotel.	3.76	0.81
5. You have joined as a member of this hotel's guest group and often exchange opinions with other customers.	3.73	0.78
6. You often participate in various activities at the hotel.	3.56	0.84
Overall Mean	3.72	0.78

Table 17 presents the average mean score of customer engagement at the “Agree” level (X = 3.72, SD = 0.78). All statements are interpreted as the agreed level (X between 3.56 and 3.80). The score with the highest agree level mean value is "When people admire this hotel, you will feel that appreciation too." (X = 3.80, SD = 0.73). The statement with the lowest agrees level means the value is "You often participate in various activities at the hotel" (X = 3.56, SD = 0.84).

Table 18 Electronic Word of Mouth Descriptive Analysis (N = 265)

Items	Mean	Standard Deviation
1. You mentioned the quality of the service of this hotel through online media more often than other hotels.	3.35	0.91
2. You are proud to tell you about the use of this hotel online.	3.46	0.87
3. You appreciate this hotel by offering services pictures of the hotel atmosphere through online media.	3.61	0.90
4. You gave a positive message about this hotel on social media.	3.52	0.85
Overall Mean	3.48	0.68

Table 18 presents the average mean score of Electronic Word of Mouth at the "Agree" level (X = 3.48, SD = 0.68). All statements are interpreted as the agreed level (X between 3.35 and 3.61). The statement with the highest agree level mean value is "You appreciate this hotel by offering services pictures of the hotel atmosphere through online media." (X = 3.61, SD = 0.90). The statement with the lowest agree level mean value is "You mentioned the quality of the service of this hotel through online media more often than other hotels." (X = 3.35, SD = 0.91).

Table 19 Brand Loyalty Descriptive Analysis (N = 265)

Items	Mean	Standard Deviation
1. You will continue to use the service from this hotel because it is the best choice.	3.51	0.82
2. You intend to use this hotel forever.	3.34	0.87
3. You will continue to use this hotel. However, there will be an additional service fee.	3.22	0.95
4. You do not think to switch to another hotel service even if there are other hotels for you to choose from.	3.12	1.02
5. Compared to other hotels that you know this hotel is very popular.	3.48	0.81
Overall Mean	3.33	0.73

Table 19 presents the average mean score of competitive advantage at the “Agree” level (X = 3.33, SD = 0.73). All statements are interpreted as the agreed level (X between 3.12 and 3.51). The statement with the highest agree level mean value is "You will continue to use the service from this hotel because it is the best choice." (X = 3.51, SD = 0.82). The statement with the lowest agree

level mean value is "You do not think to switch to another hotel service, even if there are other hotels for you to choose from." (X = 3.12, S.D. = 1.02).

Model Measurement and Thresholds

This research applied the Structural Equation Modelling (SEM) method using ADANCO version 2.1.1 for the structural equations (Henseler et al., 2015). ADANCO uses a composite-variance based modelling approach for the test of hypothesis without imposing a normality condition of the data (Hulland, 1999). ADANCO implements several limited-information estimators, such as partial least squares path modelling (also called PLS modelling, PLS-SEM, or simply PLS) or ordinary least squares regression based on sum scores (Henseler, 2014).

The correlation between latent variables and observed variables are reflective constructs. A two-steps analysis has been conducted. The researcher begins with the first step by assessing the structural model quality, which includes the measurement of reliability and validity of the constructs (Sekaran & Bougie, 2010). The second step was identifying the model fit, path analysis, and estimating the model parameters. Therefore, acceptable statistics thresholds are determined to measure the model, as shown in table 14.

Table 20 Structural Equation Modelling measurement and acceptable thresholds

Measurement	Indicator	Acceptable Thresholds
Construct reliability	Cronbach's Alpha	0.6 to 0.70 is acceptable (Hair et al., 2011) > 0.70 is enough for research (Nunnally et al., 1967)
	Indicator reliability	> 0.70 and significant at least 0.05 level (Hair et al., 2011)
	Composite reliability	Jöreskog's rho (ρc), Dijkstra-Henseler's rho (ρA) must be more than 0.7 (Henseler et al., 2015; Werts et al., 1974)
Convergent Validity	Average Variance Extracted (AVE)	> 0.50 (Bagozzi & Yi, 1988; Barclay et al., 1995)

Discriminant Validity	Fornell and Larcker, Heterotrait-Monotrait Ratio of Correlation (HTMT)	The square root of the AVE of a construct should be more than the correlations between the construct and other constructs (Fornell & Larcker, 1981).
Fit Index	Goodness of model fit GoF (SRMR)	< 0.08 (Hu & Bentler, 1999)
Model Validity	Structural Equation Modelling (SEM)	t-value for a two-tailed test are 1.65 (sig = 0.1), 1.96 (sig=0.05) and 2.58 (sig=0.01) (Meinshausen & Rice, 2006)

Construct Reliability

Model reliability indicates the construct's internal consistency. Cronbach's Alpha was used to assess internal consistency. A minimum of 0.7 is required to show (Hair et al., 2011; Nunnally et al., 1967). Jöreskog's rho (ρc), used as the composite reliability indicator, also regarded the construct's reliability. The composite reliability values greater than 0.7 are accepted as reliability and homogenous construct (Henseler et al., 2015; Werts et al., 1974). (Dijkstra & Henseler, 2015) claimed that their rho (ρA) is the most reliable test for consistent reliability with a minimum score of 0.7. Table 14 below shows that all components' values between 0.85 – 0.93 are more significant than 0.7, which is considered an acceptable internal consistency.

