

4-2017

The Effect of Using Social Media Marketing on Customer Engagement in the Public Sector: The Case of the Zakat Fund

Sultan Faisal Ali Alremeithi

Follow this and additional works at: https://scholarworks.uaeu.ac.ae/all_theses

Part of the [Business Commons](#)

Recommended Citation

Ali Alremeithi, Sultan Faisal, "The Effect of Using Social Media Marketing on Customer Engagement in the Public Sector: The Case of the Zakat Fund" (2017). *Theses*. 635.

https://scholarworks.uaeu.ac.ae/all_theses/635

This Dissertation is brought to you for free and open access by the Electronic Theses and Dissertations at Scholarworks@UAEU. It has been accepted for inclusion in Theses by an authorized administrator of Scholarworks@UAEU. For more information, please contact fadl.musa@uaeu.ac.ae.



جامعة الإمارات العربية المتحدة
United Arab Emirates University

United Arab Emirates University

College of Business and Economics

THE EFFECT OF USING SOCIAL MEDIA MARKETING ON
CUSTOMER ENGAGEMENT IN THE PUBLIC SECTOR: THE CASE
OF THE ZAKAT FUND

Sultan Faisal Ali Alremeithi

This dissertation is submitted in partial fulfilment of the requirements for the degree
of Doctorate of Business Administration

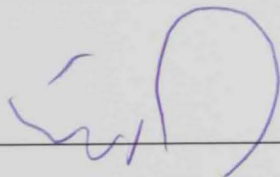
Under the Supervision of Professor Riyadh Aly Mohammed Eid

April 2017

Declaration of Original Work

I, Sultan Faisal Ali Alremeithi, the undersigned, a graduate student at the United Arab Emirates University (UAEU), and the author of this dissertation entitled "*The Effect of Using Social Media Marketing on Customer Engagement in the Public Sector: The Case of Zakat Fund*", hereby, solemnly declare that this dissertation is my own original research work that has been done and prepared by me under the supervision of Professor Riyad Aly Mohammed Eid, in the College of Business and Economics at UAEU. This work has not previously been presented or published, or formed the basis for the award of any academic degree, diploma or a similar title at this or any other university. Any materials borrowed from other sources (whether published or unpublished) and relied upon or included in my dissertation have been properly cited and acknowledged in accordance with appropriate academic conventions. I further declare that there is no potential conflict of interest with respect to the research, data collection, authorship, presentation and/or publication of this dissertation.

Student's Signature: _____



Date: _____

14-05-2017

Copyright © 2017 Sultan Faisal Ali Alremeithi
All Rights Reserved

Advisory Committee

1) Advisor: Riyad Eid

Title: Professor

Department of Business Administration

College of Business and Economics

2) Co-advisor: Ananth Chiravuri

Title: Assistant Professor

Department of Business Administration

College of Business and Economics

3) Member: Hassan Selim

Title: Professor

Department of Business Administration

College of Business and Economics

Approval of the Doctorate Dissertation

This Doctorate Dissertation is approved by the following Examining Committee Members:

- 1) Advisor (Committee Chair): Riyad Eid

Title: Professor

Department of Business Administration

College of Business and Economics

Signature



Date 13/04/2017

- 2) Member: Mumin Dayan

Title: Associate Professor

Department of Business Administration

College of Business and Economics

Signature



Date 13/04/2017

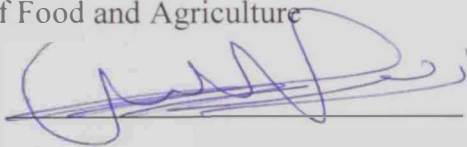
- 1) Member: Ibrahim Belal

Title: Associate Professor

Department of Aridland Agriculture

College of Food and Agriculture

Signature



Date 13/04/2017

- 4) Member: Essam B. Ibrahim

Title: Professor

Department of Business Administration

Institution: University of Edinburgh

Signature



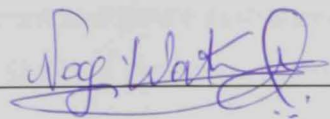
Date 13/04/2017

This Doctorate Dissertation is accepted by:

Dean of the College of Business and Economics: Professor Mohamed Tahar Madi

Signature  Date May 14, 2017

Dean of the College of the Graduate Studies: Professor Nagi T. Wakim

Signature  Date 14/5/2017

Abstract

Social Media Sites (SMSs) are affecting a wide cross-section of marketing activities, including research, strategy formulation, advertising, promotions and sales. It is proposed that Social Media Sites (SMSs) are not only an addition to the modern marketer's toolkit, but mark an endemic and ecological change.

The purpose of this research is to investigate what antecedents determine a user's engagement with an account on a social media sites (SMSs).

Through their use, the social media have facilitated various business opportunities as well as providing the public sector with platforms through which organizations can engage current and future customers. Still, the huge gap of practical knowledge about the role of SMSs in the public sector should not be forgotten.

A key issue in this area is the focus on the user's; however, beyond this, the dissertation probed below the surface to see how such virtual engagement is conceptualized and what factors facilitate and support customer materialization.

In the same context, this research assesses the effectiveness of using Social Media Marketing (SMM) as a tool in the public sector and attempts to shed light on it by examining the different user needs that SMSs satisfy, together with the important implications and outcomes for public sector bodies hoping to become involved in SMM.

Consequently, it proposes a framework to serve the building of theory for understanding Customer Materialization on SMSs. The research model was based on the premise that SMSs are likely to symbolically engage users in the social media when public sector organizations pay close attention to three key areas: Adoption, Implications and Outcomes.

This research is notable for proposing an integrated framework which considers different aspects of social science: the media, technology, and marketing. The Uses and Gratifications theory (U&G Theory), the technology acceptance model (TAM) and the Customer Engagement Cycle are used as instruments in this research. With their aid, a questionnaire was developed to target Zakat Fund followers on Twitter.

Instagram and Facebook. The questionnaire was hosted online, and then, a web link was posted to the Zakat Fund Accounts on the SMSs. E-mails were also sent to more than 2,000 users. The participants eventually totalled 733.

The dissertation results supported its objectives and clarified four critical arguments by achieving : 1) a better understanding was reached of SMSs users' behaviour and the psychological gratifications they derive from adopting SMSs; 2) those relationships were revalidated in the context of SMSs with hypotheses that focused on the relations between Perceived Ease of Use (PEOU) , Perceived Usefulness (PU) , attitude to Behavioural Intentions (BI) ; 3) the user's journey via SMSs toward Behavioural Intentions (BI) could be speeded up (accelerated) or slowed down (decelerate) by one of two factors: Trust and Virtual Engagement; 4) the engaged user has the full intention to move from the virtual world to the real world. This research introduced a new concept, "Customer Materialization".

Moreover, this research contributes to the practical knowledge in the area of the social media and marketing through them, and has important practical solutions for increasing the effectiveness of marketing strategy overall and for the public sector on Social Media Sites (SMSs) in particular.

Finally, this study has its own limitations and recognizing them should help refine future investigation efforts. Future researchers will also need to focus on integrating other SMSs and different contexts.

Keywords: Social Media Sites (SMSs), Social Media Marketing (SMM), Uses and gratification theory (U&G), Virtual Engagement, Trust, Customer Engagement Cycle, Technology Acceptance Model (TAM), Social Media Usage Intention, Structural Equation Modelling (SEM), Customer Materialization, Public Sector, Zakat.

Title and Abstract (in Arabic)

أثر التسويق باستخدام مواقع الإعلام الاجتماعي في المتعاملين مع القطاع العام: دراسة حالة مؤسسة صندوق الزكاة

المخلص

تؤثر مواقع الإعلام الاجتماعي في عالم اليوم في ممارسة الأعمال، وترتبط ارتباطاً مباشراً بعلم التسويق، كما تتصل عملياً بالأنشطة التسويقية كافة، ومنها البحوث التسويقية وصوغ الاستراتيجيات والإعلانات والترويج والمبيعات.

وقد أحدثت مواقع الإعلام الاجتماعي طفرة غير مسبوقة، تطورت معها كثير من المفاهيم والأدوات التسويقية التي كانت سائدة عقوداً قبل ظهور هذه التقنية الحديثة.

إن الغرض من هذا البحث دراسة طبيعة العلاقة بين مستخدمي مواقع الإعلام والمؤسسات الحكومية داخل العالم الافتراضي، وفهم وتوقع الآثار المترتبة على هذه العلاقة التبادلية في العالم الحقيقي، وبالتالي تهدف هذه الأطروحة إلى استكشاف العوامل التي تؤدي إلى تقوية العلاقة الافتراضية ضمن مواقع التواصل بين الأفراد والمؤسسات الحكومية، وتتنظر إلى مدى إمكان تحول هذه العلاقة وتطورها لتصبح ناضجة وذات أثر ملموس في الواقع.

لقد حققت هذه الدراسة البحثية سبقاً جديداً بتقديمها مفهوماً تسويقياً مبتكراً سمّته "تجسيد المتعاملين"، وتقصّد به تحويل متابعي حسابات المؤسسات الحكومية في مواقع الإعلام الاجتماعي إلى متعاملين حقيقيين.

في السياق نفسه، يُقيم هذا البحث فاعلية استخدام وسائط الإعلام الاجتماعية أداة تسويقية في القطاع العام، ويحاول سد الثغرة المعرفية عن طريق فحص سلوك الأفراد وتصرفاتهم في مواقع التواصل الاجتماعي، عبر إشباع حاجاتهم النفسية والشخصية والاجتماعية، ومنحهم الثقة بصحة المعلومات التي تنشرها المؤسسات الحكومية في حساباتها، باستخدام تقنيات الإعلام الاجتماعي التي تتصف بسهولة الاستخدام والبساطة.

إن النموذج البحثي المستخدم يركز اهتماماً كبيراً على ثلاث مراحل رئيسية هي: تبني المستخدم حساب مؤسسة حكومية ما في مواقع الإعلام الاجتماعي، بحسبانه خياراً يشبع رغباته، طبيعة الارتباط الافتراضي بين المستخدم وحساب المؤسسة الحكومية، النتائج السلوكية المترتبة على الارتباط الافتراضي.

إنّ ما يميز هذه الأطروحة البحثية، تقديمها إطاراً متكاملًا ينظر بعين الاهتمام في جوانب مختلفة من العلوم الاجتماعية، مثل: الإعلام، التكنولوجيا، التسويق. ولتحقيق هذا الغرض، تكوّن النموذج البحثي المختبر من نظريات تنتمي إلى فروع معرفية تتصل بالإعلام وتقنية المعلومات والتسويق.

وقد استهدفت الدراسة صندوق الزكاة نموذجاً لإجراء الدراسة، ويعدّ صندوق الزكاة مؤسسة حكومية اتحادية في دولة الإمارات العربية المتحدة. ولأغراض البحث، صُممت استبانة تستهدف متابعي صندوق الزكاة في تويتر وانستغرام وفيسبوك، ونُشرت الاستبانة في حسابات صندوق الزكاة في مواقع الإعلام الاجتماعي، وتمكنت من جمع 733 مشاركاً استجابوا لها.

أخيراً، يساهم هذا البحث في تقديم قيمة مضافة إلى علم التسويق، بطرحه مجموعة من الحلول العملية المهمة، التي تساهم بشكل مباشر في تحويل المستخدم الافتراضي إلى متعامل لديه الرغبة الكامنة للتعامل مع المؤسسة الحكومية والاستفادة من خدماتها والمشاركة في الفعاليات واللقاءات التي تعقدها المؤسسة الحكومية خارج نطاق العالم الافتراضي.

مفاهيم البحث الرئيسية: التسويق، مواقع الإعلام الاجتماعي، القطاع العام، الارتباط الافتراضي، تجسيد المتعاملين، الزكاة.

Acknowledgements

I start by thanking my wife for giving me strength throughout my study journey. It was not an easy time; there were moments when I felt sad and frustrated, but there were always individuals who encouraged me and turned these moments into happy times.

I thank my supervisors, Prof. Ryyad Eid, for advising me and being patient throughout my study. He shared his expertise in research and pointed me in the right direction. Prof. Ryyad Eid encouraged me to always keep reading and writing. Thank you for sacrificing our time together and allowing me to write so that I could finish this process. Your love, respect and support encouraged me to keep moving and reach my finish line.

I acknowledge contributions from my internal committee for constructive feedback.

I am grateful to DBA Program Coordinators, Prof. Mohamed Madi and Dr. Rihab Khalifa. No words can express my thanks to them for all support and help; it is countless. They always approved my educational progress to complete my dissertation.

Moreover, and the most importantly, I am greatly blessed to have a faithful family. Without their support, this journey might not have been completed. Thanks, parents, Shika Obaid and Faisal Ali for your prayers and encouragement, and helping me in so many ways. I love you.

Dedication

I dedicate this study to

Imam Ghazali (1058-1111 AD), who said:

“Knowledge without action is vanity, and action without knowledge is insanity.”

My Father, who always inspire for a successful life

My Mother, who always prays for me.

My Wife, without her love and encouragement, this thesis would not have been possible

My Lovely Boys: Hadeif, ~~Abdullah, and Hadeif~~

The father of Statistics in UAE University: Prof. Mohamed Yehia Basyouni, may

Allah have mercy on him

My Best Friend, Farooq Kassihawi

Table of Contents

Title	i
Declaration of Original Work	ii
Copyright	iii
Advisory Committee	iv
Approval of the Doctorate Dissertation	v
Abstract	vii
Title and Abstract (in Arabic)	ix
Acknowledgements	xi
Dedication	xii
Table of Contents	xiii
List of Tables.....	xvii
List of Figures	xix
List of Abbreviations.....	xx
Chapter 1: Introduction	1
1.1 Overview.....	1
1.2 Statement of the Problem	2
1.3 Research Objectives	3
1.4 Research Questions	3
1.5 Significance and Contributions.....	7
1.6 Assumptions and Limitations	17
1.6.1 Limitations	17
1.6.2 Assumptions.....	18
1.7 Dissertation outline	18
1.8 Definition of Terms.....	19
Chapter 2: Review of The Literature	22
2.1 Overview.....	22
2.2 Exploring the Nature of Social Media Sites.....	22
2.2.1 Definition of SMSs	22
2.2.2 The History of SMSs	26
2.2.3 The Technical Features of SMSs	28
2.2.4 The Essential Features of SMSs.....	31
2.2.5 The Uses of SMSs.....	32

2.2.6 The Specific Characteristics of Facebook, Twitter and Instagram.....	35
2.3 Exploring the Role of Social Media Marketing (SMM)	36
2.3.1 Effect of SMSs Nature on Customers' Attitude and Behaviour	36
2.3.2 SMSs and Marketing	38
2.3.3 SMSs as a Source of Valuable Information.....	42
2.3.4 SMM in the Public Sector.....	45
2.3.4.1 Overview.....	45
2.3.4.2 SMSs and Marketing in Public Sector	46
2.3.4.3 The Need for SMM in the Public Sector	49
2.4 SMSs in United Arab Emirates.....	53
2.5 SMSs Adoption Toward Marketing, Technology and Trust	54
2.5.1 SMSs as a Communication and Interactive Tool.....	54
2.5.2 SMSs as a Communication Tool.....	55
2.5.3 SMSs as Interaction Tools	56
2.5.4 Social Media Sites as a Communication and Interactive Tool	72
2.5.5 The Role of Trust in the SMS Context.....	77
2.6 Engagement Journey on SMSs	91
2.6.1 User Engagement with SMSs Account	91
2.6.2 User Virtual Behavior with SMSs Account	96
2.6.3 Customer Materialization through SMSs.....	105
2.7 The Case of the Zakat Fund in United Arab Emirates.....	108
2.7.1 Overview	108
2.7.2 General information about Zakat in Islam	109
2.7.3 Zakat Fund Establishment Law.....	111
2.7.4 The Strategic Plan of the Zakat Fund	113
2.7.5 Zakat Fund Organizational Structure	116
2.7.6 Zakat Fund Services.....	117
2.7.7 Customer Service from the Zakat Fund	118
2.7.8 Zakat Fund Projects	120
2.7.9 Zakat Fund through Communication Channels	124
2.7.10 The Zakat Fund and Social Media Marketing.....	124
2.7.10.1 Topics Covered in Reporting the Zakat Fund on SMSs.....	125
2.7.10.2 Indicators of the Operational Performance on Social Media...	126

2.7.10.3 The Content of Topics on the Zakat Fund Accounts	126
2.7.10.4 Social media Marketing during Ramadan	126
2.7.11 A Look inside the Zakat Fund Accounts on SMSs	130
2.7.11.1 Zakat Fund On Twitter	130
2.7.11.2 Zakat Fund Account on Instagram	138
2.7.11.3 Zakat Fund Account on Facebook.....	140
2.7.11.4 Social Media Policy in the Zakat Fund.....	140
2.7.11.4.1 Content Management.....	141
2.7.11.4.2 Security and Privacy	142
2.7.11.4.3 Responsibilities.....	143
2.7.11.5 A Consultation on the Media Coverage of Zakat Fund.....	144
2.7.11.6 Monitoring the Zakat Fund Account on SMSs.....	144
Chapter 3: Research Questions and Methodology	150
3.1 Overview.....	150
3.2 Proposed Conceptual Model	150
3.3 Hypotheses	151
3.4 Designing the Questionnaire	153
3.4.1 Gratifications	156
3.4.2 Technology Acceptance	157
3.4.3 Trust.....	158
3.4.4 Virtual Engagement	159
3.4.5 Virtual Behavior Consuming, Contributing and Advocacy	160
3.4.6 Customer Materialization.....	162
3.4.7 Demographic Items.....	162
3.4.8 Operationalization of Research Constructs	164
3.4.9 Pilot Study.....	178
3.4.10 Population, Sampling and Data Collection.....	179
3.4.11 Instrumentation and Measures	180
3.4.12 Data Analysis.....	180
Chapter 4: Descriptive Statistics and Reliability Analysis	183
4.1 Descriptive Statistics.....	183
4.2 Exploratory Factor Analysis	189
4.2.1 Results of Factor Analysis	190

4.2.2 Antecedent Factors.....	191
4.2.3 Reliability of Antecedents Factors.....	199
4.2.4 Consequences Factors.....	199
4.2.5 Reliability of Consequences Factors	206
4.3 Structural Equation Modeling (SEM).....	206
4.3.1 Overview	206
4.3.2 The Maximum Likelihood Estimates (MLE).....	207
4.3.3 Comparative Fit Index (CFI)	209
4.3.4 Tucker Lewis Index (TLI) or Non-Normed Fit Index (NNFI)	210
4.3.5 The Root Mean Square Error of Approximation (RMSEA)	211
4.3.6 Results of Hypotheses Testing	212
4.3.6.1 Convergent Validity	215
4.3.6.2 Regression Weights, Covariance and Variances	223
4.3.6.3 Multiple Mediators	229
4.3.6.4 Results for the Structural Model.....	230
Chapter 5: Discussion of Results, Conclusions and Implications.....	232
5.1 Discussion of Results.....	232
5.1.1 Research questions rated to Adoption.....	238
5.1.2 Research Questions on Implications.....	248
5.1.3 Research Questions Rated to the Outcomes.....	260
5.2 Conclusions	264
5.3 Implications.....	270
5.4 Limitations and Future Studies.....	273
References.....	275
Appendix.....	312

List of Tables

Table 1: Research questions.....	4
Table 2: The practical knowledge on SMSs users intention.....	11
Table 3: Research definition of terms.....	19
Table 4: SMSs definitions and descriptions.....	23
Table 5: History of SMSs.....	26
Table 6: The differences between Web 1.0 and Web 2.0.....	30
Table 7: SMSs nature, functions and statistics.....	35
Table 8: SMSs and marketing in the public sector.....	47
Table 9: Public sector and SMSs.....	50
Table 10: Customer behavior on SMSs based on type of interaction.....	57
Table 11: Uses and gratifications theory and SMSs.....	64
Table 12: Technology acceptance model in the SMSs context.....	74
Table 13: The position of trust from adoption and intention perspectives.....	78
Table 14: Effects of user engagement on virtual behaviour.....	97
Table 15: SMSs behaviour and customer intention.....	106
Table 16 : Zakat Fund services.....	118
Table 17: Zakat Fund account on Twitter.....	130
Table 18: Zakat Fund account on Instagram.....	138
Table 19: The hypotheses by aspect.....	151
Table 20: Constructs development.....	154
Table 21: Demographic Items.....	162
Table 22: Operationalization of research questions.....	165
Table 23: Zakat Fund followers at 25 Feb 2016.....	179
Table 24: Distribution of sample by gender.....	184
Table 25: Distribution of sample by age.....	184
Table 26: Distribution by educational qualifications.....	185
Table 27: Distribution by experience in using SMSs per month.....	186
Table 28: Number of hours spent on SMSs per week.....	186
Table 29: Number of times that participants look at their SMSs accounts per day.....	187
Table 30: Distribution of sample by monthly income (AED).....	187
Table 31: The number of participants by SMSs type.....	188
Table 32: Distribution of sample by nationality.....	189
Table 33: Summary of the research factors.....	190
Table 34: Antecedents factors - KMO and Bartlett's Test.....	191
Table 35: Antecedent factors - Principal Component Analysis.....	192
Table 36: Communalities at antecedents factors.....	194
Table 37: The rotated component matrix- antecedent factor components.....	197
Table 38: Cronbach's Alpha - reliability of antecedent factors.....	199
Table 39: Consequences factors - KMO and Bartlett's Test.....	199
Table 40: Consequences factors- principal component analysis.....	200
Table 41: Communalities in the consequences factors.....	202

Table 42: The rotated component matrix - consequential factor components	204
Table 43: Cronbach's Alpha- reliability of consequential factors	206
Table 44: Maximum likelihood estimates	209
Table 45: Comparisons with a baseline model	210
Table 46: The root mean square error of approximation (RMSEA)	211
Table 47: Research question and the hypotheses of adoption	212
Table 48: Research question and the hypotheses of implications	213
Table 49: Research question and the hypotheses of outcomes	214
Table 50: Assessment of normality	216
Table 51: Observed and unobserved variables	218
Table 52: Regression weights by stage - adoption	219
Table 53: Regression weights by stage - implication	220
Table 54: Regression weights by stage - implication	222
Table 55: Covariance	223
Table 56: Variances	224
Table 57: Standardized direct, indirect and total effects	226
Table 58: The total effect of on customer materialization	230
Table 59: Squared multiple correlations	231
Table 60: Research questions rated to adoption	233
Table 61: Research questions on implication stage	235
Table 62: Research questions on outcomes	237
Table 63: Critical success factor (CSFS) for SMM	267
Table 64: Standardized total effects on virtual engagement	269
Table 65: The actual impact from customer materialization	274

List of Figures

Figure 1: Key aspects in social media sites.....	5
Figure 2: Number of SMSs users worldwide from 2010 to 2014	27
Figure 3: SMSs users in millions by SMSs type.....	28
Figure 4: Facebook user penetration in the UAE and GCC.....	53
Figure 5: Share of the UAE population using SMSs	54
Figure 6: Zakat Fund tweets by month	145
Figure 7: Zakat Fund tweets by hours.....	145
Figure 8: Zakat Fund tweets by days	146
Figure 9: Zakat Fund account retweets	147
Figure 10: Examples of users' comments on the Zakat Fund account	147
Figure 11: Zakat Fund contents on Twitter types	148
Figure 12: Interaction with Zakat Fund on Twitter by type of interaction	148
Figure 13: Interactions on Zakat Fund account on Instagram.....	149
Figure 14: Interactions on Zakat Fund account on Facebook.....	149
Figure 15-A: Conceptual model.....	151
Figure 16: The structural and measurement model for the research.....	217
Figure 17: Trust and virtual engagement as multiple mediators.....	229
Figure 18: Research questions rated to adoption stage	239
Figure 19: Research questions rated to implications	249
Figure 20: Perceived usefulness and gratification theory	265
Figure 21: The role of the trust variable.....	266

List of Abbreviations

SMSs	Social Media Sites
SMM	Social Media Marketing
U&G	Uses and gratification theory
TAM	Technology Acceptance Model
SEM	Structural Equation Modelling

Chapter 1: Introduction

1.1 Overview

Despite the growth of research on Social Media Marketing (SMM) and its effect on customers over the recent years, no studies have yet exactly defined the nature of the relationship between using SMSs and users in its three aspects: Adoption, Implications and Outcomes. As Smith & Gallicano note, (2015) many studies equate engagement with the broad array of social media activities; these studies argues that engagement is conceptually distinct, and involves a kind of cognitive and emotional immersion that may not characterize all social media usage. Moreover, the public sector is increasingly turning to the social media as a means by which to communicate and interact with citizens, but little is known about the contribution that the technology of the social media makes to public engagement (Agostino & Arnaboldi, 2015).

Therefore, it seems appropriate to ask what antecedents determine user engagement with an account on a social media site. In order to create an effective marketing and communication strategy, businesses need to know the factors that lead some users to engage while others do not interact but remain passive. Hence, the public sector should provide an experience for social media users that will ensure consistent positive impressions along the social media channels.

The challenge for the public sector is to develop a holistic marketing plan which takes account of three perspectives (user needs, social media sites, virtual engagement) and tailors a solution to gain the optimum results from SMM in order to provide something for customers beyond the virtual world which sharpens the intention to visit or buy. Therefore, this study addresses the use of SMSs as a marketing tool in the public sector. Chapter 1 provides an overview, with a statement of the

problem, the research problems, the research objectives and the academic significance of this study.

1.2 Statement of the Problem

According to the Organization for Economic Co-operation and Development (OECD), an intergovernmental economic organization with 35 high-income economies as members, government institutions are not clear about the purpose and returns of social media use ("Social Media Use by Governments | OECD READ edition," 2014). In response, this research highlights two dimensions of a single practical problem:

1. The Conceptual Dimension: public sector institutes would like to exploit the advantage of forming users intention to deal with public sector through using social media sites, but have not defined and measured the effect of the uses of the social media uses in practice. The existing measures in SMM in the public sector are limited to the number of a site's followers and the likes that their posts get. Instead, previous researchers have drawn attention to the importance of focusing on users' intentions to deal with public sector institutions beyond the virtual world as a result of consuming and interacting on SMSs.
2. The Dimension of Action: managing an account on SMSs toward achieving users intention to deal with public sector follows a certain course of action. Each of these can be seen from the perspectives of the media, marketing and information technology. These three perspectives influence user adoption, trust and engagement.

In the most general terms, the desire of the present study is to understand the whys and wherefores, causes and motivations behind users' intention to deal with public sector in the UAE.

1.3 Research Objectives

The purpose of this research is to investigate what antecedents determine SMSs users intention to deal with public sector. In addition, it seeks to determine the extent of the user's virtual engagement with an account on SMSs through the stages of adopting it, realising its Implications and acknowledging its outcomes. If the public sector is to have an effective marketing and communication strategy for SMSs, the following objectives in this research have to be met:

- To explore the journey from an unknown SMSs user to an engaged customer.
- To identify the Critical Success Factors (CSFs) for Social Media Marketing (SMM).
- To examine the impact of SMM on the forming of a user's intention to participate and/or buy.
- To develop and clarify a conceptual framework integrating the media, technology, and their consequences on marketing outcomes.
- To specify and test the hypothetical relationships derived from the conceptual framework in the context of the public sector.

1.4 Research Questions

According to Hoffman & Fodor (2010), the way in which organizations design, launch and actively manage their social media campaigns plays a large part in determining whether and how consumers will participate and interact. In the same

context. a study by Barger, Peltier, & Schultz (2016) find a lack of research in this area. This has encouraged the development of comprehensive frameworks that will help to conceptualize social media engagement, including conceptualizations within sub-areas.

Consequently, this research assesses the effectiveness of using SMM as a tool in the public sector and attempts to fill the research gap by examining the different user needs that SMSs satisfy and the important implications and outcomes for public sector bodies which seek to involve users in SMM. A literature review was performed to answer the following research questions:

Table 1: Research questions

Research questions related to the aspect of Adoption	
RQ1	Which enablers are important for a user's adopting certain public sector accounts on social media sites?
RQ1.1	What are the user gratification factors that affect a user's virtual engagement to certain public sector accounts on social media?
RQ1.2	To what extent do the user gratification factors affect a user's trust of certain public sector accounts on social media?
RQ1.3	To what extent does the Trust variable affect Virtual Engagement with certain public sector accounts on social media?
RQ1.4	To what extent does the Perceived Ease of Use variable affect Virtual Engagement with certain public sector accounts on social media?
Research questions rated to the aspect of Implications	
RQ2	What is the impact of adopting certain public sector accounts on social media sites?
RQ2.1	What are the effects of Virtual Engagement on the Virtual Behaviour of an engaged user with certain public accounts on social media sites?
RQ2.2	To what extent does the Perceived Ease of Use variable affect the Virtual Behaviour of a user engaged with certain public accounts on social media sites?

RQ2.3	To what extent does the Trust variable affect the Virtual Behaviour of a user engaged with certain public accounts on social media sites?
Research questions rated to the aspect of Outcomes	
RQ3	What are the outcomes of the implications of certain public sector accounts on social media sites?

The studies most relevant to this dissertation emerged first in 2005 along with the revolution in the social media; the literature review includes several leading publications on marketing and the management of information systems. For example, research by Zolkepli & Kamarulzaman (2015) makes a significant contribution in the area of media and technology adoption, which can be used to help marketers understand the factors that motivate social media use.

Another study by Ngai, Moon, Lam, Chin, & Tao (2015) sets out a number of theories from the current literature, covering all three key aspects of Social Media SMSs, namely, those of people, society, and mass communication (see Figure (1)). These theories have great capacity to explain user behaviour and the development of social media applications.

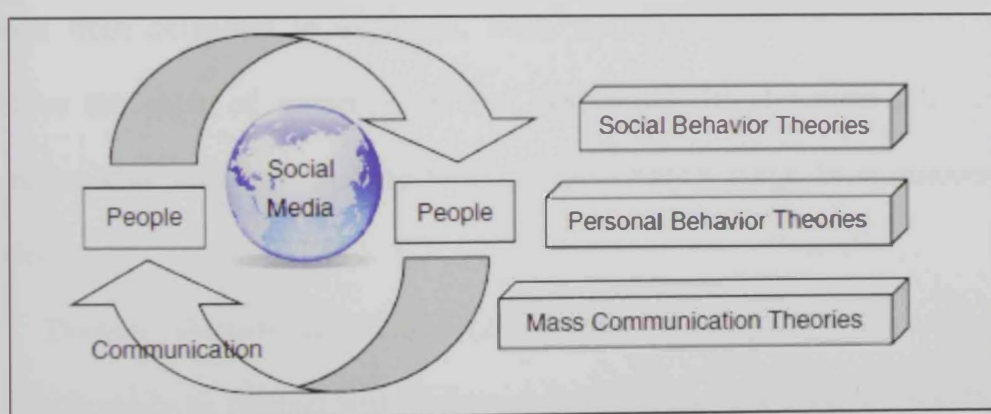


Figure 1: Key aspects in social media sites

In addition, Lorenzo-Romero, Constantinides, & Alarcón-del-Amo (2011) studied the factors affecting the acceptance of SMSs, analysed users' practices and

behaviour in these environments and assessed the degree of acceptance of SMSs in the Netherlands. The results support all the proposed hypotheses with positive relationships and showed the influence of one analysed construct on another.

Another study by He & Zha (2014) provides recommendations and insights for social media adoption.

Furthermore, the conceptual model of Social Media Sites SMS consumption identified a behavioural outcome. The behaviours in this case enabled users to derive maximum benefit from the social media while minimizing the effort required to use them (Hübner Barcelos & Alberto Vargas Rossi, 2014).

In fact, previous research findings have led to the identification of the perceived psychological features of the social media which are categorised under the umbrella terms of interaction, control of self-image and use (Grace, Ross, & Shao, 2015). However, Y. Choi & Thoeni, (2016) believe that few firms where employees are held accountable for supporting an overall marketing strategy have defined and measured goals for SMSs.

Felix, Rauschnabel, & Hinsch (2016) assume that the scope of SMM represents a range from defenders to explorers, while the social media marketing culture embraces the poles of conservatism and modernism, its structures fall between hierarchies and networks, and its forms of governance range from autocracy to anarchy.

Dootson, Beatson, & Drennan (2016) claim that if institutions want to use SMSs effectively to interact with consumers, their marketers need to articulate the value they will gain from adopting these sites to interact with the organization. Because perceptions of social value are the strongest predictors of value and the intention to

adopt, institutions need to develop ways to use SMSs that create social value for (and with) the consumer in line with value co-creation principles.

As a result of the above, SMSs are considered common marketing tools nowadays, combining people, the media and information technology. SMM uses this combination to achieve marketing objectives of organizations. In conclusion, the best way to understand SMM is to isolate user attitudes and behaviours in relation to its three aspects: Adoption, Implications and Outcomes.

1.5 Significance and Contributions

This study seeks to shed light on the public sector's use of SMM for communicating with its target customers. The overall study of organization and management sets out to improve marketing practices in all organizations. This study, it is hoped, will benefit SMM management practices in the public sector by being able to understand the SMSs users' intention to deal with public sector; it will determine what is being done and assess whether it is working.

Since marketing is an important aspect of an organization's accomplishing its mission, this research is intended to provide some needed information in the field of the use made of the social media by public sector organizations. This study increases our understanding of ways to develop strategies that will engage with public sector users. The purpose of this quantitative study was to explore what social media strategies marketers need if they are to engage consumers through SMSs.

The value of the study lies in its developing marketing tools that may provide a better return on investment in their deployment on SMSs when these sites are used by customers who have power in the marketplace and significant future purchasing

power. The findings of this study are capturing SMSs users experiences with the Zakat Fund account on SMSs.

This applied research will display proven results through numerical data which will assist other public sector bodies in understanding the significance and impact of being interactive and engaging. It will also reveal the components needed to develop and implement an SMM strategy. This study will create a flowchart by which marketers can increase their ability to quickly and safely use social media in marketing campaigns.

Finally, it should be pointed out that in the UAE, despite its being one of the top countries in the world for social media consumption, no serious work has been done to identify parameters or metrics for measurement related to the social media.

From Table (2), which lists 30 academic articles about SMM, we can infer that inadequate attention has been paid to the following factors: Personal Needs, Social Needs, Psychological Needs, Perceived Ease of Use, Trust, Virtual Engagement, Consuming, Contributing and Advocacy.

Moreover, most of the research that has been done concerns other contexts than the Public Sector. Finally, the concept of moving from the virtual world to the real world has not been introduced in all studies, though all touch on engagement or the intention to buy. The novelty of the present study lies in introducing a new concept, Customer Materialization.

Admittedly SMM has often been mentioned in marketing studies; however, the meaning of the term SMM has not been sufficiently specified in the public sector context.

Previous research has demonstrated several topics, for example, institutions' desire to use SMS effectively; interaction with consumers; identifying the perceived features of SMSs; and SMSs considered as a means of communication. Other studies

have identified the opportunities offered by SMSs to organizations and looked at some general phenomena accompanying SMSs, such as Electronic Word of Mouth (e-WOM), Consumer-Generated Content and Consumer-Brand Engagement.

In the absence of standardized best practices in SMM, this dissertation uniquely discusses the substantial contributions made by SMM through important steps in understanding the motives and factors affecting SMSs users' attitudes, behaviours and engagement with the social media. It also offers useful insights for practitioners intending to use SMM as part of a public sector marketing strategy.

The underlying purpose of this research is to introduce a framework by which to explore the nature of SMM by identifying the root causes of Customer Materialization, which is a totally new term in the marketing field.

Among the notable contributions to the marketing studies made by this dissertation are the results from the quantitative research which show the causal relationships between the different variables related to the business functions of the Media, Information Technology and Marketing; moreover, all these variables are based on the users' perspectives and together they make adequate interpretation easier.

These important aspects of SMM have not been recognized or examined before; thus, this research project is reckoned to be the first to consider the direction of causality in the three aspects of SMM, Adoption, Implications and Outcomes.

In addition, this research shows that the various root causes can have a different influence on the benefits of SMM. The research results also contribute to an understanding of reality and fantasy as part of SMM.

Furthermore, this research introduces practical tools for guiding SMM in the public sector, which can be used to direct practitioners as they consider, justify, and

implement SMM strategies. The guidance is not only practical but by setting indicators also allows public sector practitioners to measure their accomplishments on SMM.

Finally, SMM provides endless marketing exposure and countless opportunities in the case of the Zakat Fund. The practical aspects of the dissertation are designed to be extremely helpful by taking account of the fund's limited marketing budget, small number of employees and its single location in Abu Dhabi. Through SMM, the Zakat Fund was able to expand its customer base, increase revenues, build healthy customer relationships and offer business sustainability.

Table 2: The practical knowledge on SMSs users intention

#	Reference	Published by	Public Sector	Personal Needs	Social Needs	Psychological Needs	Perceived Ease of Use	Trust	Virtual Engagement	Consuming	Contributing	Advocacy	Materialization
1.	Dunne, Lawlor, & Rowley, 2010	Journal of Research in Interactive Marketing											
2.	Hicks et al., 2012	Computers in Human Behavior											
3.	M. M. Luo & Remus, 2014	Computers in Human Behavior											
4.	L.-Y. Huang, Hsieh, & Wu, 2014	Information Management &											
5.	Sweeney, Soutar, & Mazzarol, 2012	European Journal of Marketing											

#	Reference	Published by	Public Sector	Personal Needs	Social Needs	Psychological Needs	Perceived Ease of Use	Trust	Virtual Engagement	Consuming	Contributing	Advocacy	Materialization
6.	Rossmann, Ranjan, & Sugathan, 2016a	Journal of Services Marketing											
7.	C. A. Lin & Kim, 2016a	Computers in Human Behavior											
8.	Teng, Wei Khong, Wei Goh, & Yee Loong Chong, 2014	Online Information Review											
9.	Stavros, Meng, Westberg, & Farrelly, 2014	Sport Management Review											
10.	Eisenbeiss, Blechschmidt, Backhaus, & Freund, 2012	Journal of Interactive Marketing											

#	Reference	Published by	Public Sector	Personal Needs	Social Needs	Psychological Needs	Perceived Ease of Use	Trust	Virtual Engagement	Consuming	Contributing	Advocacy	Materialization
11.	Reza Jalilvand & Samiei, 2012	Marketing Intelligence & Planning											
12.	H. Yang, 2013	Journal of Asia-Pacific Business											
13.	Carlos Martins Rodrigues Pinho & Soares, 2011	Journal of Research in Interactive Marketing											
14.	Paek, Hove, Jung, & Cole, 2013	Public Relations Review											
15.	Hutter, Hautz, Dennhardt, & Füller, 2013	Journal of Product & Brand Management											

#	Reference	Published by	Public Sector	Personal Needs	Social Needs	Psychological Needs	Perceived Ease of Use	Trust	Virtual Engagement	Consuming	Contributing	Advocacy	Materialization
16.	I.-L. Wu, 2013	International Journal of Information Management											
17.	Hudson, Roth, Madden, & Hudson, 2015	Tourism Management											
18.	Feroz Khan, Young Yoon, Kim, & Woo Park, 2014	Online Information Review											
19.	Chu, 2009	International Journal of Advertising											
20.	Nadkarni & Hofmann, 2012	Personality and Individual Differences											

#	Reference	Published by	Public Sector	Personal Needs	Social Needs	Psychological Needs	Perceived Ease of Use	Trust	Virtual Engagement	Consuming	Contributing	Advocacy	Materialization
21.	K.-Y. Lin & Lu, 2011	Computers in Human Behavior											
22.	H. Zhang, Lu, Gupta, & Zhao, 2014	Information & Management											
23.	A. Chen, Lu, Wang, Zhao, & Li, 2013	Journal of Business Research											
24.	Pai & Arnott, 2013	Computers in Human Behavior											
25.	N. Chung & Koo, 2015	Telematics and Informatics											

#	Reference	Published by	Public Sector	Personal Needs	Social Needs	Psychological Needs	Perceived Ease of Use	Trust	Virtual Engagement	Consuming	Contributing	Advocacy	Materialization
26.	Baek, Holton, Harp, & Yaschur, 2011	Computers in Human Behavior											
27.	Online word-of-mouth communication on social	Inter. Journal of Commerce & Management											
28.	Kapoor, Jayasimha, & Sadh, 2013	IIM Kozhikode Society & Management Review											
29.	Phua, Jin, & Kim, 2017	Telematics and Informatics											
30.	Warren, Sulaiman, & Jaafar, 2014	Government Information Quarterly											

1.6 Assumptions and Limitations

Assumptions are significant facts that are not confirmed but presumed to be true. Limitations are features that might limit a study, but are aspects over which a researcher has no control (Gay, Mills, & Airasian, 2011). This study has certain limitations and assumptions. To be recognized as the following:

1.6.1 Limitations

1. The study was limited to Zakat Fund followers on SMSs.
2. Participants may have been influenced by their emotions because the subject of the questionnaire has a religious side (Zakat represents one of the five pillars of Islam) (Islamic Help, 2016).
3. Zakat Fund accounts up to the time when this research was conducted were posted in Arabic only. Therefore, the language of the questionnaire was Arabic.
4. The questionnaire did not specify the type of medium used by participants (example: smart phone or personal computer).
5. This study did not ask participants whether or not they were customers of the Zakat Fund.
6. This study did not ask participants whether or not they had a previous specific interaction with the Zakat Fund.
7. The findings of this study are limited to a specific time in the social media use of the participants.
8. Although the methods used in this study to analyze the social media may be useful as a framework for future research, the findings may not be widely generalized.

1.6.2 Assumptions

1. That the participants answered the questionnaire truthfully and honestly and these answers about their experiences with Zakat Fund accounts on SMSs were accurate.
2. That the number of participants that responded to the questionnaire was adequate to arrive at conclusive results.
3. The questionnaire was distributed on Mar 12, 2016 using Google Forms. At this time, the Facebook version was 67.0.0.21.154 APK, the Instagram version was 7.10.0 APK and the Twitter version was 5.99.0 APK.

1.7 Dissertation outline

Chapter 1 identifies a specific business problem related to a user's virtual engagement with an account on a social media sites in the aspects of Adoption, Implications and Outcomes. It develops and clarifies a conceptual framework integrating media, technology and its consequences on marketing outcomes.

A brief overview of the scholarly literature on Social Media Sites SMSs was provided, together with a statement of the problem, the research objectives, research questions, significance and contributions of the study, its assumptions and its limitations. The remainder of the study is organized as follows:

Chapter 2, the Literature Review, discusses the research design and the search process used to identify the scholarly literature that supports and substantiates the theoretical framework and its applicability to the research questions in this study.

Chapter 3, on Social Media Marketing in the Public Sector, restates the research questions and constructs some hypotheses. It then details the methodological

approach used to address the research questions. The chapter explains the overall design of the research, the sample selection, data collection processes, and the measurement instrument.

Chapter 4, on the results, details the statistical analyses conducted to provide responses to the research questions. It contains descriptive statistics, a reliability analysis, and the results of a factor analysis. Finally it tests the reliability of the antecedent factors. Chapter 5, 'Discussion, Implications, Recommendations', summarizes the statistical results and explains how the results answer the research questions. Chapter 5 also considers the implications of the research, examines the limitations of the study, and offers suggestions for future research.

1.8 Definition of Terms

The following conceptual definitions on table (3) are provided to inform the reader of the meaning given to the following terms in the present study. It should be noted that all the definitions are developed and customized to serve the purposes of the research.

Table 3: Research definition of terms

Terms	Definitions
Social Media Sites (SMSs)	A group of internet-based applications that build on the ideological and technological foundations of Web 2.0, which allows the creation and exchange of user-generated content.
Social Media Marketing (SMM)	SMSs are a key component in marketing strategy and campaigns that reach out to customers. Promotions, marketing

Terms	Definitions
	intelligence, sentiment research, public relations, marketing communications and product and customer management are sub-disciplines of marketing that may use SMSs.
Uses and Gratification theory (U&G)	A theory which looks at the reasons that make people actively seek out specific media to satisfy specific needs.
Virtual Engagement	The level of interest, involvement and affinity between an organization's account on the internet and its customers
Trust	The level of belief that a particular account on an SMSs is honest, safe and reliable:
Customer Engagement Cycle	User behavior on social media such as connection, interaction, satisfaction, retention, commitment, advocacy, and engagement
Technology Acceptance Model (TAM)	A theory that looks at users' perceptions and intentions on following, interacting with and communicating with a particular account on an SMSs.
Customer Materialization	A user's future Intention to dealing with an organization outside the virtual world because of its appearance on an SMSs.
Zakat	An amount of money, comprising percentages of personal income of every

Terms	Definitions
	kind, levied as almsgiving for the relief of the poor: the third of the Pillars of Islam.

Chapter 2: Review of The Literature

2.1 Overview

The main objectives of a literature review, according to Webster & Watson (2002), are to develop a theoretical framework, define key terms, give definitions and explain terminology, identify models, demonstrate case studies and establish the area of study. Accordingly, this literature review attempts to share an understanding of the following:

- Exploring SMSs.
- Applying the concept of Social Media Marketing (SMM) in the public sector;
- Ascertaining the Critical Success Factors (CSFs) of SMM in its adoption and its implications for users.
- Measuring the outcomes of user engagement with public sector SMSs accounts.

This literature review covers the following topics:

- Exploring SMSs in the public sector:
- SMSs for marketing purposes.
- SMSs and customer engagement in the public sector context.
- The case of the Zakat Fund in the United Arab Emirates.

2.2 Exploring the Nature of Social Media Sites

2.2.1 Definition of SMSs

The term 'Social Media Site' is widely used today. It refers to an internet application that allows individuals within a restricted system to construct a public or semi-public profile or account easily, whilst connecting with other users (Kaplan &

Haenlein, 2012). The nature and characteristics of the connections may vary from one SMSs to another (Boyd & Ellison, 2007).

SMSs also fall under the heading of Web 2.0 because they use interactive web technology that looks and feels more like an application than a static web page or website (Kaplan & Haenlein, 2012; Leonardi, Huysman, & Steinfield, 2013; Ngai, Tao, & Moon, 2015).

Another definition of SMSs presents it as a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and allows user-generated content to be created and exchanged (Boyd & Ellison, 2007; Ellison & Boyd, 2013; Ma, Sian Lee, & Goh, 2014)

The following table (4) sets out other definitions and descriptions of SMSs by several authors:

Table 4: SMSs definitions and descriptions

SMSs Definitions and Descriptions	References
<p>An application that facilitates searching for and aggregating contacts in a contact list. For each contact to be established, both parties have to mutually accept or create the 'link'. Other functionalities are provided. For example, 'chat', 'photo albums' and a 'wall' on which the user can publish and 'broadcast' messages and content to the contact list. Online applications, such as games, allow the user to participate, compete and collaborate with other users. Broadly, an online social network is a kind of computer application that facilitates the creation or definition of social relations. This usually develops among</p>	<p>Nettleton, 2013</p>

SMSs Definitions and Descriptions	References
<p>people based on acquaintance, general interests, activities, professional interests, family, associative relations, and so on.</p>	
<p>A type of virtual community that has grown tremendously in popularity over the past few years. When people join social networking sites, they create a profile and connect with existing friends as well as those they have met through the site. A profile is a list of identifying information such as a real or fake name, photographs, birthday, hometown, religion, ethnicity, and personal interests.</p>	<p>Dwyer, Hiltz, & Passerini, 2007</p>
<p>The term 'Social Media' is a construct from two areas of research: communication science and sociology. In the context of communication, it is a means for storing or delivering information or data. In the realm of sociology, and social (network) theory and analysis in particular, social networks are social structures made up of a set of social actors (i.e., individuals, groups or organizations).</p>	<p>Peters, Chen, Kaplan, Ognibeni, & Pauwels, 2013</p>
<p>Web-based services and communities are established within the internet. This mainly consists of groups of people with common interests, activity preferences and experiences. Professionals in a certain field can also establish communities in order to have an interactive platform. Through this platform, members can participate in various social communications, contact one another and exchange information.</p>	<p>Y.-C. J. Wu, Chang, & Yuan, 2014</p>

SMSs Definitions and Descriptions	References
Individuals who desire social interactions with others via online communities frequently use SMSs. They have the ability to offer more diverse ways of communicating with others than traditional methods of communication do.	Kwon, Park, & Kim, 2014

According to several studies by Edosomwan, Prakasan, Kouame, Watson, & Seymour (2011), P. Graham (2005), Kaplan & Haenlein (2010), Kwon et al (2014) and Leonardi et al (2013) SMSs can be grouped by type:

- Social networks sites, such as Facebook, Myspace, LinkedIn and Google plus;
- Photo sharing sites including Flickr and Instagram;
- Online communities, microblogging tools such as Twitter;
- Social tagging; for example, Digg;
- Newsreaders such as Google Reader;
- Video creating and sharing services exemplified by YouTube; and
- Collaborative projects such as Wikipedia.

The present study defines SMSs as a type of internet application that allows the creation of personal accounts (profiles) to help strangers connect on the basis of shared interests, whilst also encouraging users to post and share texts, images, and videos. The main purpose of SMSs is to allow users to connect with relatives, friends or strangers, and to create friendships by networking over SMSs.

2.2.2 The History of SMSs

SMSs have become popular all over the world as an instrument of connection used by people over the internet. Two studies focus on their history (Boyd & Ellison, 2007; Kaplan & Haenlein, 2012).

In order to track the development and history of SMSs over the past two decades, the following table (5) shows the history of SMSs, summarizing the two above articles with other research by Webdesigner Depot WebdesignerDepot Staff, (2009), Glenn (2012a) and Shelton & Najarian (2014).

Table 5: History of SMSs

Year	Description
1979	Usenet systems were first conceived of in 1979 by Tom Truscott and Jim Ellis. UseNet let users post articles or posts (referred to as "news") to newsgroups.
1988	IRC, ICQ, and Instant Messaging used for file sharing, link sharing and otherwise keeping in touch.
1993	Launch of GeoCities, a service that allows users to create their own web pages.
1995	Friendster launches. The social network reaches three million users in just three months.
1997	Six Degrees was launched in 1997 and was the first modern social network. AOL Instant Messenger allowed Internet chat.
1999	LiveJournal was started and took a different approach to social networking
2001	Six Degrees incorporated more contemporary SMSs functionality to manage 'user profiles' and 'friend' lists.

2003	Myspace and LinkedIn were launched.
2004	Facebook was launched.
2005	YouTube was bought by Google 2006.
2006	Twitter was launched.
2009	Bing was launched by Microsoft to compete directly with Yahoo and Google.
2010	Instagram was launched and later acquired by Facebook in 2012.
2011	Google Plus was launched.

Figure (2) shows the number of SMSs users worldwide from 2010 to 2014 with projections to 2017. In 2016, around 2.13 billion SMSs users around the globe are estimated, according to Statistic.com (2015), up from 1.4 billion in 2012.

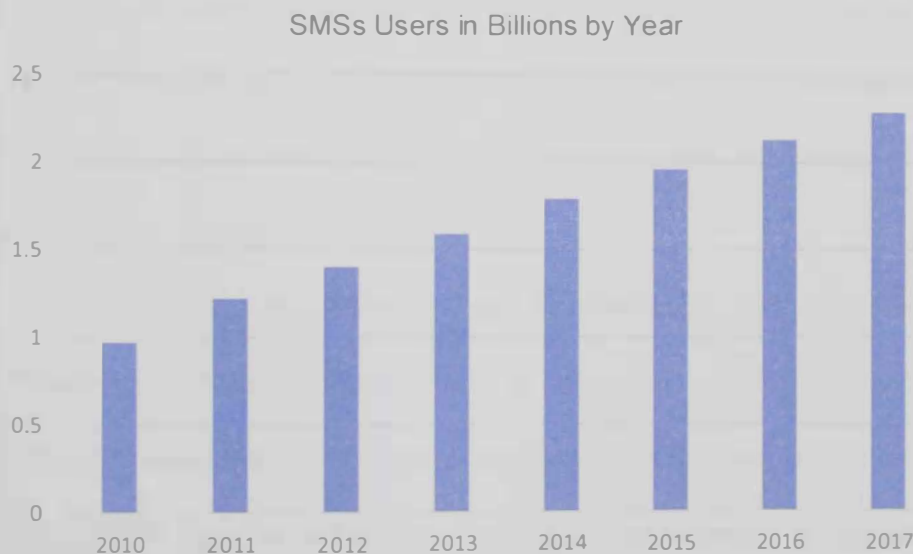


Figure 2: Number of SMSs users worldwide from 2010 to 2014

Figure (3) provides statistical information about leading SMSs — Facebook, Google Plus, Instagram and Twitter (Statistic.com, 2015).

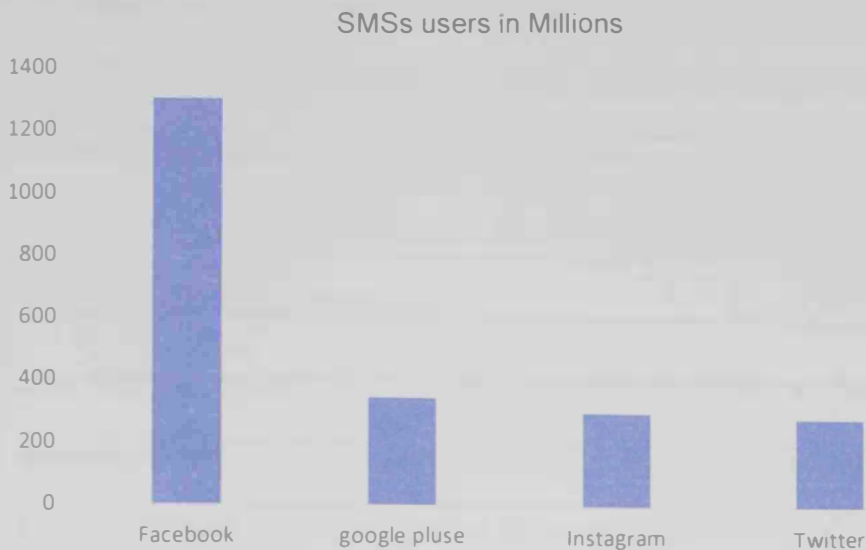


Figure 3: SMSs users in millions by SMSs type

2.2.3 The Technical Features of SMSs

These are Web 2.0 applications (P. Graham, 2005) which have the advantages of continually updated content and services (Virkus, 2008, p. 2). SMSs also deal with data from multiple sources, including individual users (Levy, 2009): they are based on Web 2.0's ideological and technological foundation, with User Generated Content (UGC) (Kaplan & Haenlein, 2012; Kietzmann, Hermkens, McCarthy, & Silvestre, 2011a; William H. Dutton)

To grasp the concept of Web 2.0 and its relationship to SMSs, Berners-Lee's book, 'Weaving the Web' (1999) is helpful. It brings out the following points:

- The first development of websites allowed pages of notes to be linked together and edited. A series of further technological and software developments led to the creation of the World Wide Web and the chance for a browser or Web client to view and edit pages of marked-up information (such as HyperText Markup Language).