Convergent Validity

Convergent validity can be used to assess the variable indicators. The degree to which a measure correlates positively with other measures of a related construct is known as concurrent validity. The reflective construct indicators are thought of as multiple approaches to measuring the same construct. In this way, the objects that serve as indicators or measures of a particular reflecting structure can be identified.

Fornell & Larcker (1981) suggested that the minimum cut of value for each latent construct's Average Variance Extracted (AVE) should be 0.50, the items loading less than 0.50 should be removed (Hair Jr et al., 2016). Therefore, the results in this research confirmed the high reliability of the latent constructs. All AVE scores are above 0.50, and item loadings of other

internal consistency indicators shown in table 15 are more significant than 0.70, confirming the constructs' high internal consistency.

Table 21 Overall Construct Reliability Loading and Convergent Validity

Construct	Item Loading	Dijkstra-Henseler's rho (ρA)	Jöreskog's rho (ρc)	Cronbach's Alpha (α)	AVE
Social Media Technologies		0.85	0.90	0.85	0.70
-SMT 1	0.75				
-SMT 2	0.89				
-SMT 3	0.89				
-SMT 4	0.85				
Social Customer relationship management		0.88	0.91	0.88	0.70
- SCRM 1	0.77				
- SCRM 2	0.81				
- SCRM 3	0.86				
- SCRM 4	0.84				
- SCRM 5	0.83				
Customer Engagement		0.91	0.93	0.90	0.73
- CEM 1	0.81				
- CEM 2	0.85				
- CEM 3	0.92				
- CEM 4	0.87				
- CEM 5	0.80				
- CEM 6	0.82				
Electronic Word of Mouth		0.92	0.94	0.92	0.81

- EWM 1	0.87				
- EWM 2	0.92				
- EWM 3	0.90				
-EWM 4	0.88				
Brand Loyalty		0.93	0.94	0.93	0.79
- BL 1	0.89				
- BL 2	0.93				
- BL 3	0.91				
- BL 4	0.86				
- BL 5	0.84				
- BL 6	0.85				

Discriminant Validity

Discriminating validity values show the degree of discrimination between variables. ADANCO examines the biased significance by looking at the measured value for each factor with other constructs. The AVE value's square root should be higher than the other variable's AVE (Fornell & Larcker, 1981). Table 16 shows the discriminatory validity tests' consequences and shows that discriminative validity is appropriate. Both diagonal values surpass inter-constructed correlations demonstrating acceptable discriminatory validity. Consequently, it can be concluded that the measurements should have sufficient construct validity.

Table 22 Discriminant Validity

Construct	SMT	SCM	CEM	E-WOM	BLO
Social Media Technologies (SMT)	**0.70**				
Social Customer relationship management (SCRM)	0.41	**0.68**			
Customer Engagement (CEM)	0.13	0.28	**0.72**		

Electronic Word of Mouth (E-WOM)	0.24	0.33	0.43	**0.81**	
Brand Loyalty (BLO)	0.15	0.24	0.51	0.46	**0.79**

Squared correlations, AVE in the diagonal

The Goodness of Model Fits

This study uses ADANCO 2.1.1, the structural equation modelling (SEM) software, to identify the goodness of model fit and hypothesis testing.

The goodness of the model fit test typically refers to how well the data observed corresponds to the fitted model. In contrast, the excellence of the model fit test measures the observed values to the anticipated (equipped or predicted) values. Standardized Root Mean Squared Residual (SRMR) quantifies how much the empiric correlation matrix varies from the model implemented correlation matrix (Hu & Bentler, 1999). As can be inferred from its description, the SRMR is the square root of the sum of the squared differences between the model implemented correlation matrix and the empiric correlation matrix. The lower the SRMR, the more the theoretical model matches. A value of 0 for the SRMR will imply a perfect fit, and, in general, and SRMR value of less than 0.08 is appropriate as suggested by (Hu & Bentler, 1999). In running ADANCO, the researcher has selected the option "assess model fit" in the Run dialogue. ADANCO 2.1.1 has provided bootstrap based 95% ("HI95") and 99% percentiles ("HI99") for the SRMR if the theoretical model was accurate.

The researcher has redesigned the original model to find the best fit for the model. As recommended by (Hooper et al., 2008) on improving model fit, items with low loading have been removed from the analysis. This indicates high levels of error, followed by deleting the indiscriminate items fit. Model 1, model 2, and model 3 have been identified. Model 1 with the original model concept gave the GoF value 0.67; the researcher removed 1 CKM observe variable (acquisition), then gave the GoF value 0.19, which still does not meet the GoF criteria. The researcher has removed the observed crowdsourcing variable (Social Influence) because those items are particularly weak. The CKM Acquisition and Social Influence observe variables gave the low loading maybe because they possibly are highly correlated. Loadings represent the degree

to which each item correlates with each of the factors (Leoutsakos, 2006). From the researcher's point of view, although the items have been carefully selected from the reliable previous research and use the back-translation method by professional to minimize the error. However, the language translation between cultures may still possibly have some problems because 1) lack of familiarity with cultural expressions 2) failure to achieve the equivalence in the second language, 3) unclarity of some artistic expressions, 4) lack of insight of translation techniques and translation strategies (Dweik & Suleiman, 2013). (Paegelow, 2008) a back-translation should be done by a professional translator and edited by a second expert. The full-back translation method involves a very high cost and is time-consuming but cannot be covered with all errors (Francoise, 2018). While back translation can uncover problems, it causes several false alarms, and even more importantly, many issues remain hidden (Behr, 2017).