- The ability to edit through the Web client was not included, so internet users were divided into two groups: the small number of people who published material and a majority who could only browse.
- The term 'Web 2.0' was officially created in 2004 by Dale Dougherty, Vice President of O'Reilly Media Inc.
- Tim O'Reilly defined Web 2.0 as a platform (O'Reilly & Battelle, 2009), spanning all the connected devices. Web 2.0 applications are those that make the most of the essential advantages of this platform:
 - Delivering software as a continually updated service that improves as users increase;
 - Consuming and remixing data from multiple sources;
 - Importing data from individual users;
 - Letting users provide their own data and services in a form that allows them to be remixed by others;
 - Creating network effects through an 'architecture of participation'; and
 - Going beyond webpages alone (as in Web 1.0) to deliver rich user experiences.

The term 'Web 2.0' was coined to refer to a technological framework represented by a collection of tools such as blogs which allow any web page visitor to read, write and delete content (Kaplan & Haenlein, 2010, 2012). Other key points, added by Levy, (2009), further explore the nature of Web 2.0:

- Web 2.0 allows billions of people around the globe to access the internet through mobile devices and computers.

- After the dot com bubble burst in 2001, the software producers began to build new positive opportunities.
- In this context, practitioners expressed such definitive views as the following:
 - Web 1.0 was commerce. Web 2.0 is people.
 - Web 2.0 is dynamic internet computing.
 - Web 2.0 lowers the barriers to publishing, making it easier for people to connect ideas. This comes with increased available bandwidth and computing power.

According to Lai and Turban (2008):

- The Web 2.0 environment is evolving into a platform for collaboration, sharing, innovation and user-created content.
- The Web 2.0 environment includes social and business networks; it influences what people do on the Web and on intranets, both individually and in groups.
- Web 2.0 is the popular term for advanced internet technology and applications, including blogs, wikis, RSS, podcasting, mashups and social networks.
- One of the most significant differences between Web 2.0 and the traditional Web is that the content is user-generated and internet users collaborate more.
- For emerging technologies, trends and principles, Web 2.0 is not only changing what is on the Web, but also how the Web works.
- The differences between Web 1.0 and Web 2.0 are illustrated in Table (6):

Table 6: The differences between Web 1.0 and Web 2.0

Web 1.0	Web 2.0	Web 2.0 features on SMSs

Pages are grouped into websites.	It is 'read write web'	Profile creation.
'Search' is used to find sites.	Shareable content.	Content generating.
Websites are static hand coded and hard to change.	Forging links between 'nodes' to build networks.	Content updates.
Caret and updated sites need technical skills	Participation and user-generated content.	Networking with others.
	Collaborative and open.	Collaboration tools.

2.2.4 The Essential Features of SMSs

Previous studies by Boyd & Ellison (2007), Edosomwan et al. (2011), Kietzmann et al. (2011a) and Leonardi et al.(2013) assessed SMSs: they compared them with other traditional media and noted four important points:

- An SMSs give users the ability to connect quickly, with little effort:
- An SMSs provide the excitement of sharing the user experience with others:
- An SMSs is a gateway to obtaining information and advice from others: and
- An SMSs allows users with similar interests to share ideas.

According to a book from the Harvard Business Press, “Winning in a world transformed by social technologies” (2011), the essential features of SMSs include, but are not limited to the following:

- SMSs users can upload materials such as photos, diaries, etc. that are organised chronologically and others can post their feedback:

- SMSs users can join a group of people who have something in common, for example, coming from the same college, company or city;
- SMSs users can add or delete friends at any time; and
- SMSs users can send instant messages to their friends.

Likewise, Jason Falls (2012) and Matt Cronin (2009) describe SMSs as having the following characteristics:

- Mobile-optimization;
- A user-centric user interface;
- A simple interface;
- Functional search;
- A meaningful organization and presentation of information;
- Real-time updates; and
- Integration with other SMSs.

2.2.5 The Uses of SMSs

Mark Zuckerberg is one of five co-founders of Facebook as *forbes.com* (2016). He stated that the initial idea for creating Facebook was to enable him to stay in touch with his fellow students from Harvard University (Kaplan & Haenlein, 2010). Although Facebook has grown tremendously in size and come to embrace other functions, its core function has fundamentally remained that of reconnecting people with lost contacts and maintaining contact with existing friends (Joinson, 2008; Vasalou, Joinson, & Courvoisier, 2010).

Other studies by Heller Baird & Parasnis (2011a) and Muise, Christofides, & Desmarais, (2009) have also shown that most of the SMSs are used for personal connections with friends. Another study by Ma et al. (2014), discusses the role of

SMSs in recent events such as the crisis in the Middle East, and the earthquake and tsunami disaster in Japan. These events have demonstrated that SMSs such as Facebook, Twitter and YouTube are changing the way that individuals consume and share events.

In business, SMSs provide a platform and means for organizations to communicate with stakeholders (Siah Ann Mei, Bansal, & Pang, 2010). The main uses of SMSs are to share and distribute information. This is known as Electronic Word of Mouth (e-WOM). SMSs are considered an ideal tool for e-WOM. Users freely create and disseminate brand-related information in their SMSs accounts (Chu, 2009). This means that SMSs hold enormous potential for organizations to get closer to customers and by doing so, facilitate increased revenue, reduced costs and efficiencies (Heller Baird & Parasnis, 2011a).

Recent research shows that marketing budgets directed towards SMSs are constantly growing (T. A. Yang, Kim, & Dhalwani, 2008). This suggests that organizations are increasingly interested in establishing a presence in SMSs to interact with their customers. Organizations want to help shape their customers' experiences, and leverage their voices for greater marketing impact (ConstantContact.com, n.d.; A. J. Kim & Ko, 2012). Equally, customers now have the possibility of communicating their knowledge and opinions about products and services through the internet. The use of SMSs is a prime example of this phenomenon (Carlos Martins Rodrigues Pinho & Soares, 2011).

In this regard, research by Mangold & Faulds (2009) and H. Zhang, Zhang, et al. (2015) agree with Gillin (2009) on the following reasons to shift from traditional marketing towards Social Media Marketing (SMM):

1. Declining response rates: consumers increasingly ignore conventional online marketing such as banners and e-mail advertising (spam), due to lack of interest.
2. Technology developments: the developing IT infrastructure, new tools, and an increasing online population contribute to the attractiveness of SMSs.
3. Demographic shifts: people, especially young people, have moved online and the use of traditional media channels has declined.
4. Customer preference: trust is important on the internet and people trust their friends and other internet users more than companies.
5. Low cost: a viral campaign can produce many more engaged customers than a television campaign, at much lower cost.

In this way, SMSs can contribute to marketing objectives and support marketing strategies (Gillin, 2009; Solomon, Polegato, & Zaichkowsky, 2009; Tsimonis & Dimitriadis, 2014).

Furthermore, SMSs users have access to their close friends, family, work colleagues and anyone in the world who has used a given product or service (Siah Ann Mei et al., 2010). also assumed that organizations should have the capacity to design and implement SMSs strategies that allow informed consumer-driven access to information; involve consumer-driven decisions; and promote consumer-generated marketing and content (Banyai, 2012).

Event marketing is a practical example. A study by W. Lee, Xiong, & Hu, (2012a) shows how SMSs serve as an important tool to enhance marketing communications, especially now that the effectiveness of traditional advertising strategies is diminishing. A large number of white papers, research, blogs, seminars

and news items show how SMSs have led to significant changes in every aspect of social life and people's way of doing business. One interesting topic is the effect of SMSs on marketing in terms of the direct effect on customers and on the way that marketers and the whole organization work (David Stone & David Woodcock, 2014; A. J. Kim & Ko, 2012; Tiago & Verissimo, 2014).

2.2.6 The Specific Characteristics of Facebook, Twitter and Instagram

This research covers three SMSs: Facebook, Twitter, and Instagram. Table (7) contains a brief description of each SMS based on research by Aaron Lee (2015), Anthony Mcloughlin (2014), WebdesignerDepot Staff WebdesignerDepot Staff (2009) Devon Glenn (2012b) Jim Edwards (2013) and Shea Bennett (2014).

Table 7: SMSs nature, functions and statistics.

SMSs	Twitter	Facebook	Instagram
Nature	Micro-blogging social site	Social sharing site	Social sharing pictures and 15 second videos
2014 Revenue by US\$ billion	1.4	12.466	340
Usage	5700 tweets every second	Users share 1 million links every 20 minutes	70 million photos shared per day and 2.5 billion likes daily

SMSs	Twitter	Facebook	Instagram
Active users by million	284	1300	300
Main Functions	Users can send and read short 140-character messages called "tweets"; upload 15-second videos; upload photos; and group posts together by topic or type, using hashtags.	Users can share photos; send messages; chat; tag themselves or others in photos; write on friends' walls; join groups; create new groups; share information in group discussions; add applications; and play games.	Users can to share photos and 15-second videos, assign hashtags, attribute locations, emotions, and opinions to their photos, which enables them to conduct a conversation.

2.3 Exploring the Role of Social Media Marketing (SMM)

2.3.1 Effect of SMSs Nature on Customers' Attitude and Behaviour

A systematic and structured literature review gives a better understanding of customers' attitude and behavior regarding the nature, functions and statistics of SMSs.

Previous studies by Cialdini, Petty, & Cacioppo (1981), Schater & Tait, (1981) Solomon et al. (2009) Tsimonis & Dimitriadis (2014) define attitudes as feelings,

beliefs and tendencies towards other persons, groups, ideas or objects. Behaviour is the response or reaction of an individual, including physical reactions and movements, as well as verbal statements and subjective experiences. More importantly, the same previous studies find significant correlations between attitudes and behaviors.

Generally, for example, a person's attitude has a primary influence on behavior (Chiu, Lee, & Chen, 2014; Kil, Holland, & Stein, 2014; Kollmuss & Agyeman, 2002). This is why perceptive marketers leverage their understanding of attitudes to predict the behavior of consumers (Akar & Topçu, 2011), since they know that personal attitudes often lead to predictable behaviors (Dean, n.d.; Schater & Tait, 1981; Solomon et al., 2009). In marketing, the "attitude" is defined as a general evaluation of a product or service formed over time. An attitude satisfies a personal motive and simultaneously affects the shopping and buying habits of consumers (Dean, n.d.; Schater & Tait, 1981; Solomon et al., 2009).

In this context, Cummins, Peltier, Schibrowsky, & Nill, (2014) argue first that psychological theories offer considerable promise for enhancing our understanding of SMSs along a number of dimensions and the internet is a medium through which users interact, communicate and respond.

Second, the internet is complex and requires an understanding of users' current attitudes, beliefs and social interactions, which are manifested and then transferred from in-store to their online experiences. Customer experiences are effect-based, and the internet represents a composite of visual, individual and interpersonal incentives.

Third, the internet is increasingly a social medium through which customers seek and share information with others. Understanding how word-of-mouth affects, and is affected by, cognitive, attitudinal and behavioral consumer tendencies is key in forming and nurturing strong customer relationships.

Furthermore, Lorenzo-Romero, Constantinides, & Brünink (2014) state first that the internet as an advanced information and communication medium has led to an increased level of customer empowerment.

Second, it is time to make customers more knowledgeable, better-informed and aware of their wishes and needs and this development forces organizations to shift their process of value creation from a firm-centric to a customer-centric view, closely integrating customers into the value creation processes to co-produce value.

Third, building collaborative networks with their customers thus enables organizations to improve their competences to perfectly meet their customers' needs and to stay competitive.

As a consequence, SMSs serve as an extension of, rather than an alternative to, face to-face interaction. People who lack strong communication skills are more likely to use Twitter to expand their social boundaries than those who are more extroverted (Lee & Kim, 2014).

2.3.2 SMSs and Marketing

Marketing is defined as "the effective management by an organization of its exchange relationship with its various markets and publics" (Kotler, 1972). Marketing functions include planning and executing conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives (Association, 1985).

According to the Kotler Marketing Group, Inc., marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best, and it designs and promotes the

appropriate products and services. Another study by Kim & Ko (2012) illustrates the same points.

The most important concepts of marketing mentioned by Garoufallou, Siatri, Zafeiriou, & Balampanidou, (2013) are segmentation, targeting, positioning, needs, wants, demand, offerings, brands, value, satisfaction, exchange, transactions, relationships, networks, marketing channels, supply chain, competition, the marketing environment, and marketing programs.

Marketing's key processes are: (1) opportunity identification; (2) new product development; (3) customer attraction; (4) customer retention and loyalty building; and (5) order fulfilment. A company that handles all of these processes well will normally enjoy success, but should a company fail at any one of these processes, it will not survive.

Paul, (1996) noted the importance of marketing on the internet, when the number of internet subscribers was estimated at 30 million in 135 countries. He outlined three major advantages from using the internet: global opportunities, accessibility and utility.

Similarly, Eid & Trueman, (2002) argued that internet marketing has changed some elements of traditional marketing. These differences are mainly evident when it comes to issues such as advertising, direct marketing and marketing processes.

Today the number of internet users has grown to almost 3 billion — that is nearly 40% of all people on Earth, according to Forbes Magazine. The appearance of SMSs in 1995 encouraged the rapid development of virtual communities that provide connections, allowing consumers to form relationships that can influence consumer behavior (Edmund Ingham, 2014; Jayson DeMers, 2014a, 2014b).

Recently, SMSs have been considered a means of communication between consumers, as well as between consumers and companies, allowing for the emergence of new forms of social relationship (Carlos Martins Rodrigues Pinho & Soares, 2011). It also facilitates new marketing approaches, both in terms of selling, promotion and relational paradigms. From a marketing perspective, the most notable consequence is the change in the balance of power between companies and consumers (Pinho & Soares, 2011).

It has been argued by Denning (2011) Edelman (2010) and Patino, Pitta, & Quinones (2012) that a veritable revolution in marketing communications is occurring, instigated by the rapid rise in popularity of SMSs.

SMSs are also impacting on a wide cross-section of marketing activities, including research, strategy formulation, advertising, promotions and sales. It is proposed that SMSs are not only an addition to the modern marketer's toolkit, but mark an endemic and ecological change.

Consequently, Denning (2011) Edelman (2010) and Patino, Pitta, & Quinones (2012) state that this is largely due to the shift in the control of communications from producers to consumers, who, in unprecedented fashion, have found SMSs a platform for creating, distributing, evaluating, categorizing and modifying information in the form of User-Generated Content (UGC).

Finally, the process of a "consumer decision journey" now involves mass communication with a large audience through SMSs. The subsequent impact on business and marketing strategy is significant. More than ever, research by Edelman (2010) Patino et al. (2012) Paul (1996) Sashi (2012a) and Tiago & Verissimo (2014) concludes that customers have a voice and they want to be heard; fewer and fewer consumers are susceptible to traditional marketing-controlled messages and media.

According to Sashi (2012a), consumers have shifted towards proactively soliciting and engaging companies to obtain information, rather than passively waiting for it. Clearly, a constant stream of influential bloggers, online forums or community advocates, and often-anonymous expert personalities, increasingly weigh in on consumer decision-making.

In line with these studies, other studies by Chan & Guillet (2011) Huang (2012) Tiago & Veríssimo (2014) add two important points. First, the progress made by SMSs in the field of marketing has moved from general internet marketing to Social Media Marketing (SMM). Second, SMSs are at the heart of the consumer culture and the digital generation who, in profound and fundamental ways, learn, work, play, communicate, shop and create communities very differently from their parents.

A study by Kietzmann et al. (2011a) gives examples of the new marketing tools introduced by SMSs that have enabled customers to interact with others who become network members in their social networks and with businesses.

The paper by Szmigin, Canning, & Reppel (2005) confirms previous research about the role of SMSs and describes how SMSs offer extended opportunities for organizations to develop relationships with customers. It also states that online communities enhance relationship marketing in two ways. First, through providing an opportunity for interaction with the relevant group; and second, through understanding the nature and content of communities so that organizations can better meet the needs of the members.

According to Evans (2010), Parsons & Maclaran (2009), and Schein, Wilson, & Keelan, (2010), the role of SMSs is approved in marketing. Marketers are beginning to understand SMSs as a key component in marketing strategy and campaigns that reach out to customers. Promotions, marketing intelligence, sentiment research, public

relations, marketing communications and product and customer management are sub-disciplines of marketing that may use SMSs.

To explain the phenomena of SMSs in marketing, Sashi, (2012) declares that the interactive features of Web 2.0 have led to a recent explosion of interest in customer engagement. In addition, Sashi also states that the opportunities presented by SMSs to build close relationships with customers have excited practitioners in a wide range of industries worldwide.

As a result, researchers such as Bernhardt, Mays, Eroğlu, & Daniel (2009) Cabiddu, Carlo, & Piccoli (2014), Hollebeek, Glynn, & Brodie (2014) and van Doorn et al. (2010) have given attention to the way in which SMSs convert customers into marketers and advertisers, showing how organizations can create positive or negative pressure for the company, its products and its services; and the online presentation and the quality of products and services presented to the customer.

2.3.3 SMSs as a Source of Valuable Information

Quite recently, considerable attention has been paid to the value of information channeled by SMSs (Chai & Kim, 2010; Haigh & Wigley, 2015; Hersberger, Murray, & Rioux, 2007; Ngai, Tao, & Moon, 2015b; Presi, Saridakis, & Hartmans, 2014; Sreenivasan, Lee, & Goh, 2012; and Virkus, 2008) show that the process of engaging with an organization is based on users who are willing to exchange information, sharing their experiences and recommendations, and connecting with others who have similar attitudes, interests and ways of life via such SMSs as Facebook, Twitter, and other virtual communities.

SMSs also affect people by transforming their online interaction from a private into a social experience by searching for relevant information and leveraging trusted recommendations from their family or friends.

Then, by exchanging information with individuals who have experienced the service directly, people are able to reduce their uncertainty about a prospective choice. Such UGC emanating from information exchange is perceived by potential customers to be more authentic than promotional information.

At the same time, organizations use SMSs to improve communication with customers. Specifically, the information exchanges can help customers explore, learn and connect with organizations. Since the attention of the potential customer is attracted through many online products and services that offer value and personalization, organizations have invested in these tools to meet the demands of users.

The findings of these studies indicate that SMSs such as blogs and virtual communities have been found to be universal and to have a strong presence in the search for customer-related information. For example, many users adopt such tools to discuss and share information in the context of organizations.

SMSs are examined in many studies such as Chan & Guillet (2011), Chu & Kim (2011), Chun & Lee (2016), Ellison & Boyd, (2013), Ellison, Steinfield, & Lampe (2007) S. and Tsai(2013) X. Zheng Cheung, Lee, & Liang (2015), who find them interesting for several reasons.

First, SMSs are novel because the central activity is posting short updates with an emphasis on their content rather than on profiles or people who produced them.

Second, due to the quick and transient nature of postings, a real-time reflection of the interests and the attention of users are reflected as trends that can be detected.

Third, trends appear when the volume of postings for certain terms exceed the level of expected activity over a given time period.

Finally, SMSs facilitate real-time communication even in crises, where other formal channels of communications have failed.

According to Kietzmann, Hermkens, McCarthy, & Silvestre, (2011b), SMSs have seven functional building blocks:

- Identity: users reveal their identities in an SM setting. This can include disclosing information such as name, age, gender, profession, and location;
- Conversations: SMSs facilitate conversations between individuals and groups;
- Sharing: users exchange, distribute and receive content;
- Presence: users can know if other users are accessible. This includes knowing where others are in the virtual world and/or in the real world, and whether they are available. In the virtual world, this happens through such status lines as 'available' or 'hidden.' Given the increasing connectivity of people on the move, this presence bridges the real and the virtual;
- Relationships: users are related to other users by having some form of association that leads them to converse, share objects of sociality, meet up, or simply list each other as a friend or fan. Consequently the way in which users of an SM platform are connected often determines the 'what' and 'how' of information exchange;
- Reputation: users can identify the standing of others and themselves in an SM setting. Reputation has different meanings on SM platforms. In most contexts reputation is a matter of trust. However, in SM, reputation refers not only to people but also their content, which is often evaluated using content voting systems. On YouTube, the reputation of videos may be based on 'view counts' or 'ratings,' while on Facebook the counterpart may be 'likes'; and

- Groups: users can form communities. The more 'social' a network becomes, the bigger the group of friends, followers, and contacts.

2.3.4 SMM in the Public Sector

2.3.4.1 Overview

A paper by Paniagua & Sapena (2014) on SMSs as a marketing tool focuses on the commonplace appearance of SMSs in communication, networking, and content sharing. It mentions that many companies seek marketing and business opportunities via these platforms. However, the link between resources generated from these sites and business performance remains largely unexploited. Both managers and management advisors can profit from SMSs.

According to Parveen, Jaafar, & Ainin, (2015), one of the biggest impacts of SMSs use on the organization is that it has enhanced firms' relationships with customers and also helped to provide the latter with a better service. This study lists the most common uses of SMSs in business, namely, information sharing and search, branding, advertising and promotion, conducting market research and reaching new customers. Moreover, Parveen and his co-writers (2015) list other SMSs functions such as getting referrals (i.e. word-of-mouth via likes, shares and followers in Facebook, Twitter, etc.), developing customer relations, communicating with customers, customer service activities and receiving customer feedback.

In addition, Mangold & Faulds (2009) demonstrate that SMSs have two interrelated promotional roles in the marketplace. First, SMSs enables companies to talk to their customer; the role of SMSs is consistent with the use of traditional marketing tools. Second, it also enables customers to talk to one another. That is,

companies can use SMSs to talk to their customers. These media may either be company-sponsored or sponsored by other individuals or organizations.

As an example, another study from the tourism sector conducted by Kim, Lim, & Brymer (2015) shows that negative online reviews are an important driver of hotel performance. Organizations' responses to customers work as a form of service recovery and can prevent a firm's market loss from dissatisfied customers. The interaction between hotels and customers plays a pivotal role in relationship marketing; however, many hotels are not taking full advantage of SMSs as a way of interacting with customers.

2.3.4.2 SMSs and Marketing in Public Sector

In the 1990s, the public sector in various European countries started to see its follower on SMSs as customers and perceived the benefits of applying marketing tools and strategic marketing planning (Cousins, 1990) in order to 'sell' official policies to citizens.

It has been suggested that the public sector needs to improve its marketing practices (Cousins, 1990; Lock & Harris, 1996). However, given the many political and economic complexities in the public sector, marketing in this environment is more problematic than it is for the private sector. The results from research in the public sector do not align fully with the expectations from prior studies in the private sector (Whelan, Davies, Walsh, & Bourke, 2010).

A paper entitled 'A framework for interpreting SMSs interactions in the public sector' builds on insights from SMSs directors in the U.S. federal government and highlights their current lack of measurement practices for SMSs interactions. Though they articulate the need for measurement instruments, rules have been made for regulating the measurement practices and technological features of the main SMSs

platforms, and a framework is present that traces online interactions. The paper discusses the implications for both researchers and practitioners.

Table (8) summarizes the relationship between SMSs and marketing in the public sector:

Table 8: SMSs and marketing in the public sector

	Reference	Study Field	Outcomes
1	Zavattaro & Sementelli, 2014	General study	SMSs can foster fake participation and not necessarily the dialogic, collaborative participation that organizations imagine or intend. The potentially negative effects of rapid technology adoption may encourage more one-way communication, rather than productive engagement capabilities.
2	Mergel, 2013	U.S. federal government	The highest level of engagement is collaboration supported by SMSs. Citizens go beyond simply viewing a government agency's online content or commenting on government posts. They interact with the content provided and seek future engagement opportunities. Moreover, it should be emphasized that government SMSs professionals can gain important insights by interpreting SMSs data for decision-making.

	Reference	Study Field	Outcomes
11	Bekkers, Edwards, & de Kool, 2013	Netherlands	In terms of micro-transparency, public organizations should be open about their monitoring practices towards social media users, particularly if reasonable doubts can be raised about the public character of their communications and the networks are monitored more or less permanently during a certain period of time.
13	Snead, 2013	U.S.	Many organizations have adopted SMSs to increase public participation, disseminate information to the public, encourage user engagement with website content, and solicit feedback and insight about the content. Studies find that individuals do interact with government websites and use SMSs to stay informed about government activities.
14	Klischewski, 2014	Egypt	Care needs to be taken with SMSs if they are to function well as mediators between citizens and between citizens and government.
15	Hong, 2013	U.S.	Evidence suggests that: (1) politicians' adoptions of SMSs have yielded increased donations from outside their electorates but

	Reference	Study Field	Outcomes
			little from within their own electorates; (2) politicians with extreme ideologies tend to benefit more from adopting SMSs; and (3) the political use of SMSs may yield a more unequal distribution of financial resources among candidates.

A paper called 'Opening the black box: Developing strategies to use social media in government' by Picazo-Vela, Fernandez-Haddad, & Luna-Reyes (2016) argues that the nature of the adoption process and the nature of SMSs, and the use of social media by government involves high levels of risk and uncertainty, and the main barriers of adoption lie in the organizational and institutional arrangements of government bodies. Nevertheless, little or no research has looked for the ways in which government organizations design strategies or use social media. The above paper tries to 'open the black box' to look at the process of adoption and implementation of social media in a government-led social marketing program to promote healthy habits among young people living in urban areas.

2.3.4.3 The Need for SMM in the Public Sector

SMSs are extending the information and communication technology landscape in the public sector and are used to increase government transparency, participation and collaboration (Mergel, 2013). Much research on the role of SMSs in the public sector has been conducted, as illustrated in Table (9).

Table 9: Public sector and SMSs

	Reference	Region	Outcomes
1.	Panagiotopoulos, Bigdeli, & Sams, 2014	England	Government officers might need to review their approach to the social media so as to increase readiness to intervene and engage in a creative way when specific issues or events arise.
2.	Mossberger, Wu, & Crawford, 2013	U.S.	The rapid adoption of SMSs by governments is remarkable. SMSs provide more open government and opportunities for citizen participation.
3.	Yi, Oh, & Kim, 2013	Korea and the U.S.	SMSs have tools for Government 2.0 (government policies that aim to combine technologies in order to create an open source computing platform in which government, citizens, and innovative companies can improve transparency and efficiency). The Korean and the U.S. governments have different perspectives on SM tools. The Korean government has a tendency to view SMSs as a new medium for building relationships with citizens. However, the U.S. government has used many SMSs and its main concerns regarding SMS tools are security and privacy. Both these governments also have common concerns such as privacy, the digital divide, and lack of policy.
4.	Criado, Sandoval-Almazan, & Gil-Garcia, 2013	General study	For ease of understanding, this research took three aspects of SMSs in government: (1) tools: government have a different approach than those developed in the private sector; (2) goals: mainly openness, transparency, citizen participation, policy effectiveness, managerial efficiency. However goals always not well defined and, in some cases, are not easily identifiable from their implementation; and (3) topics: the methods applied and policies.

5.	Warren et al., 2014	U.S. federal government	Using social media for civic engagement has a significant positive impact on the propensity to trust. This has led to an increase in trust towards institutions.
6.	Stamati, Papadopoulos, & Anagnostopoulos, 2015	Greek	The widespread nature, easy availability and strategic design of SMSs encourages openness and accountability in the public sector.
7.	Abdelsalam, Reddick, Gamal, & Al-shaar, 2013	Egypt	The research concluded that the Egyptian government displays poor use of social networking communication applications.
8.	L. Zheng, 2013	China	The government is a relatively conservative organization which remains an authoritative, serious and impartial self-image. However, the internet is a place of liberty full of individualistic users, which contradicts the government culture.
9.	Bekkers et al., 2013	Netherlands	In terms of micro-transparency, public organizations should be open about their monitoring practices towards social media users, particularly if reasonable doubts can be raised about the public character of their communications and if the networks are monitored more or less permanently over a certain period.
10.	Meijer & Thaens, 2013	Boston, Washington DC and Toronto	Government uses SM without knowing its costs and benefits, or who its actual audience is. New tools are needed to help the government and citizens make sense of the overwhelming amount of data that are being generated, to model the flow of information, and to identify patterns over time.
11.	Snead, 2013	U.S.	Many organizations have adopted SMSs to increase public participation, disseminate information to the public, encourage user engagement with website content, and solicit feedback and insight about the content. Studies find that individuals do interact with

			government websites and use SM to stay informed about government activities.
12.	Klischewski, 2014	Egypt	SMSs need to take care to function well as mediator between citizens and between citizens and government.
13.	Hong, 2013	U.S.	Evidence suggests that: (1) politicians' adoption of SMSs have yielded increased donations from outside their electorates but little from within their own electorates; (2) politicians with extreme ideologies tend to benefit more from adopting SM; and (3) the political use of SM may yield a more unequal distribution of financial resources among candidates.
	Graham, Avery, & Park, 2015	U.S. local governments	SMSs are positively associated with assessments by local city officials of their ability to control a crisis as well as their overall evaluations of the strength of their responses.