Nevertheless, back translation is still the most appropriate method for cross-culture translation available at the time being. This methodology is also adopted in modern-day artificial intelligence and machine learning's inter-cultural reading (Dowling et al., 2019). Table 4-13 indicates the goodness of model fit.

Table 23 Goodness of model fit (GoF)

	SRMR	**HI95**	**HI99**
Value	0.06	0.05	0.05

Therefore, finally, model 3 has been selected because the SRMR value was 0.08, which met the criteria for the model fit. The results are shown in Table 23, and figure 3 illustrates the selected Structural Equation Model (SEM).

Partial Least Square-Structural Equation Model (PLS-SEM)

Partial least squares (PLS) is a universally accepted variance-based, descriptive and predictive approach to SEM (Hair et al., 2011; Ziggers & Henseler, 2016). The advantage of this method is that population distribution is not subject to restrictions, so exploratory and confirmatory research can be conducted (Chin et al., 2003; Lohmöller, 2013). The PLS path model consists of two parts. The structural part identifies the relationship between latent variables, while the measurement part identifies the relationship between latent variables and their observed or

manifest variables. PLS describes weight relationships used to approximate case values for latent variables, a functionality not found in other SEM approaches (Chin et al., 2003). PLS focuses on maximizing the explanatory strength that independent variables can have for the variance present in the dependent variables.

Furthermore, formative, and reflective constructs can be blended into one model when PLS is used for the analysis. PLS will not rely on distributional assumptions and is recommended for examining small-to-medium-sized samples. Using ADANCO for PLS path modelling provides three advantages. First, the measurement model can assess construct reliability and validity. Second, model fit can be validated through overall model assessment, and third, the structural model can be used for hypothesis testing (Henseler, 2014; Henseler et al., 2016; Ziggers & Henseler, 2016).

The gathered primary data were modelled utilizing a structural equation (SEM) modelling tool, ADANCO version 2.1.1 statistics package. ADANCO uses a composite modelling approach in hypothesis testing, wiping out the burden of normality conditions to data. The data analysis was performed first by modelling an estimated structural model and afterwards by deciding the best decency of model fit by determining reliability and validity, trailed by path analysis investigation, and estimating model parameters; as a result, appeared in figures 3

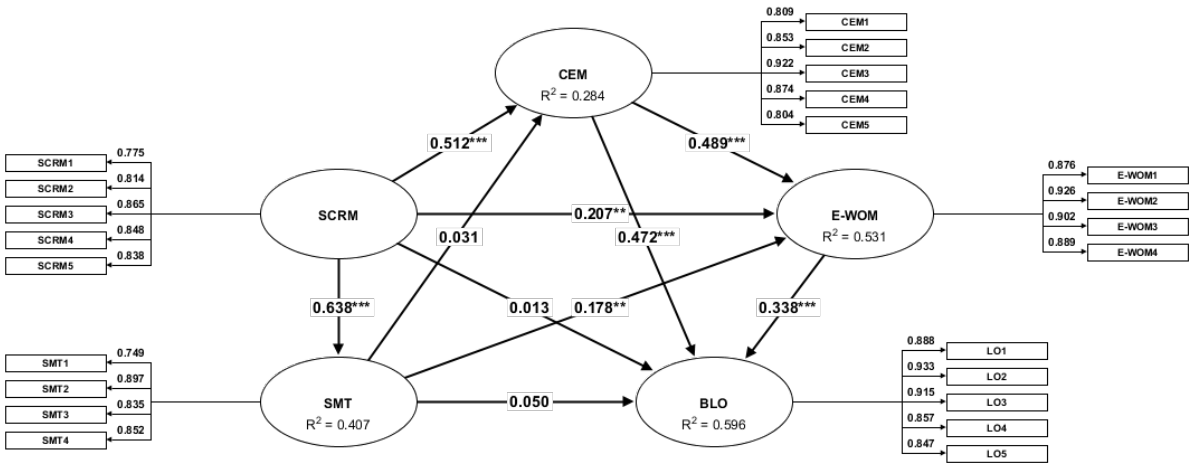


Figure 2 Partial Least Square-Structural Equation Model (PLS-SEM).

The Structural Equation Model shows the quality of the path coefficient. Figure 3 shows a hypothesis testing as the outcome appeared in table 3. Because of the hypothesis testing, six hypotheses have a significant relationship between latent variables with a p-value below 0.05. Three of the hypotheses were not statistically significant. However, the explained variance of the predictors (R^2) was low to moderate level. In this study, the researcher limits the latent variable for three constructs shown in previous research that are the predictor of Brand loyalty in Thailand's luxury hotels. Table 4-13 illustrates Path Coefficient and Hypothesis Testing Results.