At the same context, the findings by Porumbescu (2016) are interpreted to suggest that forms of e-government conducive to the transmission of less detailed information (social media) may be more effective at improving relationships between citizens and their government than forms of e-government that are more commonly used to transmit detailed information through e-government solutions.

To conclude, governments may choose not to have a very participatory social media strategy since they may have budgetary constraints, or they may simply choose to reserve Facebook for conversations using single-loop learning only to improve performance (Reddick, Chatfield, & Ojo, 2016). The study by L. Zheng & Zheng (2013) finds that a majority of messages in government microblog accounts were posted for self-promotion rather than service delivery.

2.4 SMSs in United Arab Emirates

In January 2014, the UAE had 4,400,000 active Facebook users — a penetration of 80% — as well as the highest global mobile phone penetration figures, standing at 252%. SMSs users in the UAE spend an average of 3 hours 17 minutes every day browsing different platforms, and 52% of mobile phone owners use SMSs apps on their devices (DIGICONF, 2015). Overall, 56% of the population are active SM users (statista.com, 2014). SMSs use continues to grow exponentially in the UAE and the Cooperation Council for the Arab States of the Gulf (GCC), as shown in Figure (4).

Figure (5) is based on the latest research conducted as part of the Arab SMSs Report series. These findings, published in the UAE for the first time, highlight the latest SMSs use and trends for Facebook and LinkedIn in the region (arabsocialmediareport.com, 2014). With 95% of the population having direct access to the internet, the UAE continues to be one of the largest consumers of digital and social media in the world (Zee Latif, 2015).



Figure 4: Facebook user penetration in the UAE and GCC

The following chart shows the penetration of leading social networks in the United Arab Emirates as of the 4th quarter of 2014 (statista.com, 2014).

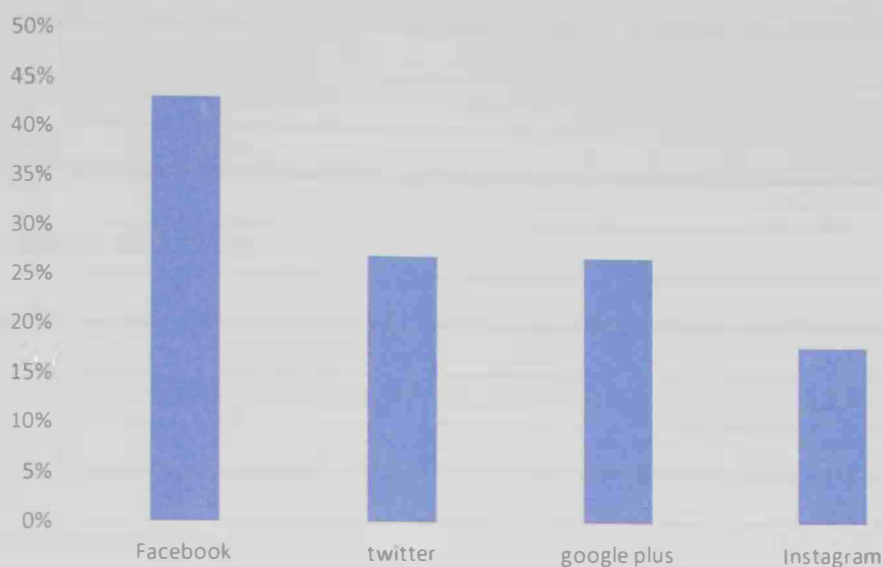


Figure 5: Share of the UAE population using SMSs

The UAE is part of an Arab region where the SMSs have impacted greatly on people's lives. According to Rauniar, Rawski, Yang, & Johnson, (2014a) in Tunisia buildings bore graffiti which thanked Facebook for spreading information in real time and helping to overthrow Zine El Ebidine Ben Ali. In Egypt, Facebook was used as a communication tool to facilitate the toppling of Hosni Mubarak's 30-year rule as president (Al-Jenaibi, 2011; arabsocialmediareport.com, 2014; Ghannam, 2011; Klischewski, 2014; Wolfsfeld, Segev, & Sheaffer, 2013).

2.5 SMSs Adoption Toward Marketing, Technology and Trust

2.5.1 SMSs as a Communication and Interactive Tool

Sashi (2012b) declares that the evolution of the internet has captured the interest of managers seeking to better understand and serve their buyers. He also argues that the emergence of SMSs, with their enhanced ability to facilitate interaction

between buyers and sellers, provides an avenue for serving customers. It also drives further understanding on the part of customers.

In addition, he concludes that SMSs are useful sources of information and interaction for customers, users and online organizers: they create the opportunity for organizations to run and develop communities in an appropriate and useful way for the mutual benefit of all participants.

Finally, he sets recommendations such as the importance of understanding the technical, interactive and service requirements as a whole, which should not only help develop the appropriate functional frameworks but also produce better communities with more involved participants.

2.5.2 SMSs as a Communication Tool

Communication is considered to be crucial to SMSs because their platforms aim to facilitate interactions, collaborations and the sharing of content (Koch, Richter, & Schlosser, 2007). As Sashi (2012b) observes, the interactions that feature in SMSs change the traditional seller and customer relationship, due to customers' ability to add value by generating content. According to Chua & Banerjee (2013) organizations provide information about their products, markets, and offers. They also use SMSs to provide customer service and keep customers well-informed about changes in their products and services. Sashi (2012b) goes on to say that customers can even become ardent advocates for the seller's products and influence the purchase decisions of others through peer-to-peer interactions over SMSs. Chua & Banerjee (2013) add that SMSs can be used to draw knowledge from customers by actively seeking out customer-driven innovation in their design and production. SMSs can also encourage customers to express their needs, doubts, and purchase intentions, and to contribute novel ideas.

In this regard, Kim and Ko (2012) argue that communication with customers via SMSs builds up friendly attention and even affection towards organizations, thus stimulating customer desire. The organization also has a responsibility to communicate with customers about the services that they offer. This communication requires service providers to communicate with customers so as to identify what their needs are. It cannot be denied that SMSs communication includes a degree of subjectivity, and there is room for both complexity and misrepresentation. The last feature stated by Kim and Ko (2012) is the great potential for delivering communication solutions are related to customer satisfaction.

Previous research by Kaplan & Haenlein (2010), Mangold & Faulds (2009), O'Malley & Tynan, (2000) and Szmigin et al., (2005) demonstrates the following points about communication and customer satisfaction by means of SMSs.

First, SMSs marketing activities appeal directly to the value of actual products or services. For example, SMSs marketing of luxury fashion brands focuses more on the values that can be achieved via indirect brand experience.

Second, a relationship exists between the satisfaction of customers and the SMSs communication between them and sellers. SMSs communication also influences their exchange. However, organizations do not always fulfil customers' needs.

Finally, the markets consist of large numbers of little-involved customers who always engage silently with the organization. This is because most satisfied customers do not use SMSs to broadcast their experience with an organization.

2.5.3 SMSs as Interaction Tools

Interaction is a key element in the effectuation perspective when it comes to interaction via SMSs. It is logical to ask how the use of SMSs as a channel may affect

customer cognition. Research observing how customers behave toward SMSs is illustrated in Table (10).

Table 10: Customer behavior on SMSs based on type of interaction

Interaction	Customer Behaviour Toward SMSs
<p>Organization pushing out information to all</p>	<p>SMSs for socializing and entertainment:</p> <ol style="list-style-type: none"> 1. Organizations use SMSs alongside traditional and internet marketing tools (Mangold & Faulds, 2009). By providing information, sharing, consuming content and debating, SMSs becomes a form of entertainment (Brandtz\& Heim, 2009) This then leads to socializing with friends, family, and new relations (Brandtz\& Heim, 2009). Therefore, people use SM mostly for social interaction, relaxation, entertainment, sharing information, and as a habitual pastime or point of escapism (Smock, Ellison, Lampe, & Wohn, 2011). 2. Consumers are more likely to talk about companies and products when they feel they know a lot about them and when they are emotionally connected. Organizations can leverage emotional connections by embracing one or more causes that are important to their customers. The interaction can take the form of ‘memorable stories’ — the more memorable they are, the more likely they are to be repeated. (Mangold & Faulds, 2009)
<p>Organization interacting with people</p>	<p>A) Importance of receiving a reply from an organization on SMSs:</p> <ol style="list-style-type: none"> 1. Organizations get in contact with new people through SMSs (Brandtz\& Heim, 2009). It is a primary channel for customer engagement. However, 58% of consumers who tweet about a bad

Interaction	Customer Behaviour Toward SMSs
	<p>customer experience won't receive a reply from the company they have an issue with. Missed opportunities like these cost companies revenue in the short term and damage brands in the long term (Guardian Professional, 2013).</p> <ol style="list-style-type: none"> <li data-bbox="362 506 1250 768">2. SMSs enable organizations to interact with networks of customers to solve problems during service and support encounters. Knowledge created from these interactions is then disseminated throughout the organization (Trainor, 2012). <li data-bbox="362 804 1250 1208">3. SMSs provide a means of observing customers, getting closer to them and developing personal and organizational brands. Therefore the impact of SMSs is unlikely to be limited to increased marketing alone because it enables entrepreneurs to interact more and with a greater range of people (Fischer & Reuber, 2011). <li data-bbox="362 1251 1250 1364">4. Consumers feel more engaged with organizations when they are able to submit feedback (Mangold & Faulds, 2009). <p data-bbox="362 1400 1250 1434">B) SMSs and Customer Relationship Management (CRM):</p> <ol style="list-style-type: none"> <li data-bbox="362 1476 1250 1810">1. Marketing scholars have defined social CRM as the integration of customer-facing activities — including processes, systems, and technologies, with emergent SM applications — to engage customers in collaborative conversations and enhance customer relationships (Greenberg, 2010; Trainor, 2012).

Interaction	Customer Behaviour Toward SMSs
	<p>2. When the organization responds to customer complaints on Twitter in a light-hearted and personal manner, they win their consumers back (Guardian Professional, 2013). Organizations need to embrace this shift with a new strategy — social CRM, which recognizes that instead of managing customers, the role of the business is to facilitate collaborative experiences and dialogue that customers value (Heller Baird & Parasnis, 2011a).</p> <p>3. People like to feel special and this can be achieved by offering products, information and special deals that are available exclusively to a subset of consumers (Mangold & Faulds, 2009).</p> <p>4. Building collaborative network environments with their customers enables organizations to improve their competencies to meet customer needs and to stay competitive. Customer involvement is possible at every stage of the process, offering customers the possibility of contributing to value-creation in several ways, from generating a new product/service idea to prototype development and testing (Ji won Kim, 2014).</p>
<p>Customers' interaction with other customers regarding organization</p>	<p>A) SMSs facilitate conversation between people who have the same interests:</p> <p>1. Enabling customers to talk to one another is an extension of traditional word-of-mouth communication (Lorenzo-Romero, Constantinides, & Brünink, 2014).</p>

Interaction	Customer Behaviour Toward SMSs
	<p data-bbox="365 214 1248 389">2. Consumers are more likely to talk about companies and products when they feel they know a lot about them (Mangold & Faulds, 2009).</p> <p data-bbox="365 434 1248 619">3. The social identity function helps individuals express their values and beliefs and facilitates social interaction with others (Hunt, Lin, & Atkin, 2014).</p> <p data-bbox="365 663 1248 987">4. Consumers on SMSs like to network with people who have interests and desires that are similar to their own. Organizations can leverage this desire by creating communities of like-minded individuals (e.g. online communities) (Mangold & Faulds, 2009).</p> <p data-bbox="365 1032 1248 1066">B) SMS conversations about an organization's products or services:</p> <p data-bbox="365 1110 1248 1513">1. Products and services should be designed with talking points in mind to stimulate word-of-mouth and SM-based conversations. For example, products that are fun, intriguing, highly visible, easy to use and that engage the emotions are more likely to stimulate conversation, than products that do not meet the above criteria (Mangold & Faulds, 2009).</p> <p data-bbox="365 1557 1248 1881">2. Findings also support the idea that SM is not just the virtual noise of people talking at each other, as some critics contend, but that it is a medium that people actively seek out to connect with others. This supports the idea that focusing on uses and gratification (U&G) is a suitable approach for the study of online</p>

Interaction	Customer Behaviour Toward SMSs
	<p>social networks and paves the way for more research of this kind (G. M. Chen, 2011).</p> <ol style="list-style-type: none"> <li data-bbox="362 357 1245 619">3. SMSs have great access to customer information either directly through firm-customer interactions or indirectly through customer-customer interactions (Trainor, Andzulis, Rapp, & Agnihotri, 2014). <li data-bbox="362 655 1245 981">4. Spending much time using Twitter over a series of months is more likely to satisfy an individual's need to connect with others rather than spending hours per day on Twitter or sending messages or repeating others' messages on Twitter (G. M. Chen, 2011). <li data-bbox="362 1027 1245 1208">5. Findings confirm earlier research which found that people who are active on social networks, such as Facebook, are more likely to feel connected (G. M. Chen, 2011).
Customer interaction with the organization	<p>The value of SMSs for self-presentation is an important factor:</p> <ol style="list-style-type: none"> <li data-bbox="362 1327 1245 1513">1. People are more likely to communicate through word-of-mouth and SM when they are engaged with the product, service or idea (Mangold & Faulds, 2009). <li data-bbox="362 1549 1245 1734">2. However issues of self-presentation or identity are mentioned as key personal drivers for participating in SM (Brandtz\la eg & Heim, 2009). <li data-bbox="362 1770 1245 1883">3. Every interaction between the organization and its customers contributes to brand image (Reza Jalilvand & Samiei, 2012).

Interaction	Customer Behaviour Toward SMSs
Customer (push) provide information about the organization	<p>SMSs can fulfil the human need to connect with others:</p> <ol style="list-style-type: none"> 1. People talk about the things they find exciting (Mangold & Faulds, 2009). For example, uses of Facebook include: habitual pastime, relaxation, entertainment, expression, information sharing, escapism, following cool and new trends, companionship, professional advancement, social interaction and meeting new people (Smock et al., 2011). 2. It was found that the entertainment motive was a construct distinct from the other motives and that it had no direct effect on behavioral intentions (Luo & Remus, 2014). 3. Moreover, users of SMSs need interpersonal skills and socio-relational abilities to deal with other users, and to understand how others communicate (Xiao Wang, 2013). 4. People who actively seek out Twitter are doing so out of a basic human need to connect with others and this can be gratified through the use of this computer medium (G. M. Chen, 2011). 5. SMSs have led to an increased level of customer empowerment, making today's customers more knowledgeable, better-informed and aware of their wishes and needs (Ji won Kim, 2014).

The findings shown in Table (10) support bringing in the Uses and Gratifications Theory (U&G) and the Technology Acceptance Model (TAM). They also support the argument that organizations can use SMSs as collaborative tools that enrich information through introducing external information into the organization.

SMSs can also be used to distribute information from the organization to the external environment. In addition, SMSs can be used to enhance information flows to organizations (Vuori & Okkonen, 2012).

As shown in Table (10), there are five types of interactions between organizations and customers: Organizations push information on SMSs by posting or tweeting, Organizations interact with customers on SMSs by replying to customers' posts and/or mentions by 'liking', Customers interact with organizations on SMSs by replying to posts or mentions by 'liking', Customers interact with other customers on SMSs regarding the organization's posts or tweets; and Customers push information concerning the organization's posts or tweets through on SMSs.

Clearly, U&G theory is a suitable approach for the study of SMSs because it can explore the adoption of SMSs. By doing so, a better understanding can be reached of SMSs users' behavior and the psychological gratifications they derive from adopting SMSs. Understanding the elements of Uses and Gratifications Theory (U&G) will lead to more effective exploration of SMSs as a marketing tool.

According to Luo & Remus (2014), U&G researchers have identified a set of common underlying dimensions for internet use. These motivations reflect the inherent interactivity and user-directed nature of the electronic media. In addition, Luo & Remus conclude that the TAM's well-validated scales remain useful. However, adopted TAM-related models may not be well suited to consumer contexts. In this case, a merged model might have the strengths of both the TAM and U&G. Nevertheless, using a media perspective to investigate the deployment of Web Information Systems (WIS) might broaden the view of researchers who typically use an information system method to examine web adoption, because WIS currently has the characteristics and features of the media, as well as of information systems.

The Uses and Gratifications Theory (U&G) assumes that the audience is active, discerning, and motivated in its media use. The focus of the theory is on what people do with the media rather than the influence or impact of the media on individuals (Katz, Blumler, & Gurevitch, 1973; Quan-Haase & Young, 2010).

In fact, U&G considers the contextual factors of adoption decisions. U&G theory has emerged as the preferred choice because it encompasses both the personal and social aspects of the media (Ancu & Cozma, 2009; G. M. Chen, 2011; Ji won Kim, 2014; Luo & Remus, 2014; N. Park, Kee, & Valenzuela, 2009; van der Wurff, 2011).

To highlight the fitness of U&G theory in an SMS context, Table (11) summarizes the relationship as described by several writers between SMSs and U&G Theory.

Table 11: Uses and gratifications theory and SMSs

	References	Description
1.	Zolkepli & Kamarulzaman, 2015	<p>SMS adoption is significantly driven by three categories of need:</p> <ol style="list-style-type: none"> 1. Personal, consisting of enjoyment and entertainment ; 2. Social, consisting of social influence and interaction; and 3. Tension release, consisting of belongingness, companionship, playfulness. <p>In turn, these needs are motivated by the innovation characteristics, relative advantage, observability, and compatibility of SMSs, which increase the likelihood of the adoption.</p>

	References	Description
2.	Liu, Cheung, & Lee, 2015	This study identified key motivations for micro-blogging and investigated the relative importance of their gratification for user satisfaction. The study built on U&G theory to identify content, social, process, and technology as key motivations and then empirically examined the relative importance of these incentives on user satisfaction with micro-blogging.
3.	H. Li, Liu, Xu, Heikkilä, & van der Heijden, 2015	This study found that the U&G approach suits the study of the Social Network Game (SNG), because all but one of the suggested variables in the research model based on the U&G approach were significant in explaining the variation in the continuing intention to use an SNG .
4.	Ha, Kim, Libaque- Saenz, Chang, & Park, 2015	The results shed light on the effect of hedonic, integrative, and mobile convenience in forming attitudes. Social interactive gratification exerts a significant effect on all other gratification-obtained variables, whereas mobile convenience has a significant impact on all other gratifications.
5.	M. M. Luo & Remus, 2014	This study combines the TAM and U&G theory to create an integrated model that predicts the use of and satisfaction with WIS. The results support the proposed integrated model.

	References	Description
6.	Carlota Lorenzo-Romero et al., 2014	This supports the view that the four types of benefit derived from the U&G framework have a significant influence on customers' participation in product support in virtual customer environments.
7.	Krause, North, & Heritage. 2014	The three U&G theories which drive the use of Facebook applications are: communication, entertainment and habitual diversion. Whilst some individuals derive pleasure from using Facebook applications as a leisure activity, there are also other motivations for use, including communicative and personal purposes. For example, individuals may use these SMS tools to promote a musician or group, as well as express their own identity.
8.	Ji won Kim, 2014	Results showed that social recommendations are used for expression, information, socialization, and entertainment purposes.
9.	L.-Y. Huang et al., 2014	This study is critical of U&G theory because social gratification alone cannot predict whether users will revisit an organization's SMS account. Further, if applied inefficiently, U&G theory cannot adequately explain nor resolve customers' negative feedback and behavior.
10	Curras-Perez, Ruiz-Mafe, &	The study highlights attitude in the context of friend/social networks and identifies the main factors influencing friend/social network loyalty use and word-of-mouth

	References	Description
	Sanz-Blas, 2014	communication intention . A friend/social network is the online community created through the connections available on SMSs.
11	Whiting & Williams, 2013	This paper demonstrates the importance and usefulness of U&G theory to SMSs research. The application of U&S theory to SMSs helps explain the many and varied reasons why consumers use and like SMSs. The findings from the in-depth interviews provide a very rich and comprehensive understanding of their reasons for doing so. These findings can help businesses to market to and communicate more effectively with their existing and potential customers.
12	Xiao Wang, 2013	Attitudes and norms explain a large portion of a user's evaluation of SMSs. This research focuses on intentions for using SMSs during gaming.
13	Sundar & Limperos, 2013	The paper recommends U&G researchers to adopt an affordance-based framework for identifying the gratifications sought and obtained from the media.
14	C. S. Park, 2013	The findings are consistent with the U&G theory posits.
15	Pai & Arnott, 2013	The findings align with prior studies on the U&G theories of media use demonstrating that the need for social integration, the need for help in achieving goals, the need for status

	References	Description
		enhancement i.e., self-esteem, and the need for entertainment are significant for SMSs users.
16	Y.-C. Ku, Chu, & Tseng, 2013	The paper assumes that people seek the specific gratifications sought from their use of the specific Computer-Mediated Communication CMC. Each SMS also has different gratifications than the others. Therefore, the diverse gratifications sought from different CMC technologies drive users to use multiple CMC technologies to fulfil their various needs.
17	Gant & Hadley, 2013	These researchers find that micro-blogging about news regarding mass media events and issues via Blackboard heightened engagement, expanded knowledge of the subject matter, encouraged transactional learning, and reinforced the retention of content.
18	Vrocharidou & Efthymiou, 2012	The results reveal that although these three Computer Mediated Communication (CMC) applications constitute “functional alternatives” to media that satisfy similar needs, they are different in the degree of their “functionality” for the gratification of needs. Furthermore, the extent of an individual’s use is not correlated with the years of CM C experience, but with the profile of use that dynamically adapts itself to his/her daily needs and preferences.

	References	Description
19	C. S. Lee & Ma, 2012	<p>Understanding the gratification and experiential factors underlying news sharing has important implications. Designers of SMSs platforms can incorporate features to facilitate status seeking. This could include highlighting users who actively share news, or award them with virtual badges or titles based on the amount and/or ratings of the news stories shared. To build experience, news sharing platforms should provide tutorials or other facilities for helping novices.</p>
20	Hicks et al., 2012	<p>The results showed that individuals overwhelmingly use Yelp.com for information-seeking purposes, followed by entertainment, convenience, interpersonal utility, and as a pastime.</p>
21	N. Chung, Koo, & Park, 2012	<p>Users' involvement plays an important role in SMSs. In particular, as it is represented as a more influential factor than the expression of a self-image.</p>
22	Smock et al., 2011	<p>This paper found that Facebook use is not uniform across users, and that conceptualizing the site as a collection of features allows for a more granular understanding of why users are using site, uncovering patterns that would otherwise be hidden when SMSs use is measured as a single item. The study provides alternative avenues for the measurement of social media use. It also contributes to</p>

	References	Description
		extending U&G theory. The methods and findings of this study expand the application of U&G in the study of new media.
23	Sepp, Liljander, & Gummerus. 2011	Bloggers are motivated by the content gratification of enlightening others, advertising, promotion, and by the social gratifications of communication, image management, and vanity. Bloggers' gratifications were found to evolve over time, leading to blog changes.
24	C. M. K. Cheung, Chiu, & Lee. 2011	The results show that social presence has the strongest impact on the We-Intention to use Facebook. We-Intention is the commitment of an individual to engage in joint action and involves an agreement between the participants to engage in such joint action. This supports the fact that most people use Facebook to get instant communication and connection with their friends. Group norms also have a significant influence on the We-Intention to use Facebook.
25	G. M. Chen, 2011	A main finding is that spending much time using Twitter over a series of months is the most gratifying for people's need to connect with others on Twitter. It is more gratifying than the number of hours per day that people spend on Twitter or the specific acts of sending messages or repeating others' messages on Twitter.

	References	Description
26	Baek et al., 2011	This study found that individuals have different primary motivations for using and sharing links on Facebook. There are multiple layers of motivation that occur within each Facebook activity. Additionally, the findings show that individuals use links to seek information and to share it with others. Thus, Facebook accelerates the role of the internet as a means of social interaction and information seeking and enhances the individual's role as a gatekeeper or filter of information for a given community.
27	Ancu & Cozma, 2009	Media with interactive features allowing person-to-person communication, will primarily be used for social interaction needs rather than for other types of need. In other words, the need for communication and social interaction is what drives the use of SMSs.
28	N. Park et al., 2009	The findings show that users who seek information are more likely to participate in civic activities.

The review of literature in Table (11) finds that many pieces of academic research have adopted U&G as a theoretical framework and used it to study how the media include SMSs to meet the needs of individual users with different goals. Individuals distinguish between different forms of media to satisfy their own needs. In U&G theory, 'use' means selectively using media that are expected to satisfy users' needs, while 'gratification' refers to the degree of satisfaction acquired in the process

of using media. In addition, 'motivation' means stimulation and compensation which induces the use of media.

According to the study by N. Chung et al. (2012) of U&G, users use the media in order to satisfy psychological desires such as the pursuit of information, relaxation and escapism. U&G theory focuses on users and explains the use of the media in relation to human desires while emphasizing the use of media based on psychological motivations.

Finally, organizations can understand aspects of customers' motivated behavior involving SMSs, where the findings surrounding this behavior fit well with the U&G framework. Those main motivational needs are as follows:

- Information: i.e. finding information, sharing and consuming content and debating;
- Entertainment: i.e. unspecified fun and killing time;
- Social interaction: i.e. socializing, friends, family and new relationships; and
- Personal identity: i.e. profile surfing.

2.5.4 Social Media Sites as a Communication and Interactive Tool

Different link content is associated with varying motivations and/or groups. Another study entitled 'Photo-messaging: Adopter attributes, technology factors and use motives' by Hunt et al. (2014) indicates the importance of integrating technological adoption factors and motives for impression management in SMS research. This study combines TAM and U&G.

As the findings of Rauniar, Rawski, Yang & Johnson (2008) demonstrate in their paper 'Technology acceptance model (TAM) and social media use: an empirical

study on Facebook', the results from the factor analysis and the measurement model help to identify the important dimensions for the revised TAM model for SMSs.

Some studies have extended TAM — to include two types of internal construct, such as trust and perceived risk — in order to explain the variables that influence the level of SMS acceptance by users. Furthermore, the perceived ease of use influences the perceived usefulness. In other words, the intention to use, partly influenced by the ease of use, positively influences the degree of final use of SMSs (Constantinides & Zinck Stagno, 2011; C Lorenzo-Romero, Constantinides, & Alarcón-del-Amo, 2011; Lorenzo-Romero et al., 2011).

Chang and Yang develop a research model that adopts the belief-attitude-intention-behavior relationship based on the TAM. This model revalidates this relationship in the context of blogs with hypotheses that focus on the relations between Perceived Ease of Use (PEOU), Perceived Usefulness (PU), attitude toward using (ATU) and behavioral intentions (BI).

The study conducted an online field survey and applied the structure equation modelling method to investigate the empirical strength of the relationships in the proposed model. The study demonstrated that the TAM could be applied to explain and predict the acceptance behaviors of SM. The study extended TAM with some other constructs to investigate blog acceptance behaviors.