Table 24 Path Coefficient and Hypothesis Testing Results

Effect/Hypothesis	Original Coefficient	Mean value	Standard error	t - value	p-value (2-sided)	Result
H1 SCRM → SMT	0.64	0.63	0.04	14.60	0.00	Accept
H2 SCRM → CEM	0.51	0.51	0.06	7.65	0.00	Accept
H3 SCRM→ E-WOM	0.21	0.21	0.07	2.96	0.00	Accept
H4 SCRM → BLO	0.01	0.01	0.06	0.19	0.84	Reject
H5 SMT → CEM	0.03	0.03	0.06	0.45	0.65	Reject
H6 SMT → E-WOM	0.18	0.17	0.06	2.92	0.00	Accept
H7 SMT → BLO	0.05	0.05	0.04	1.04	0.29	Reject
H8 CEM → E-WOM	0.48	0.49	0.05	8.94	0.00	Accept
H9 CEM → BLO	0.47	0.47	0.06	7.35	0.00	Accept
H10 E-WOM→ BLO	0.33	0.33	0.07	4.57	0.00	Accept

From the Structural Equation of brand loyalty of Thailand's luxury hotel model testing, the factors directly impacting brand loyalty are customer engagement and e - word of mouth. However, social customer relationship management and social media technology have not positive direct affected brand loyalty.

Table 24 showed that the result of the testing hypothesis. From the Structural Equation of brand loyalty of Thailand's luxury hotel model testing, it was found that the Social Customer relationship management effect on social media Technologies (β=0.64, P<0.00), Customer Engagement (β=0.51, P<0.00), E-Word of Mouth (β=0.20, P<0.00). Therefore, accept hypotheses H1, H2, and H3. But it has no positive effect on Brand Loyalty (β=0.01, P>0.84), rejecting hypothesis H4. For the positive impact of social media Technologies on E-Word of Mouth (β=0.18, P<0.00), accept hypothesis H6. Social Media Technologies (β=0.03, P<0.23) do not influence Customer Engagement (β=0.05, P<0.23) and do not improve Brand Loyalty, reject hypotheses H5 and H7. Moreover, Customer Engagement positive impact on E-Word of Mouth (β=0.48, P<0.00) and Brand Loyalty (β=0.47, P<0.00), accept hypotheses H8 and H9. Finally, the factor that improves Brand Loyalty is E-Word of Mouth (β=0.33, P<0.00), hypotheses H10.

Effect Size

The objective of this study SEM model and route analysis is to examine strong and weak causal assumptions. Assumed exposure factors are included because the model assumes a specific causal function. Expected variable effects are weak assumptions, whereas anticipating no effects is strong. The resulting parameters carry causal meaning and combine data patterns and causal beliefs since they are evaluated using these assumptions. SEM is more concerned with finding the best-fit model than predicting how variables interact with one another (Bollen & Pearl, 2013; Morgan, 2013).

Also, ADANCO 2.1.1 includes the effect magnitude in a summary of the effect. The magnitude of the effect shows the strength of the direct influence. The effect size normally uses the f^2 symbol. Effect size Interpretation can be justified per the f^2 value concept of Henseler, (2010) and Henseler et al., (2015) was $f^2 \geq 0.35$ strong effect, $0.15 \leq f^2 < 0.35$ moderate effect, $0.02 \leq f^2 < 0.15$ weak effect, $f^2 < 0.02$ unsubstantial effect. Table 19 shows the effect size and interpretation of f^2 values.

Table 25 Effect Overviews

Effect	Cohen's f^2	Interpretation
SMT → CEM	0.0008	Unsubstantial effect
SMT → E-WOM	0.0399	Weak effect
SMT → BLO	0.0035	Unsubstantial effect
SCRM → SMT	0.6859	Strong effect
SCRM → CEM	0.2172	Moderate effect
SCRM → E-WOM	0.0446	Weak effect
SCRM → BLO	0.0002	Unsubstantial effect
CEM → E-WOM	0.3647	Strong effect
CEM → BLO	0.2897	Moderate effect
E-WOM → BLO	0.1328	Weak effect

Table 25 showed that the effect overviews of the study improve Brand Loyalty; it appears that Customer Engagement has the most substantial effect on Brand Loyalty ($f^2 = 0.28$) followed by electronic word of mouth ($f^2 = 0.13$). However, this result appears that Social Customer Relationship Management ($f^2 = 0.00$) and social media Technologies ($f^2 = 0.00$) are not a predictor of Brand Loyalty.

Chapter 5: Discussion and Recommendation

5.1 Demographic Analysis

The research identified social media technologies, social customer relationship management, customer engagement, and electronic word of mouth as independent variables, whereas brand loyalty is dependent. The survey has been conducted among Thailand's luxury hotel customers and received 265 completed sets of questionnaires. The general demographic of the respondent mainly was female (73.6%), aaged41-50 years old (32.5%), Bachelor's Degree Holder (65.7%), and income 50,000 THB or less (64.5%). The details of respondents were as illustrated in the findings and analysis chapter.