Previous studies indicated several limitations on TAM, and summarized them. The most commonly reported limitation is the reliance on self-reported use, although 36 studies mainly did so, under the assumption that self-reported use successfully reflects actual use.

The second limitation is the problem of generalization, i.e. the sort of problem that arises from examining one information system with a homogeneous group of subjects performing a single task at a single point of time.

Other suggested limitations of TAM studies include student samples, a single subject (or restricted subjects), a one-time cross-sectional study, single measurement scales and self-selection bias among the subjects (H. Yang, 2013) (C. S. Park, 2013). Table (12) highlights the Technology Acceptance Model (TAM) in the SMSs context:

Table 12: Technology acceptance model in the SMSs context

	Reference	Description
1.	Rauniar et al., 2014a	The results demonstrate that the revised (TAM) model proposed in this study supports all the hypotheses of SMSs use behavior. The results of this study provide evidence for the importance of additional key variables to TAM in considering user engagement on SMSs and other SM-related business strategies
2.	Hunt et al., 2014	The findings indicate the importance of integrating technological adoption factors and motives for impression management in SMSs research.
3.	W. Lee, Tyrrell, & Erdem, 2013	The perception of the common use of SMSs directly influences users. It also directly influences attitudes to SMSs, because it promotes the perception of ease and usefulness.

	Reference	Description
4.	Y.-S. Chang & Yang, 2013	The results strongly support the proposed hypotheses, indicating that technology acceptance and media choice factors influence blog acceptance behavior.
5.	W. Lee et al., 2012a	TAM is adopted to explain the mechanism by which SMM influences attitudes to Facebook event pages. The authors find that users' emotions exhibited on the Facebook event page do have a significant impact on the perceived usefulness, perceived ease of use, and perceived enjoyment of such SMM.
6.	Y.-H. Lee, Hsieh, & Hsu, 2011	The findings suggest an extended model of TAM for the acceptance of the e-learning system, which can help organization decision makers in planning, evaluating and executing the use of e-learning systems.
7.	Carlos Martins Rodrigues Pinho & Soares, 2011	The authors confirm the explanatory power of TAM in the adoption of SMSs.
8.	Aharony, 2015	TAM and U&G play a significant role in another SMSs platform as well as Facebook.
9.	Revels, Tojib, & Tsarenko, 2010	This study found that perceived usefulness, perceived ease of use, and perceived enjoyment

	Reference	Description
		positively affect satisfaction with SMSs services while perceived cost has a negative effect. It also showed that perceived image does not have a significant impact on customers' satisfaction with SMS services.
10.	Joo & Sang, 2013	Both U&G and TAM are well-known theories for understanding the adoption of information communication technologies (ICT). Specifically, this study aimed to suggest a model that could explain and predict the adoption of ICT in the context of smartphone use. While TAM is effective at explaining extrinsic factors of information system adoption, the U&G approach addresses intrinsic factors; thus, the authors took the U&G approach to help them understand the intrinsic factors of individual users, a weak point in TAM).
11.	Cha, 2014	Males who use the internet for emotional pleasure and excitement perceive video sharing websites to have greater usefulness, ease of use, substitutability, and content variety. They frequently use video sharing websites.

	Reference	Description
12.	M. M. Luo & Remus, 2014	Behavioral intention and entertainment motive collectively predict behavioral use. Satisfaction is positively associated with the level of use.

According studies of TAM, perceived usefulness and perceived ease of use are relevant to system acceptance behaviors. External variables may include system design characteristics, user characteristics, task characteristics, training and documentation. These factors affect the perceived usefulness and ease of use. Ease of use has an effect on perceived usefulness. Perceived usefulness may increase the intention to use the system even when the user does not have a positive attitude to using the system. In the present research, both usefulness and usability are evaluated.

In light of the above, TAM could mediate in relationships, as in the model proposed by this research. The inclusion of this third explanatory viable may help to strengthen the relationship between two variables.

2.5.5 The Role of Trust in the SMS Context

Trust has long been recognized as a crucial factor that influences end-user perceptions and behavior. In general, it is defined as the expectation that a trusted person or thing will act predictably, will fulfil obligations, and will behave fairly when opportunism is equally likely (R. Chen, Sharma, & Raghav Rao, 2016).

In addition, trust has an influence in social media sites, based on several codes of influence (Seufert et al., 2016). For example, trust refers to a willingness to rely on an exchange partner (i.e., as a reliable person who keeps promises) (Ladhari & Michaud, 2015). Social media trust, tie strength, and network homophily influence this

process. A paper by Phua et al. (2017) studies from a marketing communication perspective the attendant influences on consumers' perceptions of the brands they follow. Other researchers look to other aspects of the position of Trust from the perspectives of Adoption and Intention as follows table indicates (13):

Table 13: The position of trust from adoption and intention perspectives

Trust Position	Description	Reference
Trust is a Psychological State	<ol style="list-style-type: none"> <li data-bbox="372 597 1001 778">1. Trust is a psychological state that is valuable in the presence of uncertainties and adverse consequences. <li data-bbox="372 821 1001 1002">2. Individuals trust the integrity of another person who gives truthful or credible information. <li data-bbox="372 1044 1001 1374">3. Within the social media context, the presence of high quality information that is shared with others suggests that community members are competent and knowledgeable about common topics. <li data-bbox="372 1417 1001 1672">4. High grade information disseminated within social media sites signals the goodwill of community members in engaging each other by offering helpful content. <li data-bbox="372 1715 1001 1896">5. Trust may act as a salient decision factor for them in developing their community identification. 	R. Chen et al., 2016

Trust Position	Description	Reference
	<p>6. Community identification mediates the effects of perceived trust and perceived reciprocity on members' continuing to use the site.</p>	
<p>Trust is an Emotional Matter</p>	<ol style="list-style-type: none"> 1. These writers find that trusting behavior may be primarily motivated by positive affect for the object of trust (emotional trust), or by rational reasons why the object of trust merits trust (cognitive trust), or a combination of the two. Trust shows a significant emotional influence. 2. For example, the writers found that happiness and gratitude, emotions with positive valence, increase trust, and anger, an emotion with negative valence, reduces trust. 3. Emotional trust is connected to feelings and emotions such as friendship, love, agreement, and comfort. Thus, the test items refer to situations involving confiding, freedom from criticism and embarrassment, and other emotion-laden situations. 	<p>Seufert et al., 2016)</p>

Trust Position	Description	Reference
	<p>4. Moreover, it also includes elements of the other's credibility or honesty. Emotional trust needs time to develop and grows stronger with the grade of intimacy between two individuals.</p> <p>5. The results show that, while users have no problem in showing their trust in people they do not like to admit being influenced by friends.</p> <p>6. However, the influence and trust of users differ. There are users who have more influence and enjoy more trust than others.</p> <p>7. To be able to identify friends that have an influence on a user without asking the user directly about her/his influence, these writers studied the correlation of social qualities with influence and trust.</p> <p>8. The results show that qualities such as commitment or authority are indicators of influential persons.</p>	
Trust has an External Cause	1. Trust, in the context of travelers' reports, helps to reduce the anxiety, uncertainty and	Ladhari & Michaud, 2015

Trust Position	Description	Reference
	<p>vulnerability related to a transaction, which results in greater satisfaction.</p> <p>2. The trust in online comments affects their usefulness and the degree to which they are accepted by consumers, and influences the decision-making process.</p> <p>3. Generally, two types of online comment can be distinguished: reviews generated by consumers that are based on personal experiences, and comments written by experts (e.g., opinion leaders, experts in a given field).</p> <p>4. Tourists have a higher trust in comments generated by consumers than in those generated by managers.</p> <p>5. It appears that trust has the role of mediator between the quality of comments made and the perception of the website.</p> <p>6. Given the foregoing, the authors decided to focus on the importance of trust that consumers have in certain comments and the moderating effect that this trust could have on the role of e-WOM.</p>	

Trust Position	Description	Reference
	<p>7. Research is needed about the moderating role of trust in the online information provided by third parties.</p> <p>8. The findings show that when internet users have more trust in the comments, the polarity of the comments has a greater effect.</p> <p>9. This translates into the intention to book, the positive attitude toward the hotel, and the trust in it, but also in the quality of its website.</p> <p>10. Trust in positive comments increases their effect on the four indicators retained. At the same time, the lack of trust mitigates this effect, and in most cases it becomes non-significant.</p> <p>11. The results of the experiment demonstrate the existence of this influence and emphasize the moderating role of the trust that users have in those comments.</p>	
	<p>1. SMSs trust, tie strength, and network homophily influence users' decisions.</p>	<p>Phua et al., 2017)</p>

Trust Position	Description	Reference
Trust is an Enormous Facilitator	<p>2. The study identifies factors such as satisfaction, loyalty, quality, commitment and trust, which lead to WOM activity.</p> <p>3. The study demonstrates that commitment, perceived value, quality, trust, satisfaction and loyalty have positive bivariate relationships with WOM</p>	L.-C. Hsu, Wang, Chih. & Lin, 2015
	<p>4. They are associated with trust and loyalty to the institution and are likely to be linked to positive behaviors.</p>	(Nevzat, Amca, Tanova, & Amca, 2016)
	<p>5. Universities can benefit from using social media to develop identity, loyalty and trust.</p> <p>6. Trust has a mediating role.</p> <p>7. Relationships involving loyalty are mediated by trust.</p>	Nevzat et al., 2016
	<p>8. The trust is a facilitator in the Facebook community.</p>	W.-L. Chang & Lee, 2013
	<p>9. Trust helps to reduce social uncertainty and risk. What individuals can learn from social interaction is a vital element in virtual contexts.</p>	S. E. Chang, Shen, & Liu, 2016
	SMSs Provide a	<p>1. Users continue to join social media activities and trust the information and</p>

Trust Position	Description	Reference
Trusted Environment	advice resulting from social media activities because of their perceived enjoyment.	
	2. Trust affects different types of social activity (e.g., sharing information, searching/using advice, spreading word-of-mouth, use/purchase behavior).	S. E. Chang et al., 2016
	3. Trust is a critical point in an online context.	Hajli, 2015)
	4. The social media affect civic engagement. 5. The social media have a significant positive impact on the propensity to trust and the fact that this trust has led to an increase of trust in institutions.	Warren et al., 2014
	6. Trust between potential business partners is established via social media networks and membership of these professional networks acts as a trust filter mechanism. 7. The development of relationships remains incremental but time for the initiation and development of relationships is nowadays compressed into shorter periods. 8. Membership of and participation in a business social media network provides a trusted environment with a potentially	Quinton & Wilson, 2016

Trust Position	Description	Reference
	<p>global reach through which nearly immediate contacts can be formed as a basis for future business collaboration.</p> <p>9. Trust is established between parties by evaluating both the content created by the contributor for its relevance and depth of knowledge, and the profile of this contributor on LinkedIn.</p> <p>10. The establishment of trust in social media networks though incremental, requires less time to develop than in other environments.</p>	
	<p>11. Trust is an important predictor of behavioral intentions in the context of social media apologies for failures of service, aside from the general antecedent of satisfaction.</p>	<p>Manika, Papagiannidis, & Bourlakis, 2016</p>
	<p>12. Trust is a key antecedent to the continued use of technology-oriented products and services, as it is for their adoption</p>	<p>Heller Baird & Parasnis, 2011b</p>
<p>Trust has Significant Affects</p>	<p>The authors introduce the Social Network Site (SNS) Adoption model to examine the effect of perceptions of normative pressure, playfulness, critical mass, trust, usefulness,</p>	<p>Sledgianowski & Kulviwat, 2009</p>

Trust Position	Description	Reference
	<p>and ease of use on intention to use and the actual use of certain sites.</p> <ol style="list-style-type: none"> <li data-bbox="372 363 1001 629">1. Structural equation modelling was used to examine the patterns of inter-correlation among the constructs and to empirically test the hypotheses. <li data-bbox="372 661 1001 991">2. All the hypothesized determinants have a significant direct effect on the intention to use, with perceived playfulness and perceived critical mass the strongest indicators. <li data-bbox="372 1034 1001 1300">3. Social media sites such as Twitter, Facebook, and Instagram affect individuals' lives significantly by creating links between individuals who trust social media sites. <li data-bbox="372 1332 1001 1747">4. In online environments, people have complete freedom to publish and express their feelings. Therefore, users must consider the expertise and trustworthiness of the contributors before adopting or rejecting the information 	
	<ol style="list-style-type: none"> <li data-bbox="372 1789 1001 1896">1. Social media requires trust that leads one to share what is valuable (one's knowledge, for 	Yi et al., 2013

Trust Position	Description	Reference
	<p>example), which in turn prompts others to participate, i.e., to move from taking value to adding value, thereby completing a cycle that creates true collaboration.</p> <p>2. Social media sites are important for increasing trust and intimacy with audiences</p> <p>3. Mutuality of control, openness and accessibility, trust, satisfaction, dedication, mutual relationships, networking, and sentiment are some examples of mutual relationships in SNSs.</p>	
	<p>4. Consumers perceive social media as more trustworthy than any other information sponsored by organizations and consequently are increasingly turning to social media to get more information about products and services</p>	<p>Siamagka, Christodoulides, Michaelidou, & Valvi, 2015</p>
	<p>5. The authors find that perceptions of usefulness and ease of use, as well as trust in the online retailer, influence consumers' choice of retailer.</p>	<p>Braun, 2013</p>

Trust Position	Description	Reference
	<p>6. Trust of technology in general is another factor that has been shown to influence how likely users are to adopt a new technology.</p> <p>7. For this paper, trust is defined as a feeling of confidence in the integrity and trustworthiness of another party</p>	<p>Gefen. Karahanna, & Straub, 2003, p. 23</p>
	<p>8. Trust is central to technology acceptance when the technology itself involves social uncertainty and risk.</p> <p>9. TAM was added to variants of the model. Because some computer-mediated communication is personal, trust is likely to play a role in acceptance of new communication technologies</p>	<p>Gefen et al., 2003</p>
	<p>10. Some specific research investigated issues of trust in the adoption of communication technologies.</p> <p>11. Trust has been found to play a role in information sharing on SNSs</p>	<p>Dwyer et al., 2007</p>
<p>Trust is Affected</p>	<p>1. The author predicted that trust in SNSs would be associated with greater intention to use SNSs.</p>	<p>Braun, 2013</p>

Trust Position	Description	Reference
User Intention	<p>2. This relationship was strongly supported, both when testing trust individually and when including it in a larger model.</p> <p>3. For older adults, trust in social media sites played a significant role in the intention to use these websites</p> <p>4. Creating beliefs about the trustworthiness of the social media may be more difficult, as pervasive news coverage continues to highlight struggles with privacy on internet-based communication platforms.</p>	
	<p>5. The empirical study also found a significant positive influence of perceived usefulness, attitude, trust and dependency on loyalty in fan pages, and an indirect influence of perceived ease of use mediated by perceived usefulness and attitude.</p>	<p>Ruiz-Mafe, Martí-Parreño, & Sanz-Blas, 2014</p>
	<p>6. There are still too few studies that analyze the effects of trust and fan page dependency on fan page users' loyalty.</p> <p>7. The aim of the authors was to combine the influence of dependency on fan pages, trust, attitude, and Technology Acceptance Model</p>	<p>Ruiz-Mafe et al., 2014</p>

Trust Position	Description	Reference
	<p>beliefs in order to construct an improved model for fan page loyalty formation.</p> <p>8. The research was novel in that it integrated a variable associated with the uncertainty of behavior and the environment</p> <p>9. Trust, with the gratifications provided by fan page content (individual media dependency) and the constructs of TAM (usefulness, ease of use and attitude) explain which factors lead to fan page loyalty.</p>	
	<p>10. Online WOM positively influences destination trust and intention to travel.</p>	<p>(Abubakar & Ilkan, 2016)</p>

2.6 Engagement Journey on SMSs

2.6.1 User Engagement with SMSs Account

Like individuals, organizations can also create profiles or pages on SMSs. Organizations can then establish relationships with customers by appearing in their friends' lists'. The consumer-organization relationship on SMSs is often public or semi-public, which means that other users who are friends of the consumer can see such a relationship. These options attract substantial commercial and research attention. SMSs can be especially useful when connecting with customers, contributing to customer learning and gathering customer input.

Hollebeek, Glynn, & Brodie (2014) maintain that customer engagement is a psychological state which occurs through interactive, co-creative customer experiences with the organization, service or product.

Campbell, Ferraro, & Sands (2014) investigate how SMSs control the time spent by consumers online, garnering on average 54 minutes a month from each person, a figure which is the fastest growing among users aged 55 and above. Growth trends of SMSs are seen all over the world, with both activities coming out on top in terms of online behavior across the ten countries studied.

In this context, SMSs help to build and maintain social relations between organizations and people with similar interests and/or activities. What makes social networking sites unique is not that they allow individuals to meet strangers, but rather that they enable users to articulate and make their social networks visible too (Boyd & Ellison, 2007).

Other studies by Beer, 2008; and Kaplan & Haenlein,(2010) explore how SMSs, as opposed to the organization's website, provide organizations with a new set of requirements and possibilities. First, SMSs are an external environment where firms

can message their consumers. Second, since users are in control of the SMSs environment, they may post their opinion or share information about the company. Finally, consumers expect interaction with companies in SMSs to be trustworthy, open, interesting, relevant, and engaging, with the target audience. These new requirements could be seen as a new innovation-adoption cycle in internet development.

According to studies by C.-L. Hsu & Lin (2008), C. S. Lee & Ma (2012), S. Lee, Park, & Han (2014) and Ma et al., (2014), SMSs are considered of great importance for both individuals and businesses. This is because SMSs have contributed to increased contact between users sharing common interests, and to the creation of online communities and digital social networks. Having one or several accounts on SMSs has become one of the most popular and fastest growing internet activities. SMSs applications already attract hundreds of millions of users and these numbers are growing fast.

The most common use of SMSs is marketing, where, SMSs can help users to establish new business developments and contacts because they support the maintenance of existing social ties and the formation of new connections between users through the internet (Boyd & Ellison, 2007).

Businesses increasingly acknowledge the potential role of online social networks as marketing instruments (Constantinides & Fountain, 2008; and Waters, Burnett, Lamm, & Lucas, 2009a) and also as tools allowing the observation and analysis of user behavior (Curras-Perez et al., 2014).

This review of the literature found that organizations may use SMSs to analyze firms from three perspectives: Whether or not the firm uses SMSs to market its products and services ("SMSs presence"); how the level of engagement promised when interacting with consumers can be analysed. The presence of SMSs may be described as the creation of an official company brand space (e.g. a profile or a page) within the SMSs; and whether or not the SMSs can be used to post content such as links to the brand website, text, images, videos, and interactive applications aimed at consumers.

Moreover other studies by Jacobsen & Forste (2011), Quan-Haase & Young (2010), Tiago & Veríssimo (2014), H. Yang (2013) and T. A. Yang et al.(2008) suggest that the level of engagement within SMSs may be defined as the way in which an organization decides to interact with consumers within the SMSs environment.

Therefore, organizations must decide on the type of communication they want with the public on SMSs, its limits and its content, or simply whether they even wish to use the SMSs page to display a company profile.

But at the same time, SMSs have the capacity to establish networking possibilities by empowering consumers. This is because online networks offer users the possibility of make better buying decisions by obtaining more information about companies, brands and products often in the form of user reviews. SMSs can play different roles as part of a marketing strategy.

Given the growth of SMSs, it is not as surprising that brands are engaging in both SM marketing and advertising to reach consumers, as it is that consumers are spending the greater part of their time online with them (McKee, Cole, Hurst,

Aldridge, & Horton, 2011). In order for brands to capitalize on SMM investments, it is necessary to know how consumers interact with and respond to their chosen medium (Campbell et al., 2014).

Fundamental to this is an understanding of the consumers that use SMSs. Several studies (G. M. Chen, 2011; N. Chung et al., 2012; Dunne et al., 2010; M. M. Luo & Remus, 2014; Quan-Haase & Young, 2010; and Whiting & Williams, 2013) have provided a valuable basic understanding of online consumer interactions through consumer segmentation.

For these studies, customers were segmented on the basis of factors such as use or motivation to participate. In this context, SMSs applications exist to facilitate user interaction and include blogs, content communities, discussion boards, chat rooms, product and/or service review sites, virtual worlds and social networking sites.

This body of work can be extended in a number of ways. First, rather than focusing on the purpose for which consumers use social networks (i.e. to share customer-service experiences and learn about others), researchers can consider how consumers respond to social network marketing. Second, instead of a single segmentation base, as is common in many previous studies, other studies employ one of three segmentation bases: brand engagement, purchase intention and word-of-mouth (WOM) (Chu, 2009; Kimmel & Kitchen, 2014; Reza Jalilvand & Samiei, 2012; W.-H. S. Tsai & Men, 2013; and H. Yang, 2013).

The rapid rise in SMM is reflected in increased scholarly attention on the topic, with researchers exploring the marketing approaches that are now available through SMM (Eagleman, 2013; and Ho & Dempsey, 2010).

More specifically, a shift in power has occurred, brought about by the internet's ability to promote consumer voices. In this new situation, firms can no longer dictate the terms of communication, but must instead be invited to participate in conversations by being relevant to consumers (Campbell et al., 2014; Hollebeek et al., 2014; Sashi, 2012b).

For instance, research has already addressed this issue and now guides organizations in creating campaigns which foster consumer-generated content and further consumer-brand engagement (Cummins et al., 2014; and W.-H. S. Tsai & Men, 2013). Since traditional marketing communication is changing, organizations must return to basics, by first comprehending how consumers behave online and on SMSs.

Research has explored many issues relating to consumers' use of online channels and SMM. For instance, previous studies have provided insight on finding influential SM users, understanding how their influence moves through a social network (Kietzmann et al., 2011a) and how it affects consumer preferences.

Research has also extended our understanding of both what causes consumers to avoid social network marketing and advertising and what features encourage users to accept it in social networks.

The literature on the consumer use of social networks further supports the growing significance of this new marketing channel in shaping social consumer interaction and engagement online. However, the existing online and SMM literature has largely focused on what motivates consumers to socially interact online, rather than how they specifically share information and react to marketing efforts through this channel (Constantinides & Zinck Stagno, 2011).

Researchers have used both utilitarian and indulgent viewpoints to explore the motivations for consumption. In an online context, it is utilitarian motivations that are commonly thought to drive consumers to shop online. However, indulgent motivations have also been found to be important. Motivations for general media use have been examined with a Uses and Gratifications Theory (U&G), based on the premise that people use the mass media to gratify their needs or wants. By identifying the needs or wants that people are attempting to gratify, particular media channel use motivations can be ascertained (Ji won Kim, 2014).

Uses and Gratifications Theory (U&G) has been used to assess a variety of media communications, such as television, radio and the internet, and thus identify a number of primary motives for internet use; it has been found that information-seeking, entertainment and convenience were the most salient motivations. For this reason, they were included in this study (Ma et al., 2014; and Siah Ann Mei et al., 2010).

Past research has also shown that a range of demographic variables can influence online behavior; however, results here are inconsistent. The demographic variables commonly employed to determine online consumer behavior include age, gender, education and income. Together, consumer motivations for online and SMSs use may inform consumer utility and subsequent behavior (Ma et al., 2014; Siah Ann Mei et al., 2010).

2.6.2 User Virtual Behavior with SMSs Account

According to Abbott, Donaghey, Hare, & Hopkins (2013) Kimmel & Kitchen, (2014) and Reza Jalilvand & Samiei (2012), SMSs have fundamentally changed consumers' behavior with marketing. First, relationships between consumers and

brands have become increasingly bi-directional, and in some cases, almost entirely consumer-to-consumer.

Moreover, research suggests that online consumer Electronic Word of Mouth (e-WOM) alters the marketing messages that are being communicated and therefore requires a new set of marketing 'rules' to follow. Previous research further indicates that online brand engagement is linked to consumers' self-concept and market behavior and is necessary for the continued presence of brands in the marketplace.

Studies by Ahrens, Coyle, & Strahilevitz (2013), Chu & Kim (2011), Kucukemiroglu & Kara (2015) Libai et al., (2010) and Luis Abrantes, Seabra, Raquel Lages, & Jayawardhena (2013) suggest that Electronic Word of Mouth (e-WOM) has a major role in an ever-connected world, with online consumers placing higher value on information received from a known source.

This subsequently affects behavior. Evidence also points to e-WOM as having a significant impact on new customer acquisition, as well as their behaving differently than in an offline context. Purchase intention is also important in this regard, due to its demonstrated links between e-WOM and purchase behavior.

It is clear that the online environment, including SMSs, has changed the ways that consumers interact with, talk about and respond to brands. New knowledge is therefore necessary to understand the effects of consumer behavior on SMM. Table (14) shows the relationship between user engagement and SMSs.

Table 14: Effects of user engagement on virtual behaviour

	Reference	What is described
1.	Algesheimer, Dholakia, & Herrmann, 2005	The consumer's intrinsic motivation to interact and cooperate with community members.
2.	Baldus, Voorhees, & Calantone, 2015	The compelling, intrinsic motivation to continue interacting with an online brand community.
3.	Bowden, 2009	Customer engagement as a psychological process which leads consumers who are merely following an organization's SMSs to become loyal customers of the brand. This research highlights the relationships between the constructs of calculative commitment, affective commitment, involvement, and trust.
4.	Brodie, Hollebeek, Juric, & Ilic, 2011	Customer engagement occurring through interactive customer experiences with an organization. An organization can build customer loyalty when it delivers personalised services above and beyond a customer's immediate needs. This form of SMSs interaction forges a direct relationship with customers, which results in brand loyalty despite other competitive options.
5.	Calder, Malthouse, & Schaedel, 2009	Engaging in social interactions through SMSs as a common behavior. This enhances the effectiveness of advertising and customer engagement.

	Reference	What is described
6.	Calder et al., 2009	Customers' beliefs about the way that SMSs fit into their lives, as defined by their overall experience with the site.
7.	Paulin, J. Ferguson, Jost, & Fallu, 2014	Autonomous motivation based on desire and having the experience of choice, supporting intentions regarding social causes among SMS users. It is intuitively coherent to find that the stronger the users' empathetic identification with these causes, the stronger their intentions are to support them.
8.	C. M. K. Cheung et al., 2011	The level of a customer's physical, cognitive, and emotional presence in connection with a particular online social platform.
9.	Cabiddu, Carlo, & Piccoli, 2014, p.	<p>The opportunities to use SMSs, from an affordance perspective, for customer engagement such as information and interaction. This leads to the identification of three distinctive social media affordances for customer engagement in tourism:</p> <ol style="list-style-type: none"> 1. Persistent engagement: maintaining an ongoing dialogue with customers ; 2. Customized engagement: interacting with customers on the basis of prior knowledge of individuals' information through personal profile visibility ; and 3. Triggered engagement: instigating customer encounters

	Reference	What is described
10.	D. Kaltcheva, Patino, V. Laric, A. Pitta, & Imperato, 2014	Customers who hold different relational models plans, rules, and scripts that people implement to construct and construe their interactions with others, as most likely to yield customer lifetime value and customer influencer value for the service firm.
11.	Doorn, 2011	Different and conflicting opinions on previous research regarding customer engagement conceptualization, for instance, customer engagement suffering from broad conceptualization and narrow view. There is a need to explore the causal relations between customer engagement and related constructs. Moreover, the difficulty comes from the behavioral component which is often considered the main distinguishing element of customer engagement because actions differentiate engaged customers from others. Finally, the conceptualization of customer engagement should also explicitly incorporate negative forms of customer engagement.
12.	Hollebeek, 2011	The level of a customer's motivational, brand-related and context-dependent state of mind characterized by specific levels of cognitive, emotional and behavioral activity in brand interactions.