5.2 Descriptive Analysis

In this study, the descriptive analysis indicated that the items "You are always searching for information from social media" ($X = 4.16$, $SD = 0.76$) from Social Media Technologies construct has the higher mean value. And this research found that the item "Yu receive information from the hotel through social media" ($X = 3.57$, $SD = 0.99$) has the lowest mean value, compared to other items and the overall mean value of this construct.

Social Customer Relationship Management showed that the items "The hotel can facilitate customers at any time. According to customers who have notified their needs via online channels" ($X = 3.66$, $SD = 0.86$) has the higher mean value. Also, the item "The hotel understands the needs of each customer and offers services tailored to their tastes." ($X = 3.60$, $SD = 0.83$) has the lowest mean value, compared to other items and the overall mean value of this construct.

Customer Engagement examined that the items "When people admire this hotel, you will feel that appreciation too" ($X = 3.80$, $SD = 0.73$) has the higher mean value and the item "You often participate in various activities. at the hotel." ($X = 3.56$, $SD = 0.84$) has the lowest mean value, compared to other items and the overall mean value of this construct.

Electronic Word of Mouth indicated that the items "You appreciate this hotel by offering services pictures of the hotel atmosphere through online media" ($X = 3.61$, $SD = 0.90$) has the higher mean value and the item "You mentioned the quality of the service of this hotel through

online media more often than other hotels." (X = 3.52, SD = 0.85) has the lowest mean value, compared to other items and the overall mean value of this construct.

Finally, Brand Loyalty indicated that the items "You will continue to use the service from this hotel because it is the best choice." (X = 3.51, SD = 0.82) and found the item "You do not think to switch to another hotel service." Even if there are other hotels for you to choose from. (X = 3.12, SD = 1.02) has the lowest mean value, compared to other items and the overall mean value of this construct.

The items of constructs asked about to what extent the luxury hotel believe they can manage the marketing communication by e-WOM and customer engagement. The researcher believes that e-WOM and customer engagement are significant issues for a luxury hotel in customer relationship management and brand loyalty. This finding confirmed the previous study that Thai luxury hotels face at least two critical issues; influence social media technology and relationship management through electronic—most Thai luxury hotels, when confronted with competition from the national level and international competitors. Thai luxury hotels tend to use social media technology to get customers (Phekanon, 2016). Most hotels are adopting social media marketing and social relationship management technology. It seems like most social media Technologies communicated to the customer about the product, recommended from customer, and detail of development and awareness to new customers and motivated the old customer to repurchase. The researcher recommends leveraging the advancement of technology such as using more information technology, social media marketing communication and social customer relationship in managing the hotel business.

The information technology adoption will help the hotel to get real-time business information and improve customer relationship management. The hotel can also enhance the quality of service and respond to customer need and want for a sustainable competitive advantage. The researcher also recommends future researchers investigate the influence of Customer Engagement and Electronic Word of Mouth of the luxury hotel and improve hotel brand loyalty using the exploratory qualitative research approach.

5.3. Factors Influencing e-Word of Mouth

All factors have an impact on e-Word of Mouth which are Social Media Technologies (t-value = 4.52, sig. = 0.00), Social Customer relationship management (t-value = 4.37, sig. = 0.00), Customer Engagement (t-value = 3.43, sig.= 0.00). Therefore, this study accepted H3, H6 and H8. According to the study of Homburg et al. (2017) explained the growth of social media, companies can offer the customer a digital journey and monitor the evolution of the brand's customer experience over time. Especially interactions between the hotel and the customer during the pre-purchase, during, and post-purchase purchase path (Gursoy & McCleary, 2004; Nunko & Ramkissoon (2012). Ramkissoon & Nunkoo, 2012) the good customer experience will lead to a story through social media in various forms. It is an opportunity for companies to communicate with other consumers broadly and quickly.

This study may be because most luxury hotels are group customers accepted in society successful life group. This study may be because most luxury hotel customers are socially accepted and successful in life in both work and career. They demand products and services that reflect the product's value and a good image. Therefore, the social media technology management and social Customer relationship may be accessible influence creating a feeling of connection with the services offered by hotels and leads to say the experience to others. Social Media Technologies, Social Customer relationship, and Customer Engagement affect service users' experience, willingness to share their knowledge by uploading, commenting, making references, and giving reviews on electronic services. Compared to online content details, e-WOM has a higher reputation, empathy, and importance for the consumer.

Luxury hotels might manage relationships on electronic channels with all customer groups. Social Media Technologies and Social Customer relationship management may help a hotel directly obtain a good relationship with the customer because information communication technology does have a clear and direct role in how to help them create a good relationship between the hotel and customers. Social Media technology impacts hotels performance, possibly because most of today's businesses use social media as the usual business practice. Mainly, luxury hotels communicate, and relation manages on social media. It's widely popular and continuously presents information to customers. Because social media is a current marketing tool with improved

communication efficiency, the outcome can also explain that. It is critical for luxury hotel businesses to incorporate social media technologies. To achieve a better result, Thai luxury hotels should learn to improve their social media management, such as website quality, social media updating frequency, social media channel supplying information, influencer on social media, and social media connection management design.

Customer relationship management is necessary to make the customer want to increase service and enhance customer commitment to hotel service using and brand loyalty. Social media managing relationships, communication and engagement will also improve the impressive relation quality to gain customer retention and new customer acquisition from e-word of mouth or referring. In the spread of the Covic-19 situation, retaining existing customers' patronage may be easier than finding new customers. These are the reasons that substantially impact luxury hotel business performance and customers' brand loyalty.

5.4. Factors influencing brand loyalty

The factors direct effect on brand loyalty are two construct Customer Engagement (t-value = 7.35, sig. = 0.00) and electronic word of mouth (t-value = 4.57, sig. = 0.00). Customer engagement is a marketing concept for business practice in hotel content. The luxury hotel should keep customer engagement gain a competitive advantage over their competitors. Therefore, this study accepted H 9 and H 10. According to several studies on the growth of social media, companies can offer the customer a digital journey and monitor the evolution of the brand's customer experience over time (Homburg et al., 2017). Over the past decade, Brand Loyalty has become a crucial construct in marketing, particularly in the burgeoning field of customer relationship management (Ball et al., 2004; Soderlund, 2006). Therefore, creating and managing good relationships with customers is a guideline that service businesses should focus on because it will affect the impression remembrance of the entrepreneur's brand. It is a factor that causes customers to have good behaviour and attitude towards the business, which leads to brand engagement and brand loyalty.

However, the study found that 2 factors are social media Technologies ($\beta = 0.19$, sig. = 0.84) and Social Customer relationship management ($\beta = 1.04$, sig. = 0.29) do not significantly influence on brand loyalty. Therefore, this study accepted H 4 and H 7. This study may be because the

demographic of respondents, which majority are female and age a range of 41-50 years old, and most are not acceptance technology for the benefit of communication technology. Unlike the younger generation, information technology for communication is part of their daily lives. Therefore, social media Technologies and Social Customer relationships do not influence creating a feeling of connection with the services offered by hotels and leads. Therefore, social media Technologies and Social Customer relationships do not influence creating a feeling of relation with the services offered by hotels and lead to brand loyalty of customers in Thai luxury hotels. The limitation of Thai luxury hotels is that luxury hotels might not be able to relationship management only electronic channels with all customer groups. Social media technologies and social customer relationships may not directly assist a hotel in obtaining a good relationship with the customer because information communication technology does not play a clear and direct role in creating a good relationship between the hotel and the customer.

5.5 Theoretical implications

The study results explained theoretical and empirical literature reviews to understand better the Social Media Technologies variables and their effect on luxury hotel loyalty. Also, SMT's role as a marketing communication channel linked SMT and brand loyalty of the customer to the business. This study provides to explanation understanding of SMT influence which is supported by empirical research. Moreover, Social Customer Relationship Management is a modern marketing strategy for the business.

Moreover, Social Customer Relationship Management is a modern marketing strategy. Businesses can take advantage of building relationships through social media. Although variable does not directly affect brand loyalty, it influences customer engagement and word-of-mouth behaviour. The aspect contributes to the Customer Engagement and e-Word-of-Mouth to study effective strategies in marketing concepts. Therefore, this study also provides evidence that Customer Engagement and e-Word-of-Mouth are vital sources to enhance a customer's loyalty in the hotel business and take advantage of market performance in both short-long terms.

5.6 Managerial implications

The managerial implication contributions, this study also have interesting for marketing management, strategy, and policymakers of luxury hotel businesses. It indicates marketing

managers how to leverage social media technology and manage social customer relationship management to gain customer brand loyalty to the luxury hotel business. Social media technology has the role of an effective communication channel to the customer. This study also helps executives understand the importance of Customer Engagement and Electronic Word of Mouth to improve customer loyalty to a luxury hotel. The results Customer Engagement's obtained show relevance to hotel businesses as it enhances their business performance and marketing outcomes. It gives managers a better understanding of efficiently its customer relationship management. Also, it indicated that the role of Electronic Word of Mouth on hotel business as communication by the customer's experience through the online channel. It was information power to the reliability of the customer.

A luxury hotel should use Customer Engagement in their business because it provides multiple benefits, such as good relationships and obtaining the reliability of customers, feel good, and experience from service of the hotel. It also helps reduce time decided to use service, generate acceptance and suggestions service for others. It is a way to increase value-added service recognition to the customer's Thai luxury hotel business.

5.7 Conclusion

This research indicated that to manage the hotel business in the growth technology situation, social media marketing usage is the most critical factor in creating customer relationships. The technology has enhanced the communication between customer to customer (e-word of mouth, and customer to the business in terms of several interactive ways on social media and expanding broader in the area. Thai luxury hotel businesses should use social media to keep customer relationships, receive feedback, collect customer knowledge, give customer service and customer relationships, conduct marketing promotion activities, and explore new market opportunities.

The social customer relationship management will support luxury hotel business respondents to customer satisfaction and help the customer loyalty to the brand. The luxury hotel should also focus on social customer relationship management, leading to customer engagement, electronic word of mouth, and brand loyalty. This will help the luxury hotel retain existing customers and learn the customer needs to develop the relationship to fit the customer requirement.

Therefore, the luxury hotel should operate social customer relationship management and select social media channels and tools for interaction.