	Reference	What is described
13.	Hollebeek et al., 2014	A consumer's positively balanced cognitive, emotional and behavioral brand-related activity during, or related to, specific consumer/brand interactions.
14.	Paek et al., 2013	Two things that must be explored in order to analyze people's SM use: their engagement with different SMSs platforms, and three types of behavior. The latter are: SM behavior, offline communication behavior, and helping behavior. Each of these elements plays a significant role in people's SM use.
15.	Mollen & Wilson, 2010	The cognitive and effective commitment to an active relationship with the brand as personified by the website or other computer-mediated entities designed to communicate brand value.
16.	O'Brien & Toms, 2010	A psychological process that leads to the formation of loyalty.
17.	C. Cheung, Lee, & Jin, 2011	The level of a customer's physical, cognitive and emotional presence in their relationship with a service organization.
18.	Sprott, Czellar, & Spangenberg, 2009	Individual differences representing consumers' propensity to include important brands as part of their view of themselves.
19.	Chu, 2009	Trust, normative influence and informational influence as positively associated with SMSs users' overall e-WOM

	Reference	What is described
		behavior on their favorite site. This study, however, does not assess the relationship between e-WOM and customer engagement.
20.	Sashi, 2012a	Achieving customer engagement, which requires facilitating customers' transition through several stages in the customer engagement cycle: connection, interaction, satisfaction, retention, commitment, advocacy, and engagement. A mix of digital and non-digital technologies can be employed for the purpose and different mixes are required for each stage of the customer engagement cycle.
21.	W.-H. S. Tsai & Men, 2013	The extension of consumers' engagement levels; to ensure this, firms have to encourage consumers to share user-generated content, including product reviews and product related tips, pictures, and videos.
22.	van Doorn et al., 2010	Customer engagement behavior (CEB) regarding a brand, as motivated by several elements, including e-WOM activity, recommendations, helping other customers, blogging, writing reviews, and even engaging in legal action.
23.	Vivek, Beatty, & Morgan, 2012	The intensity of an individual's participation and connection with the organization's offerings and activities initiated by either the customer or the organization.

	Reference	What is described
24.	Webster & Ahuja, 2006	A subset of flow and a more passive state representing the extent of pleasure and involvement in an activity.
25.	X. Zheng et al., 2015	Brand community building recognized as an effective approach for developing and maintaining customer relationships. User engagement influences brand loyalty both directly and indirectly through online community commitment. Users tend to focus on the benefits rather than the costs derived from the use when they engage in an online brand community.
26.	Schamari & Schaefer, 2015	Web-care, the act of engaging in online interactions with complaining consumers, as a reaction to positive engagement, which becomes an effective marketing tool for reinforcing observing consumers' engagement intentions, especially on consumer-generated platforms. Web-care is more effective in driving consumer engagement intentions than impersonal Web-care. This effect is explained by consumers' perceptions of a brand's conversational communication style.
27.	Lim, Hwang, Kim, & Biocca, 2015	Emotional engagement leading to loyalty, here confirmed. This emotional engagement is the necessary condition for further bonding relationships with the channel commitment. Finally, social presence allows a unique psychological experience.

	Reference	What is described
28.	Dijkmans, Kerkhof, & Beukeboom, 2015	Consumers' intensity of SMSs use, as positively related to their engagement in an airline's social media activities, especially among customers. Engagement in the social media activities in turn is positively related to corporate reputation, especially among non-customers.
	Dessart, Veloutsou, & Morgan-Thomas, 2015	SMSs users engaging in online communities in social network platforms both with other individuals and with brands. The three key engagement dimensions are cognition, affect and behaviors . Furthermore, there are key drivers, one outcome and objects of consumer engagement in online brand communities.

As Sashi notes, (2012b), the process of building customer engagement constitutes a customer engagement cycle. The customer engagement cycle is as follows: Connection: establishing a relationship and emotional exchange with emotional bonds connecting sellers and customers with each other, Interaction: interactions between organizations and their customers which can improve their understanding of customer needs, Advocacy: customer interactions with others in their social networks to spread the word about their positive experiences with a product, brand or organization and Engagement: this turns customers into fans who remain wedded through ups and downs in an intimate, enduring relationship and who even promote the product, brand or company.

2.6.3 Customer Materialization through SMSs

As Ajzen (1991) claims in his study of 'organizational behavior and human decision processes', the relationship between intention and behavior is based on the assumption that human beings attempt to make rational decisions according to the information available to them. Therefore, when someone intends to have a relationship with an organization (customer materialization), this behavior is the immediate determinant of his/her actual behavior.

The effect of these variables on behavior is funneled through intentions, which directly drive behavior. The new dimension of social CRM focuses on the customer engagement domain (Heller Baird & Parasnis, 2011a), and now SMSs technologies have revolutionized the way that businesses and consumers interact. From a managerial perspective, businesses should drive future marketing decisions using the rich customer information generated through every customer engagement on SMSs (Harrigan & Miles, 2014).

The rise of SMSs has also connected customers and empowered them to make decisions. The customer is therefore an individual decision-maker who generates value for the company through consumption and purchase behavior (Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013).

It has been found that a very high percentage of consumers (87%) frequently use both YouTube and social networking sites such as SMSs, and this use affects their attitude to marketing in SM. Therefore, it would be useful for marketers to develop promotional strategies and to use SM more effectively to create consumer communities (Akar & Topçu, 2011; Durukan & Bozaci, 2012).

As the results indicate, the technological environmental features of social commerce significantly influence a customer's virtual experiences, and these experiences in turn influence their intentions (H. Zhang et al., 2014). Indeed, adopting various kinds of SM leads to increased engagement, stronger relationships with customers and subsequent customer engagement (Tiago & Verissimo, 2014).

Moreover, 70% of consumers have visited SMSs to get information before a purchase. 49% of these consumers have made a purchase decision based on the information they found through the SMSs. 60% said they were likely to use SMSs to pass along information to others online, and 45% of those who searched for information via SMSs engaged in word-of-mouth interactions (A. J. Kim & Ko, 2012). Consumers trust brand pages on SMSs and about 20% of online American consumers consider a brand's Facebook page to be 'influential' or 'very influential' upon their purchase decision (Araujo & Neijens, 2012).

Finally, SMM provides information that helps consumers make important decisions (Paek, Hove, Jung, & Cole, 2013) because SMSs can also link social interactions concerning personal interests with relevant e-shopping (Dennis, Merrilees, Jayawardhena, & Tiu Wright, 2009). To highlight the relationship between SMSs and customer intention, Table (15) shows The relationship between SMSs behaviour and customer intention.

Table 15: SMSs behaviour and customer intention

References	Description
H. Zhang, Lu, Wang, & Wu, 2015	The results indicate that future participation intention is determined by customer learning value, social integrative value.

References	Description
	and hedonic value experiences, which are influenced by perceived task-relevant and affection-relevant cues.
Hajli, 2015	Consumers use social commerce constructs for these activities, which in turn increase the level of trust and intention to buy.
S.-C. Chen & Lin, 2015	Customer experience and perceived value not only directly influence satisfaction and intention to continue to use blogs, but also indirectly affect customers'/citizens' sustainable social relationship with blogs through the mediation of satisfaction and continuance intention.
H. Zhang et al., 2014	The results indicate that social commerce intention is determined by social support, social presence and flow experiences. These experiences, in turn, are influenced by perceived interactivity, personalization and sociability features and intention to participate in social commerce.
See-To & Ho, 2014	<p>The results indicate that e-WOM has a direct impact on purchase intention, and has an indirect impact on purchase intention which is moderated by consumers' trust in the underlying product.</p> <p>e-WOM also has an impact on value co-creation, and value co-creation has an effect on purchase intention. Consumers' trust in a product has an impact on value co-creation, while the message source in the SNSs moderates the impact of e-WOM on consumers' trust in a product, value co-creation, and purchase intention.</p>

References	Description
Abzari, Ghassemi, & Vosta, 2014	SMSs can influence customers' decision to purchase the product of a company. Managers should try to encourage customers to speak to each other about the products and services of the company.
A. J. Kim & Ko, 2012	The study presents the effects of the SMM activities of luxury fashion brands on customer equity and purchase intention.
H.-W. Kim, Gupta, & Koh, 2011	The findings indicate that SMSs have an effect on purchase intentions in emotional and social dimensions.
Hutter et al., 2013	Their findings demonstrate that engagement with a Facebook fan page has positive effects on consumers' brand awareness, WOM activities and purchase intention.

With the studies in Table (15) in mind, this research introduces a new concept, called "Customer materialization". As a result of an organization's appearance on an SMS, the customer is: ready to become involved in the organization's events or activities outside the virtual world; is willing to start an offline-relationship; and intends to purchase services or products from the organization.

2.7 The Case of the Zakat Fund in United Arab Emirates

2.7.1 Overview

The Zakat Fund is the name of an authority specializing in Zakat (charitable giving). It aims to increase the awareness of Zakat and establish the concept of its effectiveness and importance of its role in all sectors and classes of society(Zakat

Fund, 2016) . The Zakat Fund works to follow best practice in accordance with Shar'ia principles, known as the "Zakat channels".

The Zakat Fund also adopts as a priority the achievement of a socially interdependent and interrelated humanitarian society, and it is active in the development of charitable work for and service of people in need, in accordance with the principles of Shar'ia (Zakat Fund, 2016).

2.7.2 General information about Zakat in Islam

Zakat is the third pillar of Islam, as in the authentic hadiths narrated by Ibn Umar. The Prophet, peace be upon him, said: "Islam is built upon five pillars" (The others are testifying that there is no god but Allah and that Muhammad is the Messenger of Allah, establishing prayer, paying Zakat, etc.) (Abdullah & Suhaib, 2011; Islamic Help, 2016; Saad, Aziz, & Sawandi, 2014)

The concept of Zakat means growth and development. The Arabic root 'Zaka' means growth, increase, prosperity, and purification, indicated by the words of Allah Almighty: "Take from their wealth charity to purify and sanctify them with it" [At-Tawbah: 103]. So, in Islam Zakat entails: A specified share of money paid to a certain specific segment [of society].

Paying Zakat involves seven conditions, namely,

- Being a Muslim.
- Freedom: Zakat is not obligatory for slaves, because a slave has no money, and it is noteworthy that slavery was long ago abolished by Islam.
- Complete possession: this means that the donated money must be in the owner's possession.

- Growth: This means the actual or potential growth and increase of money; as livestock increases by breeding, plants bear fruits, trading grows, and money is liable to growth. The evidence for this is the Prophet's saying: "A Muslim should not pay Zakat on his horse and servant," narrated by Al-Bukhari. Imam Al-Nawawi commented: "This hadith is evidence that money intended for immediate use is not liable to Zakat.
- Zakat concerns any surplus of money after meeting basic needs: food, clothing, and housing for oneself and one's wife, children, and dependents.
- The lapse of one year: One Hijri year is allowed to elapse before the money needs to be spent on Zakat. The evidence for this is the Prophet's saying: "No Zakat on wealth until one year has elapsed" [Narrated by Abu Dawood, Tirmidhi and Ibn Majah with a good attribution]. The exceptions are crops and fruits because an ayah reads: "And pay its right on the day of harvest." [Al-An'am: 141], together with the issue of live stock and the revenues of trade, because the term for those is capital assets.
- Grazing: Grazing livestock without feeding attracts Zakat, but in the case of feeding for most of the year, zakat is not obligatory, due to the hadith: "For camels which graze freely; for every forty there must be offered a one-year-old camel" [Sahih Ibn Khuzaymah], and in the letter of Abu Bakr, may Allah be pleased with him, saying: "In the sheep grazing freely....." [Al-Bukhari]. Zakat is conditional on free grazing.

Zakat must be distributed in the channels prescribed by Shari'a, as set by Allah in the Qur'an: "Zakat is for the poor and the needy, and those employed to administer it; for those whose hearts were (recently) reconciled (to Islam); for those in bondage

and debtors; in the cause of Allah, and for the wayfarer: ordained by Allah, and Allah is Knower and Wise" [At-Tawbah: 60]. The categories specified in this glorious ayah are the people to whom Zakat must be paid. It may not be paid to others, according to a consensus of scholars.

Therefore Zakat may not be spent in any other channels designated by Allah for charitable projects, such as building mosques and schools, because the ayah is clear on this point. The meaning is that Zakat is exclusively for the eight named categories of people.

2.7.3 Zakat Fund Establishment Law

The Zakat Fund was established under Federal Law No. 4 of 2003 issued on 15 February 2003. It was granted legal personality and financial and administrative independence, with an independent budget appended thereto. The text of Law No. 4 of 2003 provides that the Fund's objectives are as follows:

- To accept and invest Zakat moneys and to disburse them as prescribed under Shar'ia and in accordance with its priorities.
- To provide awareness of Zakat and its role.
- To spread the spirit of solidarity and mercy in the community.

Abu Dhabi City was nominated as the headquarters of the Fund. In addition, this law specified the resources of the Fund, which included the following:

- The money donated as Zakat directly to the Fund or transferred thereto from the other charity organizations.
- The donations, grants and aids given by others.
- The credits allocated to the Zakat Fund in the General Budget of the UAE.

- The moneys generated by the Fund resulting from the exercise of investment activities.

Pursuant to Law No. 4 of 2003, the Board of Directors, chaired by the Minister of Justice was requested to meet once every three months at least. The areas of authority of the Fund's Board of Directors are stated as follows:

- Determining the general policy of the Fund, approving the disbursement of Zakat money in the prescribed manner pursuant to Shar'ia and opening bank accounts.
- Taking the necessary 'Daa'wa' measures to remind Muslims of the significance of Zakat; encouraging them to pay it.
- Coordinating the Fund with the other charity organizations receiving Zakat money in order to disburse it as duly prescribed.
- Appointing auditors, fixing their remuneration and approving their reports.
- Approving the draft annual budget and final accounts of the Fund, before presenting them to the Cabinet for ratification.
- Approving the draft budget and final accounts of the Fund's money.
- Preparing the organizational structure, the personnel affairs chart, and the financial sheet of the Fund. A resolution shall be issued by the Cabinet in this regard.
- Proposing draft laws regarding the activity of the Fund.
- Forming committees emerging from the Secretariat General.

Law No. 4 of 2003 assigned a set of activities, including:

- Proposing plans for the management and disbursement of the Fund money.

- Proposing regulations and by-laws related to the Fund money.
- Drawing the organizational structure of the Fund and the bodies thereof.
- Proposing regulations and by-laws related to the Fund money.
- Preparing the draft annual budget and the final account of the Fund.
- Submitting the auditors' reports to the Board of Directors.
- Submitting periodic reports to the Board of Directors regarding the progress of the Fund.

Law No. 4 of 2003 stated the subordination of two committees, namely:

- The Shar'ia Committee: with jurisdiction over delivering Shar'ia opinion concerning the provision of Zakat.
- The Disbursement Committee: with jurisdiction over preparing the policies for distributing the Fund money in accordance with Shar'ia principles, or as prescribed by the donors of Zakat.

2.7.4 The Strategic Plan of the Zakat Fund

The Strategic Plan of the Zakat Fund 2011-2013 embodies a vision of leadership and excellence in the service of Zakat. Their mission is to specialize in the service of Zakat through spreading awareness of it, accepting its funds, developing its revenues and spending them legally to contribute to the achievement of social development in the UAE. Accepting this mission, the Zakat Fund set its strategic priorities as a cohesive community with a preserved identity. The Zakat Fund set a number of values as follows:

- Honesty: Establishing and promoting self-censorship in staff to reach their optimal performance.

- Leadership: Launching towards leadership from the standpoint of “Act to be the first forever.”
- Excellence: Achieving development, continuous improvement and quality within an environment that adopts a range of creative ideas and talent.
- Transparency: Making available information and data on the programs, projects and activities of the Fund for all parties.
- Adopting the team spirit: Deepening and strengthening the work culture by adopting the team spirit, and cooperating in the employment of skills and capabilities for the advancement of the institution, under the slogan “Allah helps a united group.”. The team members we recognized as the Fund’s main asset, whose creativity was appreciated.

The Zakat Fund has follows four goals and objectives:

- Contributing to the increasing awareness of the concept of Zakat.
- Increasing Zakat revenues and other financial revenues and developing them.
- Contributing to improving the standard of living of the beneficiaries.
- Ensuring that all administrative services are carried out with high quality, efficiency, transparency and promptness.
- Contributing to an increasing awareness of the concept of Zakat.
- Increasing and developing the Fund’s revenues from Zakat and all other revenues.

In 2014 the Zakat Fund launched a new version of its strategic plan for 2014-2016, with the same slogan as before: Leadership and Excellence in the Service of Zakat

The mission changed to: A federal Zakat Fund dedicated to the service of Zakat, in terms of ensuring awareness of it, accepting its moneys and other resources and disbursing them duly, through the provision of efficient and coherent services, focusing on the stakeholders, so as to contribute to the achievement of social development in the UAE. The Core Values were slightly modified to the following:

- Excellence and Leadership: to provide excellent and efficient services by empowering our employees, and continuous improvement and development.
- Commitment and Professionalism: [ensuring] our employees' care, respect and cheerfulness, in addition to their dedication to the professional provision of our services, by promptly exerting their best efforts to the stakeholders, based on their desires.
- Integrity: our faith in and reliance on the provision of services to the stakeholders with integrity to gain their trust.
- Transparency: we provide information and data about our programs, activities and services clearly and accurately for everyone.
- Working in a family spirit: we are committed to being a cooperative staff, understanding and satisfying the stakeholders' needs.
- Creativity: we welcome, adopt and study the views and ideas received from all stakeholders, and identify our priorities through an environment that supports ideas and creativity.

The Zakat Fund Strategic Objectives also slightly changed, to:

- Contribution to increasing Zakat awareness and introducing the Fund services.
- Development and sustainability of Zakat and of the administrative resources of the Fund.

- Contribution to improving the lifestyle of the eligible segments.
- Ensuring the provision of all administrative services in accordance with the standards of quality, efficiency and transparency.
- Zakat Fund promises the clients the following: Your Zakat will be distributed in accordance with the Shar'ia disbursement channels as stated in the Holy Qur'an. team will conduct desk and field research to ensure that your Zakat has been delivered to those who deserve it. We are committed to delivering your Zakat to the bodies and places you wish, inside and outside the UAE and we will send you a detailed report showing the Zakat distribution mechanisms to the eligible segments.

2.7.5 Zakat Fund Organizational Structure

The organizational structure of Zakat Fund is composed of the following:

- Board of directors
- The secretary-general
- Finance department
- Human resources and service department
- Zakat resources and information department.
- Zakat deserving people affairs department.

The organizational structure includes the Disbursement Committee, which is a committee composed of a group of trusted people from the Fund employees and non-employees, presided over by the Secretary-General. This committee works on implementing what the Zakat payers determine and the approval of the disbursement of lump sums or permanent aids. The Committee meets every week to work on

accelerating the disbursement of aid to the eligible cases. It is also the committee in charge of the conclusive resolutions on the disbursement of aids.

2.7.6 Zakat Fund Services

The Zakat Fund issued a customer charter, entitled "Zakat our commitment to service, and the satisfaction of the goal in our slogan". This charter is in two parts; the first describes how the Fund's staff deal with a customer and promise to provide an outstanding service and ensure accurate information. The second part describes the duties of a trader in terms of dealing respectfully with Zakat Fund staff and the need to complete the paperwork required for the completion of a service from the Zakat Fund. The Zakat Fund gained five quality management certifications in customer service, as follows:

- ISO 10001:2007: the criteria provide guidance for planning, designing, developing, implementing, maintaining and improving customer satisfaction codes of conduct.
- ISO 10002:2004: the criteria provide guidance in the process of complaints handling related to products within an organization, including planning, design, operation, maintenance and improvement.
- ISO 10003:2007: the criteria provide guidance for an organization to plan, design, develop, operate, maintain and improve an effective and efficient dispute-resolution process for complaints that have not been resolved by the organization.
- Emirates Government Service Excellence Program: the Zakat fund gets four stars on 2014.

2.7.7 Customer Service from the Zakat Fund

The Zakat Fund launched a new online service, accessible at <https://www.Zakatfund.gov.ae>, whereby people entitled to Zakat can submit their e-applications and even attach scanned images of the documents required, according to a top official, as well as, making smart applications on iPhone and Android. Moreover, donors have multiple channels to pay Zakat through bank ATM machines. Table (16) displays all the services provided by the Zakat Fund.

Table 16 : Zakat Fund services

	Type	Description
1.	Fund and Zakat Awareness	The Fund provides information and data about Zakat to those using this service, which is offered without charge. In addition, this information is available in the form of booklets, audio files, videos, or periodical text and electronic messages.
2.	Publishing statistics of Zakat channels	The Zakat channels publish statistics and precise information about Fund projects, the number of beneficiaries, and the amounts disbursed.
3.	Fatwa Request	This service and connections with legal scholars and specialists in religious sciences, provides get authentic answers to religious enquiries such as: Should I pay Zakat? What are conditions of Zakat? Can I pay Zakat to my parents? Shall I pay Zakat on a debt I owe? Am I

	Type	Description
		eligible to receive Zakat? and the like. The answers come from direct self-service centers.
4.	Zakat calculation	Legal scholars and specialists in Zakat are often ready to calculate the total amount of an enquirer's Zakat the amount due on all properties: cash, gold and silver, livestock, crops and fruits, stocks, free occupations, exploited items – such as cars and rented buildings – from direct and self-service centers.
5.	Zakat Payment	Through direct and self-services centers, the members of the Zakat payers' services department are often ready to receive everyone's Zakat whatever the preferred method of payment, whether cash, check, credit card, or discount card. Automatic notifications are sent out via text messages to a mobile phone to tell people what they have paid or remind them of the next date that Zakat is due.
6.	Zakat Forwarding	The Zakat Forwarding service assigns Zakat to specific categories or bodies.
7.	Zakat Request	The beloved recipients of Zakat, of all nationalities, categories and emirates are assured that the Fund is committed to receiving and examining all the applications that meet its conditions and are sent with all the required documents according to the fixed annual

	Type	Description
		agenda and dates defined previously (see the Fund's website) for all those to whom they are relevant.
8.	Zakat Disbursement	A distinctive service offered by Zakat Fund to its distinctive consumers who can, by using it, request a mufti or an employee from the Zakat payers' services department or the Zakat deserving people department to attend them at any place and time they wish
9.	Lectures and workshops	The Fund, by offering this service, enables institutions and companies to acquire information about Zakat, the Fund, and its services without charge. Such information is provided in the form of booklets or audio or video files, or by requesting the lectures and awareness workshops about Zakat to be held.

2.7.8 Zakat Fund Projects

Based on the requirements of a strategic plan for 2013-2016, the Zakat Fund launched several projects. This projects aims to support those who cannot find a source of income for their survival, according to the Zakat disbursement (channels) "مصارف الزكاة" which are as follows:

- The Kafel Project (Orphaned Families): This project aims to take care of orphans and integrate them into the community. The project also works to provide a source of livelihood to secure a decent life for the families of those orphans who meets the conditions and criteria of eligibility.

- The Rahma Project (Widows): This project aims to take care of widows, in order to ensure a decent life for such families as meet the conditions and criteria of eligibility.
- The Ajer Wa Aafia Project (Patients): This project is dedicated to assisting needy patients by giving financial support for the treatment and alleviation of their pain. These patients should meet the conditions and criteria of eligibility.
- The Iqraa' Projects (Schoolchildren): By reimbursing school fees, this project aims to support school students who are in difficult living conditions, whether due to their parents' low income, or through their family's losing its sole breadwinner. These students should meet the conditions and criteria of eligibility.
- The 'Wa Qul Rabbi Zidni Ilman' Project (University Students): This project offers aid to university students to let them continue their studies, if they are in difficult living conditions, and then transfer from sponsorship to self-dependence. These students should meet the conditions and criteria of eligibility.
- The Al Amal Project (Disabled): The project aims to support people with a disability by meeting the costs of rehabilitation, special education, and whatever they need to become effective members of the community. These people should meet the conditions and criteria of eligibility.
- The Talahum Project (Divorcees): This project supports divorcees who have children but no longer have a breadwinner, or whose alimony is not sufficient for their daily needs, so long as they meet the conditions and criteria of eligibility.

- The Mawadda Project (A wife from the UAE with a non-UAE Husband): This project is dedicated to the UAE women with have non-UAE husbands whose families have lost some of the privileges available to UAE families. Such wives should meet the conditions and criteria of eligibility.
- The Da'em Project (Families with a Low Income): This project aims to support families whose income is not sufficient to decently cover the livelihood requirements and obligations. Those families should meet the conditions and criteria of eligibility.
- The Ia'ana Project (Job Seekers): This project aims to help job seekers who are the family breadwinner and need a source of income. They should be serious in seeking jobs and meet the conditions and criteria of eligibility.
- The Tawasul Project (Prisoners' Families): This project aims to take care of the families of prisoners while their breadwinners are in a penal institution, to ensure that the family members are not exposed to the risk of falling into crime due to need and destitution. They should meet the conditions and criteria of eligibility.
- The Faza'a Project (Afflicted): This is a project that aims to relieve afflicted families when a medical emergency requires urgent intervention which cannot be delayed. They should meet the conditions and criteria of eligibility.
- The 'Watahsabuhum Aghniaa' Project (Uncomplaining Poor Families): This project aims to identify needy families, whose sense of dignified behavior nevertheless prevents them from asking for necessary help. They should meet the conditions and criteria of eligibility.
- The 'Wa Qul Rabbi Irhamhuma' Project (The Elderly): This project aims to provide financial aid to elderly people in order to alleviate their difficult

conditions and ensure a decent life for them. They should meet the conditions and criteria of eligibility.

- The Tuhra Project (Zakat Al Fitr): This is one of its seasonal projects by which the Fund delivers Zakat Al Fitr to those who deserve it. The project helps donors of Zakat Al Fitr who meet the conditions and criteria of eligibility to pay the proper amount at the right time, according to Shar'ia and Sunna.
- The Kiswa Project (Eid Clothing): This is one of the seasonal projects by which the Fund allocates a sum of money to all eligible families to provide Eid clothing on both Eid Al Fitr and Eid Al Adha each year. It is given to bring joy and happiness to the hearts of needy people who meet the conditions and criteria of eligibility.
- The Eid Bonus for the Families of Orphans: This is a project dedicated to orphans, which pays a sum of money as a bonus for Eid Al Adha each year to be spent on every orphan in order to bring joy and happiness to the orphans who meet the conditions and criteria of eligibility.
- The Eid Bonus for the Families of Prisoners: This is a project dedicated to prisoners' families, disbursing every year a sum of money as bonus for Eid Al Adha to be spent on each child in a prisoner's family to bring them joy and happiness. They should meet the conditions and criteria of eligibility.
- The Al Khalas Project (Debtors): This channel aims to relieve the anguish of debtors, including those eligible residents who as a result of circumstances were victims of debt which they could not repay, subject to the applied conditions and criteria.
- The Ommati Project (New Muslims): This channel aims to support new Muslims financially to help them begin a new and decent life. It is carried out

in cooperation with key partners and those who are interested in the affairs of new Muslims who meet the conditions and criteria of eligibility.

2.7.9 Zakat Fund through Communication Channels

The Zakat Fund team could not agree how to get their message across to the greatest audience. One group thought the best communication channel was a traditional medium, such as a newspaper, while the other believed that the social media would work best. The Zakat Fund has eleven communication channels, as follows:

- Its main office in Abu Dhabi City.
- The Zakat Fund website.
- The Zakat fund accounts on twitter, Instagram, YouTube and Facebook.
- Its call center.
- An automated teller machine.
- Its news letter by email subscription.
- Online opinion and chatting on the Zakat fund website.
- A short message service containing Zakat fund updates.
- Printed and published magazines and booklets sent by post.
- Smart application working on smart phones.
- My Gov. which is the UAE Federal Feedback Gateway.