The luxury hotel will be receiving benefits from social media as the relationship management. Social customer relationship management is one of the efficient marketing strategies of service businesses. Several benefits can be obtained through relationship management practices among customers and service providers, especially in Thailand's luxury hotels. The quantitative study reported data, the luxury hotels have agreed that SCRM increases hotel business customer engagement and brand loyalty.

This research may also contribute theoretical and practical contributions, such as enhancing current literature on social customer relationship management and the foundation for future research, especially in the Thai luxury hotel business. Moreover, the research may improve their knowledge and understanding of social customer relationship management practice and positively benefit the luxury hotel business.

Also, the currently in Thailand is facing the COVID-19 pandemic has become the newest operation challenge of business. The hospitality industry is a force to change the new normal. The overall hospitality industry faces a shift in its new standard operating model. But also good, the strong point of Thailand would be the technology growth, internet cover Thailand regions, world-class high-speed connection, many social media users, and several social media channel to connection. The speed of technology adoption among hospitality in customer relationship management, adoption of technology practice, and social media marketing as the primary marketing strategy would help increase the hospitality business's efficacy.

5.7 Research Limitation and Future research recommendation

The research limitations in this study, some limitations and suggestions for future research are provided as follows: In the first issues, the research population was Thai tourists, who may limit the generalization of research. Future research may use other sample populations with differentiation from this research, such as foreign tourists, to correlate results, increase research reliability, and validate the generalizability of the research in the luxury hotel context.

Second, this study collection period was when the hospitality industry in Thailand faced the Covid-19 epidemic that could affect their luxury hotel. It May does not cover luxury hotel customers. The majority was foreign tourists whose information may cover hotel customers' reality. Future research may collect data in the hospitality industry's standard time and high season in the tourism sector; the research results will contribute to the luxury hotel area.

Thirdly, this research uses quantitative methodologies, which in the future may be used to examine this analytical framework for strategic marketing management understanding. For the interesting methodology, the qualitative in-depth interviews help explore top management and executives' critical point of view in a luxury hotel about marketing management strategies in the social technology era. The qualitative methodology may encourage the overall view and understanding of social customer relationship management for future study. Also, the researchers recommend that future research have an additional construct as a mediator such as the service quality for the relationship between social customer relationship management and E-word of mouth, relationship quality for the relationship between social customer relationship management and brand loyalty.

Finally, this research indicated the overall result of a luxury hotel. For future research, the results may be compared and the development of a structural equation modelling (SEM) that enhances customer loyalty to luxury hotel customers in each region in Thailand.

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Appendix:

Research Questionnaire

This research questionnaire for the title "The Influence of Social Customer relationship management on Brand Loyalty in Case of Thailand's luxury hotel"

Questionnaire Statement

1. This questionnaire is part of the European International University doctoral program studies the relationship and influence of social customer relationship management on brand loyalty in case of Thailand's luxury hotel on COVID-19 pandemic.

2. This questionnaire is divided into 6 parts.

Part 1: Personal Characteristics of the Respondents

Part 2: Relationship of Social Media Technologies to luxury hotel in Thailand on COVID-19 pandemic.

Part 3: Relationship of Social Customer relationship management to luxury hotel in Thailand on COVID-19 pandemic.

Part 4: Relationship of Customer Engagement management to luxury hotel in Thailand on COVID-19 pandemic.

Part 5: Relationship of E-Word of Mouth to luxury hotel in Thailand on COVID-19 pandemic.

Part 6: Relationship of Brand Loyalty to luxury hotel in Thailand on COVID-19 pandemic.

Part 1: Personal Characteristics of the Respondents

Notice: Please read the text carefully and mark the✓ on ☐ that best describes your answer.

1. SEX

☐ 1. Male ☐ 2. Female

2. AGE

☐ 1. Less than 20 years old

☐ 2. More than 20 but less than 30 years old

☐ 3. More than 30 but less than 40 years old

☐ 4. More than 40 but less than 50 years old

☐ 5. More than 60 years old

3. Educational Background

☐ 1. Below bachelor's degree

☐ 2. Bachelor's degree

☐ 3. High Bachelor's degree

4. Income

☐ 1. 50,000 THB or Less

☐ 2. More than 50,000 THB but less than 100,000 THB

☐ 3. More than 100,000 THB but less than 150,000 THB

☐ 4. More than 150,000 THB

5. Income

☐ 1. 50,000 THB or Less

☐ 2. More than 50,000 THB but less than 100,000 THB

☐ 3. More than 100,000 THB but less than 150,000 THB

☐ 4. More than 150,000 THB

Part 2: Relationship of Social Media Technologies to luxury hotel in Thailand on COVID-19 pandemic.

Notice: Please read the text carefully and mark the ✓ on ☐ that best describes your answer.

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

Social Media	1	2	3	4	5
1. You receive information from the hotel through social media.					
2. You think that information received through social media is helpful.					
3. You are always searching for information social media.					
4. Presenting information on social media is in line with today's lifestyle.					

Part 3: Relationship of Social Customer relationship management to luxury hotel in Thailand on COVID-19 pandemic.

Notice: Please read the text carefully and mark the ✓ on ☐ that best describes your answer.