2.7.10 The Zakat Fund and Social Media Marketing

The overall objective of the Fund's Social Media Marketing (SMM) is to raise awareness of Zakat and increase revenues. The sequence of its actions is as follows:

- The organizational units of the Fund coordinate at the beginning of December each year to identify the needs of the annual plan of the Zakat Fund's social networking on the SMS.
- The organizational units all fill out a form of social media plan based on the social media policy.
- The forms of the social media plan are received, counted and transferred.
- The plan is discussed on the social media sites with the Director of Administration for study purposes.
- The Zakat Resources team and the Media Director approve the social media plan for the posting of Zakat Fund information on the social media sites, and allocate responsibilities to the staff concerned.
- The Zakat Fund plan for broadcasting this information is implemented.
- The Zakat Fund plan for publishing news on SMSs and submitting it to the Zakat Resources Director for review and approval is evaluated.

2.7.10.1 Topics Covered in Reporting the Zakat Fund on SMSs

The Zakat Fund covered nine main topics in their accounts, as follows:

- Zakat Fund projects and initiatives.
- Zakat Fund e-services.
- Zakat Fund expenses.
- Zakat Fund income.
- Zakat Fund news.
- Dates for the receipt of applications
- Interaction with followers.
- Interaction with other entities (governmental and private).

- The provisions of Zakat (Shar'ia Committee).

2.7.10.2 Indicators of the Operational Performance on Social Media

The Zakat Fund has only two indicators by which to measure its SMM performance, namely by number of tweets per month and number of followers per month.

2.7.10.3 The Content of Topics on the Zakat Fund Accounts

The Zakat Fund has a weekly plan for posting content over SMSs, as follows:

- Sunday and Tuesday: Fund services and information about Zakat (#Zakat information)
- Monday and Wednesday: Fund projects and information about Zakat
- Thursday: The provisions of Zakat (Shar'ia Committee), fund expenses and fund e-services.
- Friday: General information, fund news and the provisions of Zakat (Shar'ia Committee)
- Saturday: Zakat fund projects.

2.7.10.4 Social media Marketing during Ramadan

Although it is not necessary, most Muslims prefer to give their Zakat in Ramadan because there are more rewards for doing so.. However, it is obligatory to pay Zakat AL Fitr at this time, because it allows fasting Muslims to give food or money on behalf of needy people. The food or money is equal to one day's meals for one person (Rachel McArthur, 2010).The Information and media campaigns department, run by two female employees, perform the following tasks:

- Writing informational materials and sending them to the media.

- Writing quarterly reports about the published media coverage of the Zakat Fund.
- Managing social media accounts, feeding and updating them throughout the year.
- Writing articles to be published in the press.
- Administering the website and managing its media content.
- Archiving files of media materials.

The holy month of Ramadan (the ninth lunar month in the Hijri Calendar for Muslims) is the season for collecting Zakat from Muslims. A major campaign is launched on social media sites. The Zakat Fund encourages all its Zakat payers to take advantage of all the e-services it provides, which would make the payment of their Zakat easier and trouble-free.

Each media campaign carries a specific motto. In 2015, a campaign entitled "In your hands" was launched using phone calls with updates to the Zakat Fund e-services provided through its website. In addition, the Fund facilitates the services of calculation and payment of Zakat through direct payment to the Fund headquarters in Abu Dhabi by various means to make it easier for Zakat payers. The Zakat Fund also provides 56 services and software programs in order to enable the donors to pay their Zakat and Sadaqa on time and in comfort.

In addition, the Fund holds an awareness course during the holy month of Ramadan during the working hours of the Fund staff in the morning period from 09:00 a.m. to 02:00 p.m. and in the evening period from 09:30 p.m. to 12:00 midnight; in addition the Fund staff distribute publications and accept Zakat, Zakat Al Fitr and other donations in the markets every night until midnight to raise awareness of Zakat.

After the Fund concluded a series of memorandums of understanding with the banks operating in the UAE, a Zakat Fund media campaign sought also to inform clients of the existence of at least two thousand ATMs belonging to the Islamic banks in the UAE, which would enable donors of Zakat to pay through their bank account. These were able to be used to indicate the effectiveness of this method.

Furthermore, fifteen ATMs belonging to the Fund are spread around the UAE to help the payers calculate their Zakat and pay it at any time they wish. Among the other services promoted by the Fund on SMS is the payment of Zakat on the Fund website using the 'Zakat Mobile' service on *162 #.

In addition, the Zakat Fund launched both the services of Fatwas and automatic Zakat calculation on an Interactive Voice Response (IVR) system in order to enable Fund clients to take advantage of all the services, since both services allow the clients quickly and automatically to calculate their Zakat and how they should pay, whether the Zakat is in cash, gold, silver, plants, fruits or livestock. They can call a toll-free number (8008333) and follow its instructions.

The Fatwas service also enables Fund clients to access to the Mufti of the Fund and enquire at any time in official working hours about any aspect of jurisprudence to do with Zakat. Outside official working hours, they may get answers to their jurisprudence enquiries using more than 10 Fatwa-centered channels and thus save time and effort on behalf of those who want to check some aspect of their Zakat payments. These Fatwa channels include the Fund website, mobile phone, smart applications, SMSs to 8008, platforms of the service provision, the customer service center, telephone, e-mail, mail and fax.

At the end of the media campaign, the Zakat Fund announced that outgoings from January to September 2015 amounted to 132 million dirham, a 27% increase compared to the same period of 2014. These amounts of money were disbursed by the Disbursement Committee which held 96 meetings during the same period. In these meetings, the Committee approved the granting of 132 million dirhams to Zakat beneficiaries who met the conditions.

The Zakat Fund uses information technology applications in the management of the Zakat money's disbursement process, which is called the e-financial application for managing Zakat beneficiaries' affairs. It is one of the most specialized electronic programs in the region and facilitates the disbursement of Zakat money ensuring no double standards in the disbursement to beneficiaries and also to a great extent facilitating the process of disbursement, starting from the stage of receiving the application and ending with the Disbursement Committee and the approval of aid.

The SMSs indicate that the Zakat Fund always seeks to add new members to the category of beneficiaries through the Fund's projects, ranging from those using the Zakat disbursement channels for payments to the poor, to debtors, people with low income, new Muslims, orphans and their families, patients, students with learning difficulties, university students, job seekers, people with disabilities, and other afflicted people, in addition to the cases requiring urgent aid which are all studied to ascertain the extent of their eligibility for Zakat payments. This is because Zakat money is entrusted by the donors to the Fund and should be disbursed carefully through a special committee that carries out audits and studies the financial situation of each applicant in detail. Each applicant's home should also be visited by the desk and field research team.

2.7.11 A Look inside the Zakat Fund Accounts on SMSs

2.7.11.1 Zakat Fund On Twitter

The twitter account was created in 2011. Up to 27 October 2015 it recorded 3147 tweets and had 12..000 followers. Below in table (17) are shown a varied sample of Zakat Fund tweets.

Table 17: Zakat Fund account on Twitter

	Tweet	Description
1	Zakat Fund resumes receiving Zakat applications through its website. For more details click here	News with link
2	Zakat Fund provides more than 21 services to the clients to pay their Zakat throughout the year via smart, electronic and traditional means	News with link
3	Take the initiative to pay your Sadaqa. You do not know, perhaps it relieves a sin, covers a disgrace or pre-empts a disaster. Write the letter (Sad), and send to 8010. The sum of AED 10 will be deducted from your balance with Etisalat.	Information about a service
4.	More than 2000 ATMs belonging to Islamic banks in the UAE make it easier to pay your Zakat smoothly http://bit.ly/MN3luB #our services # awareness.	Information about service with special Hashtag
5.	A touch from you makes the difference and gives hope. Learn more about the smart application of Zakat Fund	Information about service with special

	Tweet	Description
	<p>http://www.youtube.com/watch?v=v0KFWnYP3RY #... #our services # awareness #religious duty #Zakat</p>	<p>Hashtag and video on the Fund's YouTube website</p>
6.	<p>A secret Sadaqa blows out the wrath of God. To donate AED 10, write the letter (Sad), and send to 8010. The sum of AED 10 will be deducted from your balance – only Etisalat subscribers. #our services</p>	<p>Information about service with special Hashtag</p>
7.	<p>'Khalas ' Project comes under the debtors' disbursement channel, and is designed to relieve the anguish of nationals and residents whose circumstances have victimized them with debts which they cannot repay</p>	<p>Information about service</p>
8	<p>Zakat Fund provides you with the service of answering Shar'ia-related enquiries regarding Zakat through SMSs. Send your question to 8008 and you will receive the answer within 24 hours.</p>	<p>Information about service</p>
9.	<p>#Do you know that "Ajer Wa Aafia" is one of the Fund's most prominent projects, which comes under the poor and needy disbursement channel in order to help patients and the needy?</p>	<p>Information about service</p>
10.	<p>Oh God! Compensate for the givers. Dear brother, take the initiative to pay Zakat or Sadaqa. Send SMSs to 8010, 8050, 8100, or 8200</p>	<p>Information about service</p>

	Tweet	Description
11.	Dear Customer, See 'Zakat Phone' service via this link http://www.youtube.com/watch?v=C11YFF9YK1k #Zakat Fund	Information about service with YouTube video
12.	" Zakat of my shares" is the first application in the world that enables you to calculate your shares through the Fund website #Our services http://zf.ae/ZFP/web/calculation/shares/sharesZakat.aspx	Information about service
13.	Dear Zakat Payer, for any enquiry regarding the provisions of #Zakat amount, time of payment and requirements, ask #Zakat Fund. Send e-mail to: fatwaa@Zakatfund.ae	Information about service
14.	AED 178 million Zakat Fund budget for 2015, a 15% increase compared to the last year. For details https://www.Zakatfund.gov.ae/zfp/web/news/newsdetails.aspx?nld=1795 # awareness #Zakat	News with link
15	'Yasa'alonak Online' an electronic service dedicated to the Zakat Fatwas allowing website members to get their Zakat enquiries answered. http://zf.ae/ZFP/web/fatawa/allfatawa.aspx	Information about service with link.
16	Take the initiative to pay your Sadaqa. You do not know, perhaps it relieves a sin, covers a disgrace or pre-empts a	Information about service.

	Tweet	Description
	disaster. Write the letter (Sad), and send to 8010. The sum of AED 10 will be deducted from your balance for Etisalat subscribers	
17.	Is it obligatory for me to pay Zakat? What are its conditions? Is it permissible to pay Zakat to my parents? Questions will be answered by our Zakat-specialist Muftis via the service #Ask for Fatwa	Information about service.
18.	Zakat is one of the highest levels of social solidarity that brings members of the community closer to each other, which is a feature of a faithful society #Zakat information	General information about Zakat.
19.	'Ommati' Project comes under the disbursement channel of new Muslims. It is launched by the Zakat Fund to improve the standard of living for all new Muslims #My Zakat #Our projects #awareness #Zakat	General information about Zakat.
20.	#Do you know that "Ajer Wa Aafia" is one of the Fund's most prominent projects, which comes under the poor and needy disbursement channel in order to help patients and needy people?	General information about Zakat.
21.	Oh God, Sheikh Khalifa bin Zayed Al Nahyan, is the best father, best leader and best ruler. Oh God protect him with eyes that never sleep. You are able to do all things	National affairs
22.	Dear Customer, to submit a Zakat application , please take the initiative to set an appointment through the website of the Zakat Fund http://www.zf.gov.ae	Information about service with link.

	Tweet	Description
23.	What distinguishes the #Zakat Fund is its technical and smart development. putting it in the lead. It has more than 60 technical smart programs.	Information about service.
24.	More than 2000 ATMs belonging to Islamic banks in the UAE make it easier to pay your Zakat smoothly http://bit.ly/MN3luB #our services # awareness.	Information about service with link.
25	#Oh God, Pray to our prophet Mohammed as much as the prayers of those who remembered to pray and as much as those who forgot to pray	General information about Zakat.
26	The 'Faza'a' Project comes under the poor and needy disbursement channel. It aims to help emergency cases, for example, the burning or destruction of houses ... etc. #Our disbursement channels	General information about Zakat.
27	The #'Tawasul' Project aims to take care of the families of prisoners so they can meet the requirements of daily life and to ensure that the children do not go astray due to deprivation and need. #awareness	News.
28	'Ia'ana' Project comes under the poor and needy disbursement channel. It aims to provide financial help to job seekers asking for help so they avoid need/ #our projects #Zakat #awareness	General information about Zakat.
29.	#Government summit: Service and human happiness are at the top of our objectives in the UAE #Khalifa bin Zayed #UAE	Retweet from a follower's account

	Tweet	Description
		working at the Zakat Fund
30	Zakat provides a payer with a shadow on the Judgment Day as per the prophetic tradition: (a person who gave a Sadaqa and concealed it so that his left hand does not know what his right hand has given) #Zakat information	Information about service.
31.	The Zakat Fund wins the UAE Human Resources Award in the federal government – the empowering authority category	News.
32	AED16 million is the amount of Zakat Fund disbursements for job seekers within the #Ia'ana Project (for details, visit https://www.Zakatfund.gov.ae/ZFP//web/news/newsdetails.aspx?nId=1803 ... # UAE Zakat Fund	Information about service with link.
33.	#Do you know 'Wa Qul Rabbi Irhamhuma' Project comes under the poor and needy disbursement channel? It aims to provide financial help to the elderly in order to relieve them in difficult circumstances.	Information about service.
34	#Do you know that a facility for listening to the content of the website is provided by the Zakat Fund for people suffering from visual impairment? # our services # awareness	Information about service.

	Tweet	Description
35.	Zakat is a reason for God's forgiveness and mercy, for the Ayah, "but My mercy encompasses all things. I will specify it for those who act righteously and pay Zakat, and those who believe in our Ayahs. " #Zakat information	General information about Zakat.
36.	16 th Tobacco or Health Conference, tobacco and non-contagious diseases Abu Dhabi, United Arab Emirates 17-21 March 2015 http://WCTOH.org	Announcement of a health conference to be held in Abu Dhabi
37.	The Zakat Fund attends the events of a # summit for Arab social media users, to exchange experiences, and find the best ways to deliver the Fund's vision	Zakat Fund participation in a conference about the social media.
38.	#Lung #cancer is the most common cancer in the world: 1.8 million new cases were diagnosed in 2012. # tobacco # non-contagious diseases	Social affairs.
39.	Tobacco consumption is the most risky factor contributing to the occurrence of non-contagious diseases. Learn more in the Tobacco or Health Conference, http://wctoh.org	Social affairs.

	Tweet	Description
40.	Ayah from the Qur'an	General information about Zakat.
41.	Abu Dhabi hosts representatives of Zakat authorities of the GCC countries tomorrow # UAE Zakat Fund	Internal Activity of Zakat Fund
42.	Training course of representatives of Zakat authorities of the GCC countries	Internal Activity of the Zakat Fund with attached photo
43.	The #'Tawasul' Project aims to take care of the families of prisoners to meet the requirements of daily life and to ensure that the children do not become delinquent due to deprivation and need. #awareness	Information about service.
44.	Dear followers, today at 12:00 p.m., we will announce the names of the winning participants in the contest "Download and Win iPhone 6", thanking you for your participation and interaction	Announcement of a contest organized by the Zakat Fund for followers
45.	Zakat is one of the highest levels of social solidarity that brings members of the community closer to each other.	General information about Zakat.

	Tweet	Description
	which is a feature of the faithful society #Zakat information # awareness	
46.	Girl students interact with the Zakat Fund in the # Abu Dhabi Book Fair	A tweet containing a photo of the students participating in the activities of the Zakat Fund at a book fair
47.	Visit us with your children in the # Abu Dhabi Book Fair, Hall No. 12 - C53 to see our services. Do not forget to take souvenirs for your children.	Internal Activity of Zakat Fund.
48.	The #Zakat Fund attends the 1 st forum for businesswomen, female entrepreneurs and innovators in the Emirate of Abu Dhabi	Social affairs.

2.7.11.2 Zakat Fund Account on Instagram

The account was created in 2011. By 27 October 2015 it had included 152 photos and had attracted 335 followers. The following is a varied sample of Zakat Fund photos.

Table 18: Zakat Fund account on Instagram

	Photo	Text attached to the photo
1.	Zakat Fund building in the Emirate of Abu Dhabi	Federal authority aiming to increase awareness about Zakat
2.	Infographic photo	An invitation to learn about the e-services of Zakat Fund on the website.
3.	Group photo with the strategists partners	Forum of honoring the strategists partners
4.	Infographic photo	An invitation to follow the Zakat Fund on the social media sites.
5.	Fund honored by a community initiative	Secretary General of the Fund receives an Honorary Award
6.	Participation in the brainstorming workshop	The Prime Minister with a group of leaders in the federal government including the Zakat Fund Secretary-General
7.	The press conference to announce the marketing plan	Zakat Fund Secretary-General launches the second media campaign for 2015
8.	Photo of an advertising poster	Call to donate to a charity campaign to help 300 university students.
9.	Infographic photo	Illustration of the Fund services
10	Honoring distinguished employees	The Zakat Fund Secretary-General honors distinguished employees.

	Photo	Text attached to the photo
11	Advertising poster	Announcement of a lecture on the provisions of Zakat.
12	Honoring a strategic partner	The Zakat Fund honors the newspaper Al Emarat Al Youm (Emirates Today)
13	Honoring suppliers	The Zakat Fund honors one of the suppliers
14	The celebration of National Day	The Zakat Fund celebrates the 43rd National Day with Retired Military Personnel Association

2.7.11.3 Zakat Fund Account on Facebook

The Zakat Fund account on Facebook replicates the twitter and Instagram posts; hence the content is the exact aggregation of these two accounts.

2.7.11.4 Social Media Policy in the Zakat Fund

The management of the official accounts of the Zakat Fund on SMSs is directed through written policy:

- List of social networks: A list of the social networks on which Zakat Fund will create accounts is prepared in terms of priority and importance, based on the strategy and matrix of external contacts.
- Creating an account: By creating an account, a user can access a varied group of methods of communication and cooperation, such as sending comments, chatting, blogging, and communicating with other users. These tools are defined according to the action plan for managing accounts.

- **Account Management:** This is a formal task assigned to one of the employees of the Zakat Fund who should be well-acquainted with the requirements of accounts on social websites. This employee is asked to formally communicate with people through social networking websites on behalf of the governmental authority. This employee should abide by the codes of conduct that preserve the status of the Fund in line with the executive regulation of the federal human resources law, consumer service charter, governmental service quality manual, Fund defined quality standards, and corporate values.
- **Deleting and Suspending Accounts:** Should any unfeasibility be shown to exist on any social network used by the fund, the account is deactivated according to an official letter from the Fund's secretary-general which is based on the study and recommendations of a designated employee.

2.7.11.4.1 Content Management

- **Content:** Posts are carefully prepared in advance every week in a way that serves the strategic goals and directives of the Fund.
- **Participation Periodical:** A regular number of posts is kept throughout the day. These defined posts should be distributed so as to ensure that the fund is available on these networks at all times.
- **Interaction:** Subscribers' posts are replied to from 7 am to 9 pm.
- **Replying Mechanism:** The assigned employee replies to all posts, including enquiries, complaints, suggestions, and service request). The assigned employee replies as follows:

- Our dear (consumer's name), We thank you for communicating with us, and will reply to your enquiry/complaint/suggestion/service request soon.
- The enquiry/complaint/suggestion/service application has been transferred to department concerned.
- To get more information and details about your enquiry/ complaint/ suggestion/ service request, please contact us via the toll free number.
- In replying: send the number of the enquiry/ complaint/ suggestion/ service request to the consumer.
- On replying: informing the consumer that the required procedure has been carried out, and thank him/her for enquiring, asking to be contacted us via the toll free number.
- Deleting posts and interactions: The assigned employee is permitted to delete posts; he should register its title, with the date and cause of its deletion.

2.7.11.4.2 Security and Privacy

- User name and password: It is prohibited to use a user name, email, or password used in the Fund's accounts that comes from the personal accounts of employees.
- Games and applications: It is prohibited to use the authority's account for playing the games available on social networks; the fewest possible applications should be used.
- Awareness: Employees must be aware of the risks of protection, particularly risks related to social engineering and ways of alleviating risk.

- Privacy: The Fund must define clearly the type of information available for employees to disclose on social networks.
- Disclaimer: The statement of disclaimer is exhibited at an obvious space on the governmental page available on social networks, for protecting the copyright of printing and publishing the content prepared by the Fund.

2.7.11.4.3 Responsibilities

The employee assigned to manage accounts should be charged with preparing a people conduct blog that shows proper conduct on the part of users by coordinating with the department concerned. To be easily reviewed, it should be shown an obvious spot at the website.

Risks are managed by coordinating with the corporate excellence and development department. The department concerned shall periodically assess the risks related to Fund participation in social networks, based on a risk management methodology which includes the following.

- Defamation of individuals' reputation or governmental authorities;
- The assigned employee's non-compliance with the plan prepared for him/her or delays in its implementation, or not abiding by occupational codes of conduct and approved quality standards;
- The probability of disclosing governmental, personal, or critical information;
- The risks of protection, such as phishing operations and social engineering, and the probability of malicious programs and viruses, in addition to other tools for penetrating protection.

In order to log into SMSs, the Zakat fund should put down a list of employees licensed to log into social networks and a list of permitted websites.

2.7.11.5 A Consultation on the Media Coverage of Zakat Fund

The Zakat Fund assigned a consulting firm to study the media coverage of Zakat Fund in 2014. The experts in the field of public relations and marketing studied, evaluated and measured the impact of press releases. The study completed a set of recommendations for augmenting the value of these activities and their impact on the targeted audience, as well as measuring the return on media investment and speculating what the situation in 2015 would be. The study concluded that:

- The Zakat Fund published 83 news items in 2014, at the rate of one piece of news every 4.3 days.
- The topics of the media news items were as follows: News related to partners (3), media statements (9), news about revenues (4), news about Zakat Fund projects (39), promotion news about the e-services (18), news about events, posts and activities (8), news about promotion campaigns (4), news about Zakat payers (3), news about memorandums of understanding (1), and reports and interviews (2).
- The most important recommendations in the study concerned the need to be more interested in foreign newspapers and develop an annual plan for the publication and distribution of news throughout the year according to its importance.

2.7.11.6 Monitoring the Zakat Fund Account on SMSs

There are online tools via keyhole.co and Tweetstats.com for measuring and monitoring the impact of SMSs by simply looking at the progress of media coverage

using visualization. The following charts give a better understanding of the Zakat Fund accounts on the social media:

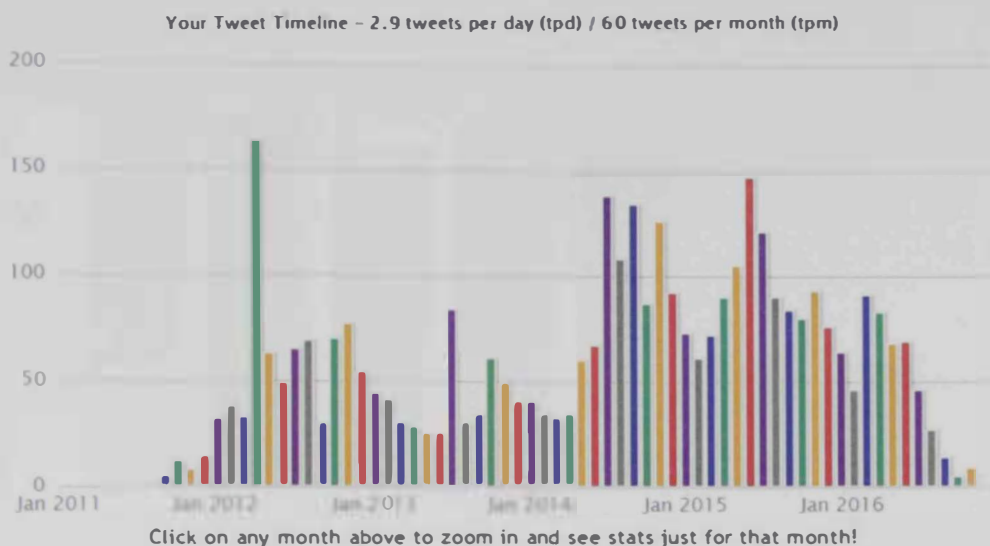


Figure 6: Zakat Fund tweets by month

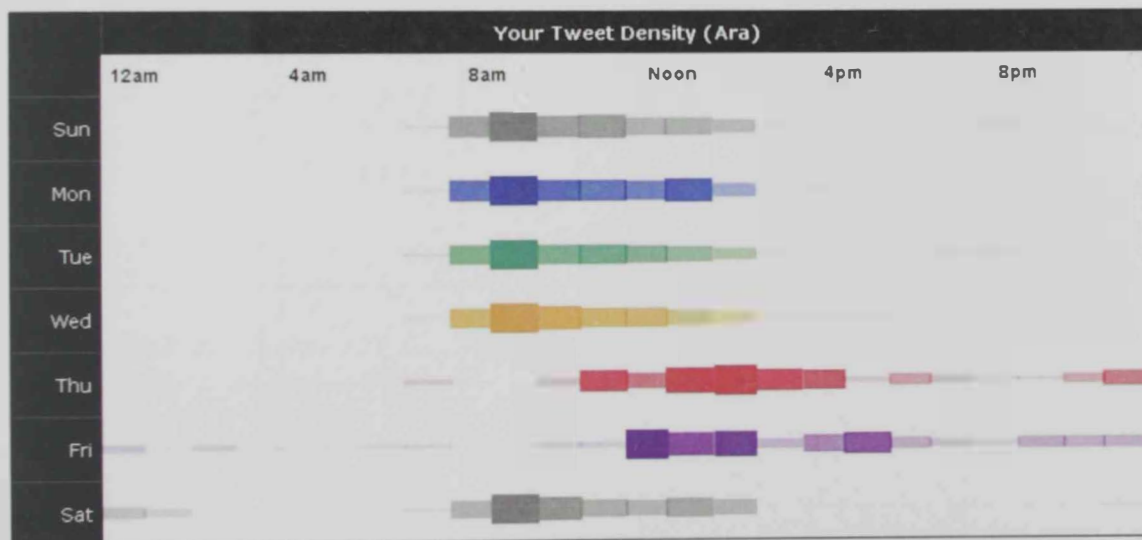


Figure 7: Zakat Fund tweets by hours

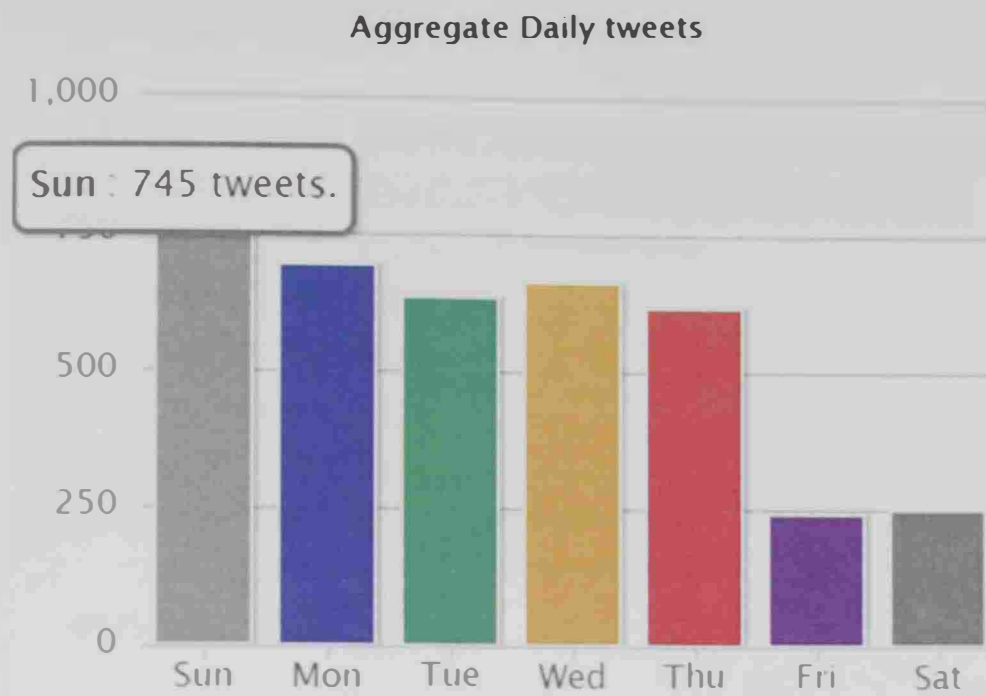


Figure 8: Zakat Fund tweets by days

Who You ReTweet (RT's - 12.01% of total tweets)