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

Social Customer relationship management	1	2	3	4	5
1. The hotel can provide services online with the personal data collection of the customer.					
2. The hotels offer online services based on different customer characteristics.					
3. The hotel interacts well, talks and exchanges ideas with its customers online in a variety of channels.					
4. The hotel can facilitate customers at any time. According to customers who have notified their needs via online channels					
5. The hotel understands the needs of each customer and offers services tailored to their tastes.					

6. The hotel has a strategy to respond appropriately to each group of online customers.					

Part 4: Relationship of Customer Engagement management to luxury hotel in Thailand on COVID-19 pandemic.

Notice: Please read the text carefully and mark the ✓ on ☐ that best describes your answer.

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

Customer Engagement management	1	2	3	4	5
1. When people admire this hotel, you will feel that appreciation too.					
2. You fascinate and like this hotel very much.					
3. You feel in love and engage with this hotel.					
4. You have a good relationship that is difficult to change with this hotel.					
5. You have joined as a member of this hotel's guest group and often exchange opinions with other customers.					
6. You often participate in various activities at the hotel.					

Part 5: Relationship of E-Word of Mouth to luxury hotel in Thailand on COVID-19 pandemic.

Notice: Please read the text carefully and mark the ✓ on ☐ that best describes your answer.

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

E-Word of Mouth	1	2	3	4	5
1. You mentioned the quality of the service of this hotel through online media more often than other hotels.					
2. You are proud to tell you about the use of this hotel online.					
3. You appreciate this hotel by offering services pictures of the hotel atmosphere through online media.					
4. You gave a positive message about this hotel on social media.					
5. You mentioned the quality of the service of this hotel through online media more often than other hotels.					

6. You are proud to talk about to use of this hotel online.					

Part 6: Relationship of Brand Loyalty to luxury hotel in Thailand on COVID-19 pandemic.

Notice: Please read the text carefully and mark the ✓ on ☐ that best describes your answer.

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

Brand Loyalty	1	2	3	4	5
1. You will continue to use the service from this hotel because it is the best choice.					
2. You intend to use this hotel forever.					
3. You will continue to use this hotel. Although there will be an additional service fee.					
4. You do not think to switch to another hotel service. Even if there are other hotels for you to choose from.					
5. Compared to other hotels that you know this hotel is very popular.					
6. You will continue to use the service from this hotel because it is the best choice.					

Reliability :

To testing reliability of musument by Cronbach's Alpha Coefficient of each Construct in this study. This data showed that Cronbach's Alpha Coefficient of each construct inculded Social Media Technology, Social Customer relationship management, Customer Engagement management, E-Word of Mouth, and Brand Loyalty

Construct	Item	Cronbach's Alpha Coefficient
Social Media Techology (SMT)		0.85
1. You receive information from the hotel through social media. (SMT 1)	0.75	
2. You think that information received through social media is helpful. (SMT 2)	0.89	
3. You are always searching for information social media. (SMT 3)	0.89	
4. Presenting information on social media is in line with today's lifestyle. (SMT 4)	0.85	
Social Customer relationship management (SCRM)		0.88
1. The hotel can provide services online with the personal data collection of the customer. (SCRM 1)	0.77	
2. The hotels offer online services based on different customer characteristics. (SCRM 2)	0.81	
3. The hotel interacts well, talks and exchanges ideas with its customers online in a variety of channels. (SCRM 3)	0.86	
4. The hotel can facilitate customers at any time. According to customers who have notified their needs via online channels. (SCRM 4)	0.84	
5. The hotel understands the needs of each customer and offers services tailored to their tastes. (SCRM 5)	0.83	

6. The hotel has a strategy to respond appropriately to each group of online customers. (SCRM 6)	0.84	
Customer Engagement management (CEM)		0.90
1. When people admire this hotel, you will feel that appreciation too. (CEM 1)	0.81	
2. You fascinate and like this hotel very much. (CEM 2)	0.85	
3. You feel in love and engage with this hotel. (CEM 3)	0.92	
4. You have a good relationship that is difficult to change with this hotel. (CEM 4)	0.87	
5. You have joined as a member of this hotel's guest group and often exchange opinions with other customers. (CEM 5)	0.80	
6. You often participate in various activities at the hotel. (CEM 6)	0.82	
E-Word of Mouth (EWM)		0.92
1. You mentioned the quality of the service of this hotel through online media more often than other hotels. (EWM 1)	0.87	
2.You are proud to tell you about the use of this hotel online. (EWM 2)	0.92	
3.You appreciate this hotel by offering services pictures of the hotel atmosphere through online media. (EWM 3)	0.90	
4. You gave a positive message about this hotel on social media. (EWM 4)	0.88	
Brand Loyalty (BL)		0.93
1. You will continue to use the service from this hotel because it is the best choice. (BL 1)	0.89	
2. You intend to use this hotel forever. (BL 2)	0.93	
3. You will continue to use this hotel. Although there will be an additional service fee. (BL 3)	0.91	

4. You do not think to switch to another hotel service. Even if there are other hotels for you to choose from. (BL 4)	0.86	
5. Compared to other hotels that you know this hotel is very popular. (BL 5)	0.84	
6. You will continue to use the service from this hotel because it is the best choice. (BL 6)	0.85	