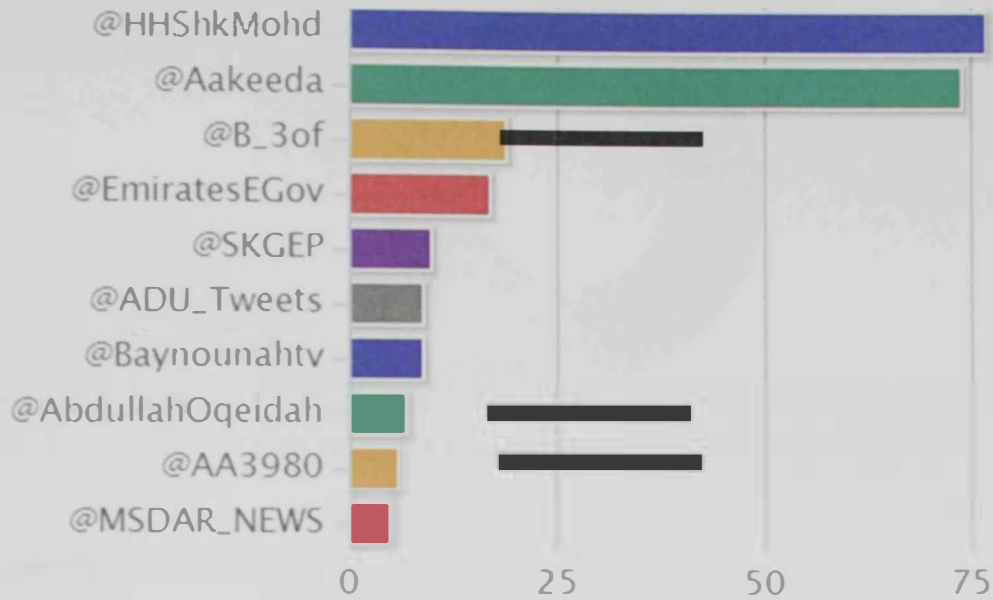


Figure 9: Zakat Fund account retweets

Top Posts



Figure 10: Examples of users' comments on the Zakat Fund account

Share of Posts

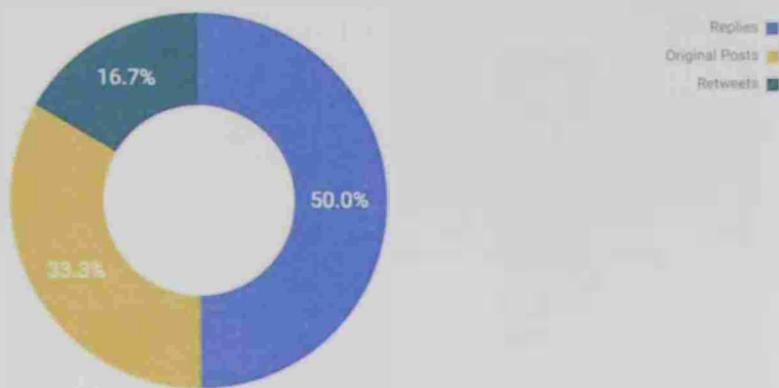


Figure 11: Zakat Fund contents on Twitter types

Tweets Analysis

100 Tweets

NEW We looked inside some of the tweets by @zakatuae and here's what we found interesting.

Interaction Type	Count
Replies	1
Tweets with @mentions	19
Tweets with #hashtags	72
Retweets	16
Tweets with links	17
Tweets with media	68
Most linked domains	twitter.com, bit.ly, www.zakatfund.gov.ae, www.instagram.com, goo.gl
Twitter clients usage	Twitter for iPhone, Twitter Web Client, Sprout Social

Figure 12: Interaction with Zakat Fund on Twitter by type of interaction

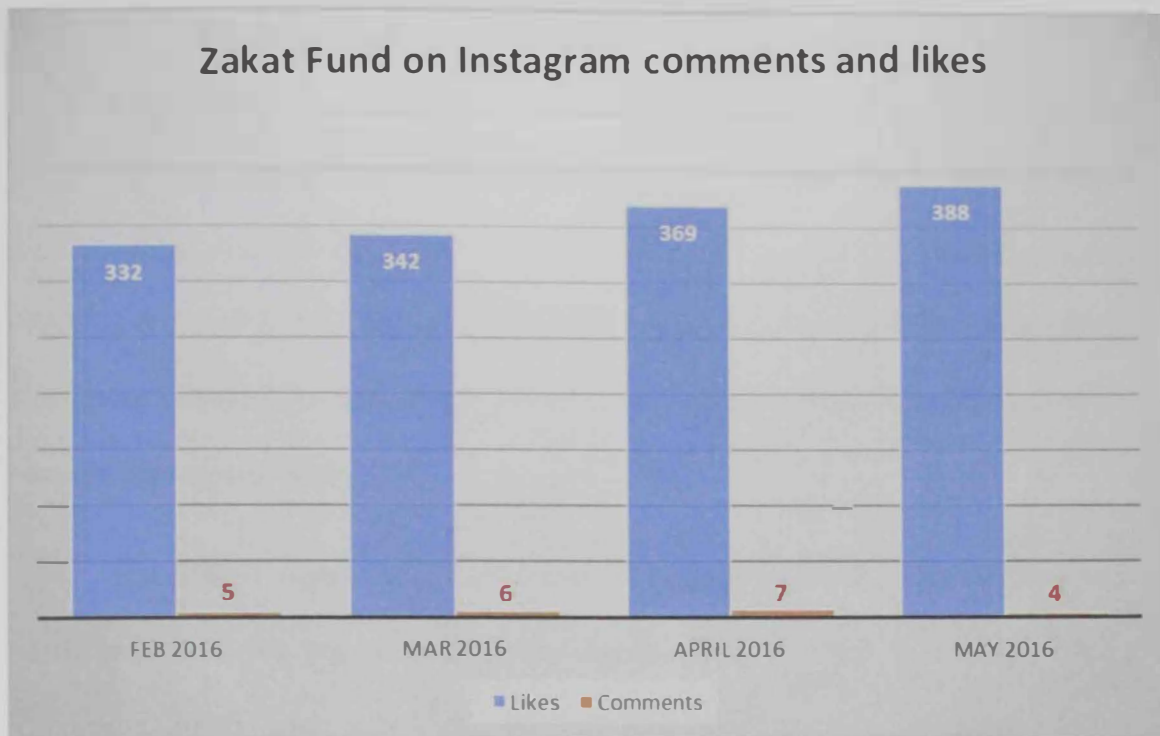


Figure 13: Interactions on Zakat Fund account on Instagram

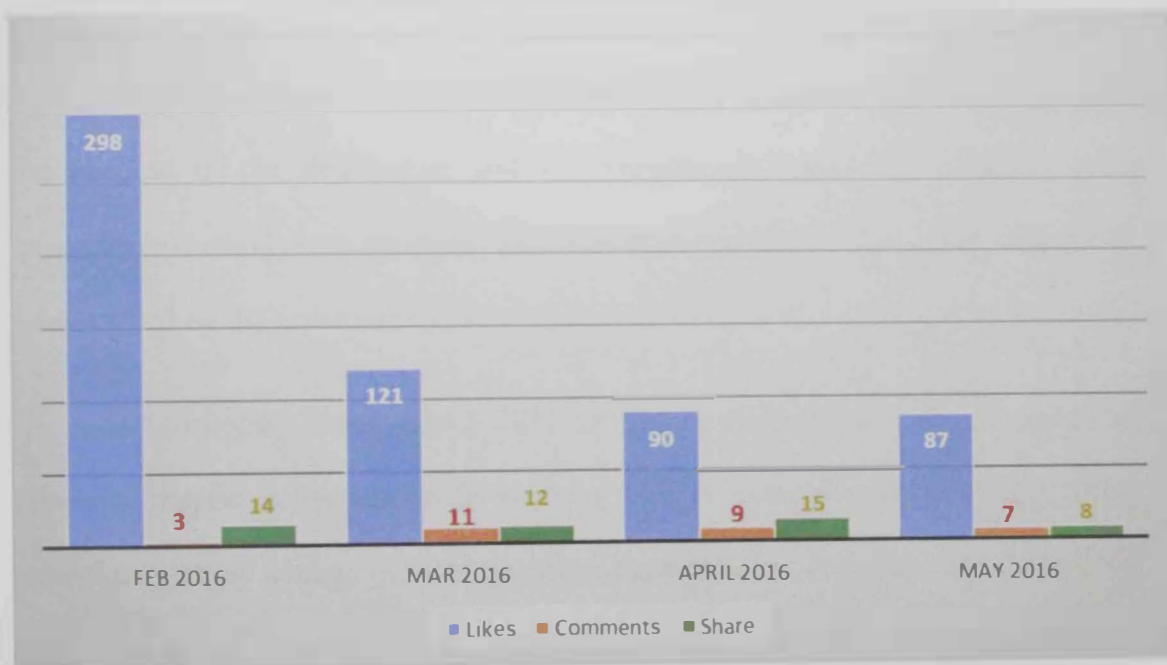


Figure 14: Interactions on Zakat Fund account on Facebook

Chapter 3: Research Questions and Methodology

3.1 Overview

This research is based on Deductive Approach (Deductive Reasoning) because it is concerned with “developing a hypothesis (or hypotheses) based on existing theory (TAM, U&G and the Customer Engagement Cycle) and then designing a research strategy to test the hypothesis, the data collection and the analysis methods used to conduct the research study”.

The deductive approach can be understood by the use of hypotheses which can be derived from the propositions of the theory (Bolger, 1998; Gay et al., 2011; Thompson, 2004). These issues are addressed after taking the three points below into account: the basic research objectives, the relevant research questions; and the appropriate theoretical and contextual frameworks have been delineated.

This dissertation follows a quantitative research design as the most suitable for the purpose of the dissertation and its research questions. The intention with quantitative methods is to generate precise measurements of social action, which can be described by the accumulation of statistical data.

In this respect Sarantakos (2012) highlight the goals of quantitative research as providing precise measurements for social actions by noting the causal relationships related to specific events, measuring events by objective criteria. This study uses a questionnaire to collect its data. The next section describes the design of the questionnaire.

3.2 Proposed Conceptual Model

The conceptual model below is based on the literature reviewed in the previous chapter.

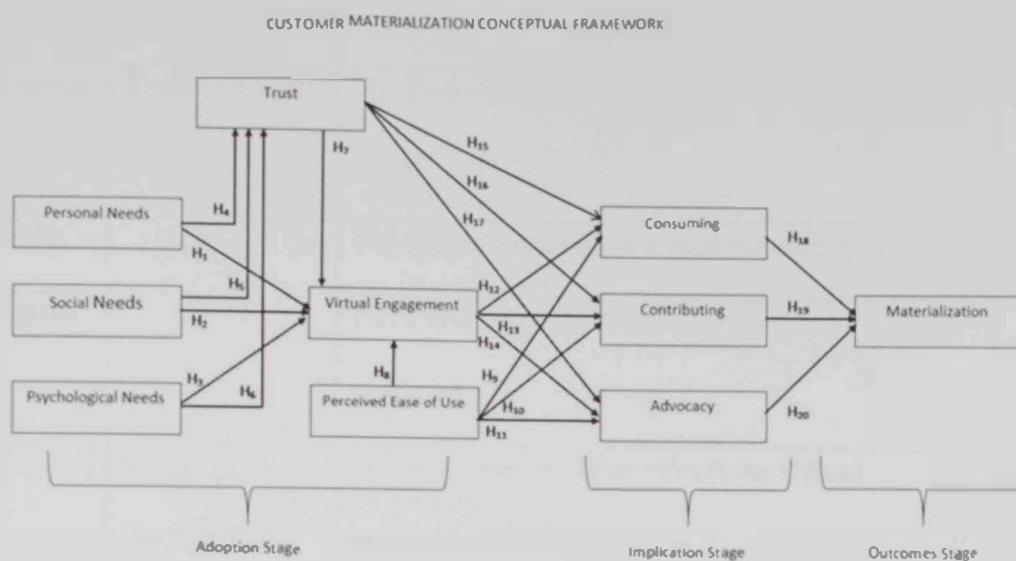


Figure 15-A: Conceptual model

3.3 Hypotheses

The hypotheses H1 to H20 were proposed to examine the relationship on its three aspects: Adoption, Implications and Outcomes Table (19) Illustrates the Assumptions of the Hypotheses for each aspect.

Table 19: The hypotheses by aspect

Independent	Dependent	Hypotheses
Adoption		
Personal needs	Virtual Engagement	H1: Personal needs have a positive effect on virtual engagement
Social needs		H2: Social needs have a positive effect on virtual engagement
Psychological Needs		H3: Psychological needs have a positive effect on virtual engagement

Independent	Dependent	Hypotheses
Personal needs	Trust	H4: Personal needs have a positive effect on Trust.
Social needs		H5: Social needs have a positive effect on Trust.
Psychological Needs		H6: Psychological Needs have a positive effect on Trust.
Trust	Virtual Engagement	H7: Trust has positive effects on virtual engagement.
Perceived Ease of use		H8: Perceived ease of use has a positive effect on virtual engagement.
Implications		
Perceived Ease of use	Consuming	H9: Perceived ease of use has a positive effect on Consuming.
	Contributing	H10: Perceived ease of use has a positive effect on Contributing.
	Advocacy	H11: Perceived ease of use has a positive effect on Advocacy.
Virtual Engagement	Consuming	H12: Virtual Engagement has a positive effect on Consuming.
	Contributing	H13: Virtual Engagement has a positive effect on Contributing.
	Advocacy	H14: Virtual Engagement has a positive effect on Advocacy.
Trust	Consuming	H15: Trust has positive effects on Consuming.

Independent	Dependent	Hypotheses
	Contributing	H ₁₆ : Trust has positive effects on Contributing.
	Advocacy	H ₁₇ : Trust has positive effects on Advocacy.
Outcomes		
Consuming	Customer Materialization	H ₁₈ : Consuming has a positive effect on Customer Materialization.
Contributing		H ₁₉ : Contributing has a positive effect on Customer Materialization.
Advocacy		H ₂₀ : Advocacy has a positive effect on Customer Materialization.

3.4 Designing the Questionnaire

A questionnaire is a planned method of data collection for the purpose of description or prediction, as a guide to action or for the purpose of analyzing the relationships between certain variables (Oppenheim, 1966).

Remenyi et al. (1998) state that a questionnaire involves the collection of data from a large group of people or a population. It is more often used as the sole or primary source of quantitative data in management research. It can be used for description, explanation, and/or hypothesis testing. However, in the social sciences, questionnaire research is conventionally associated with questionnaires and interviewing, though it can incorporate other methods of data collection, such as structured observation, in-depth interviews, and content analysis (Bryman, 1989; March, 1982).

To measure constructs that appear in the research model, validated items from other researchers were adapted; all items were modified to fit the social media sites context. The questionnaire employed a Likert scale, a common rating scale on which respondents can indicate their degree of agreement or disagreement with a series of statements (Sarstedt, Schwaiger, & Taylor, 2011). Typically, the scale offers five, though preferably seven, options (Allen & Seaman, 2007). Thus, all the items in the present questionnaire were measured using a seven-point Likert scale, with anchors ranging from strongly disagree (1) to strongly agree (7). To ensure content validity, the items for all constructs were adapted from the current literature. Items measuring the constructs are shown in Figure (15-A) and (15-B) which is the first draft of the conceptual research model:

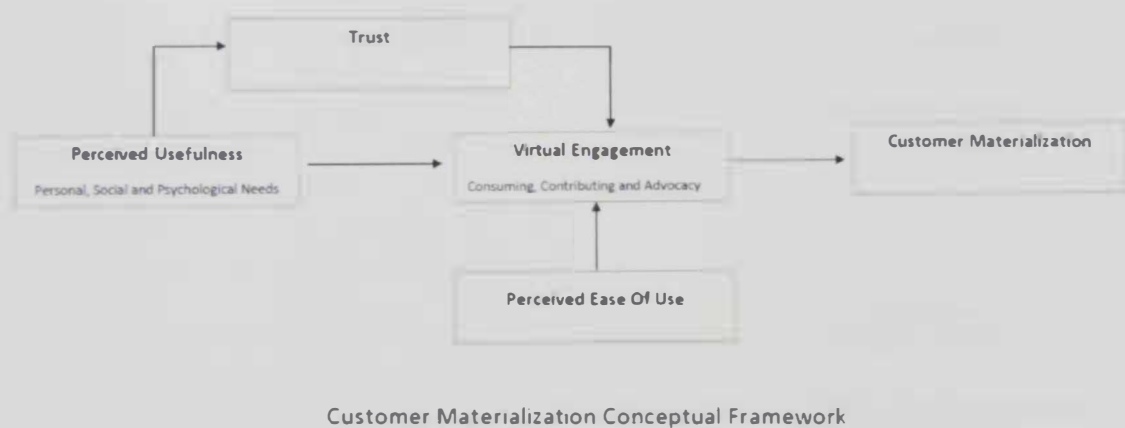


Figure 15-B: Development of the conceptual framework

In Chapter 2, this research looked at previous research papers and identified the gap in knowledge before devising the research questions. Table (20) illustrates the links between the literature review and development of the constructs:

Table 20: Constructs development

	Literature review	Outcomes	Related Constructs
1	The definition of social media sites SMSs, the history of SMSs, the technical features of SMSs, the essential features of SMS, the uses of SMSs.	Understanding the nature of SMSs and how usefulness is perceived.	All constructs.
2	Exploring the role of SMSs in marketing – the SMSs affects customers' attitude and behavior; the uses of SMSs in the public sector.	Introducing U&G theory.	PU and Virtual Engagement.
3	SMSs and customer engagement in context of the public sector, from user engagement to customer engagement; Customer Materialization through the SMSs.	Introducing the concept of the Customer Engagement Cycle.	Virtual engagement and Customer Materialization.
4	Information technology adoption, using information technology in marketing, e-marketing, social media marketing.	Understanding the nature of SMSs in marketing and introducing TAM.	PEOU, Trust, Virtual Engagement and Customer Materialization.

3.4.1 Gratifications

A great many studies have examined SMSs, from the perspective of uses and gratifications theory (U&G), which has its roots in the communications literature. It can be an integral part of developing better scales and measurement instruments for SMM (Whiting & Williams, 2013).

Many motivations were found, but several motivations were widespread; in general, they were self-expression, entertainment, social interaction, and information (Dogruer, Meneviş, & Eyyam, 2011; Giannakos, Chorianopoulos, Giotopoulos, & Vlamos, 2013; Pai & Arnott, 2013; Quan-Haase & Young, 2010; and Tosun, 2012).

In particular, recent gratifications research extends the scope to explore the psychological motivations that lead individuals to accept SMSs. Some scholars applied U&G in specific social media activity contexts: news sharing (C. S. Lee & Ma, 2012), and social network and information sharing through linking behaviors (Baek, Holton, Harp, & Yaschur, 2011). Moreover, U&G theory focuses on what people do with the media, not on what the media do to people (Ruggiero, 2000).

Despite the different contexts, similar motivations such as information seeking, entertainment, and social interaction were commonly found in these studies (J. won Kim, 2014; M. M. Luo & Remus, 2014). Therefore, the proposed hypotheses are:

H₁: Personal needs have a positive effect on virtual engagement.

H₂: Social needs have a positive effect on virtual engagement.

H₃: Psychological needs have a positive effect on virtual engagement.

H₄: Personal needs have a positive effect on Trust.

H₅: Social needs have a positive effect on Trust.

H₆: Psychological needs have a positive effect on Trust.

3.4.2 Technology Acceptance

The Technology Acceptance Model (TAM) is one of the most widely used theoretical frameworks in the study of technology adoption, where the ease of use and usefulness of social media encourage very widespread adoption of the medium and enable the internet users to gain power over information selection, thereby affecting their behavior and attitude by the new powers it has brought with it. Because SMSs are not only an IT application, but also a form of medium, researchers have sought to extend the TAM, using media choice factors to understand an individual's IT/SMS acceptance behaviors (Chang & Yang, 2013).

TAM constitutes a simpler and more parsimonious model because the belief variables are mainly context-independent (PU and PEU). It is necessary to develop a series of leading beliefs specific to the context to explain why individuals engage in consciously intended behaviors (Carlos Martins Rodrigues Pinho & Soares, 2011)

According to Rauniar, Rawski, Yang, & Johnson (2014), TAM theory does not address the part played by other users in influencing an individual's attitude to social media, and consequently her/his usage behavior.

One shortcoming of using U&G theory alone to explain SMS users' behaviors is that this theory has primarily been used to explain users' motives, which is likely to produce incomplete causal models and to generally ignore the effect of third variables, such as mediators. Among the few studies of SMS users that investigate mediators, consider the mediating role of perceived benefits based on motivation theory (i.e., with

usefulness as the extrinsic benefit and enjoyment as the basic benefit) (Lin & Lu, 2011). In this case, the proposed hypotheses are:

H₈: Perceived ease of use has a positive effect on virtual engagement.

H₉: Perceived ease of use has a positive effect on consuming.

H₁₀: Perceived ease of use has a positive effect on contributing.

H₁₁: Perceived ease of use has a positive effect on advocacy.

3.4.3 Trust

There have been calls for research about the role of trust in the online information provided by third parties (Ladhari & Michaud, 2015). Some studies demonstrate that commitment, perceived value, quality, trust, satisfaction and loyalty have positive bivariate relationships with WOM, in the view of L.-C. Hsu, Wang, Chih, & Lin (2015). These writers find that trust in positive comments increases the effect that they have on the four indicators retained. However, the lack of trust mitigates this effect, to the point where in most cases it becomes non-significant (Ladhari & Michaud, 2015).

Another finding is that when internet users have more trust in the comments, the polarity of the comments has greater effects (Ladhari & Michaud, 2015). Therefore, users continue to join social media activities and trust the information and advice resulting from them because of their perceived enjoyment (Gunawan & Huarng, 2015).

This translates into the intention of dealing with a company (Customer Materialization in our case), the positive attitude toward the buying, and the trust in it, but also in the quality of its virtual appearance (Ladhari & Michaud, 2015).

Trust is an important predictor of behavioral intentions in the context of apologies for service failure via the social media, aside from the general antecedent of satisfaction (Manika, Papagiannidis, & Bourlakis, 2016). Therefore, the proposed hypotheses are:

H₇: Trust has positive effects on Virtual Engagement.

H₁₅: Trust has positive effects on Consuming.

H₁₆: Trust has positive effects on Contributing.

H₁₇: Trust has positive effects on Advocacy.

3.4.4 Virtual Engagement

In order to analyze people's SMSs use, two things should be explored: people's engagement with different social media platforms, and three types of user behavior, namely, social media behavior, offline communication behavior, and helping behavior. Each of these elements plays a significant role in people's SMS use (Paek et al., 2013).

Achieving customer engagement requires facilitating customers' transition through several stages in the customer engagement cycle: connection, interaction, satisfaction, retention, commitment, advocacy, and engagement. A mix of digital and non-digital technologies can be employed for the purpose and different mixes are required for each stage of the customer engagement cycle (Sashi, 2012a).

The intensity of consumers' SMSs use is positively related to their engagement in a company's social media activities, especially among customers. Engagement in the social media activities in turn is positively related to corporate reputation, especially among non-customers. (Dijkmans et al., 2015)

Customer engagement is a psychological process which leads consumers from merely following an organization's SMS to becoming a loyal customer of the brand. This research highlights the relationships between the constructs of calculative commitment, affective commitment, involvement, and trust (Bowden, 2009).

According to "Getting closer to the customer" (2014) companies report benefits similar to what others have experienced. They are able to create and develop relationships with customers and consequently become more aware of their requirements and preferences. Generating dialogue on an ongoing basis has also helped raise the profile of their brands. In addition, businesses can more accurately target specific consumer segments by using social media tools to access user demographics, and can incorporate marketing messages into competitions and other social media communications. Thus, the desired outcomes can be achieved in an indirect and non-intrusive way. Therefore, the proposed hypotheses are:

H₁₂: Virtual Engagement has a positive effect on Consuming.

H₁₃: Virtual Engagement has a positive effect on Contributing.

H₁₄: Virtual Engagement has a positive effect on Advocacy.

3.4.5 Virtual Behavior Consuming, Contributing and Advocacy

Studies by Dabirian, Kietzmann, & Diba. (2016), Dadas (2016) Jihyun Kim, Song, & Luo (2016) and Pinho-Costa et al. (2016) have focused on the interplay of attitudes, values, ambitions and behavior towards social media interaction. This section explores the concept of social media. Social media may be defined as an internet based platforms where actors are assumed to be engaged in behavior through the continuous assimilation, accommodation, organization, creation and integration of

personal, inter-personal and environmental information. Hence, the social media represent an ideal context for studying how values impact intentions to be almost continuously engaged in interactive behavior by generating and consuming content.

Moreover, other studies by Brännback & Nikou (2016), Goodman-Deane, Mieczakowski, Johnson, Goldhaber, & Clarkson (2016), Hudson, Huang, Roth, & Madden (2016), Karapanos, Teixeira, & Gouveia (2016) and M. L. Khan (2017a) mention that since the social media are about communities and other actors are involved, multiple layers of acceptance tend to result. Here, interaction with SMSs is seen as an experience similar to that of assuming a dual role as both the producer and consumer of the experience. A critical characteristic of users' experience is that it is one of sharing, generating and consuming content, and participation with others.

In general, evidence was found to show that consumers who engage with their favorite accounts on social media have stronger relationships with these accounts than users who do not interact with these social media accounts.

Thus for practitioners, investments in social media can provide marketing benefits when they succeed in facilitating interactions between customers and accounts: this supports emerging research referred to earlier which shows that brands which foster social media interactions with consumers in a meaningful way see a positive impact from so doing. SMSs are associated with engagement, and may be significantly associated with virtual behavior, except in the case of extended unknown accounts, where there is a positive association. This research helps in our understanding of the impact of SMSs. It indicates that the potential negative or positive effects of the social media may not be due to their effects of virtual engagement.

Virtual behavior can be studied by investigating whether communication methods affect certain relationships. Therefore, the proposed hypotheses are:

H₁₈: Consuming has a positive effect on Customer Materialization.

H₁₉: Contributing has a positive effect on Customer Materialization.

H₂₀: Advocacy has a positive effect on Customer Materialization.

3.4.6 Customer Materialization

Customer experience and perceived value not only directly influence satisfaction and the intention to continue to use blogs, but also indirectly affect customers'/citizens' sustainable social relationship with blogs through the mediation of satisfaction and intention to continue. The findings by S.-C. Chen & Lin (2015) indicate that SMSs have an effect on purchase intentions in emotional and social dimensions. Findings by H.-W. Kim, Gupta, & Koh (2011), also, indicate that future intention to participate is determined by experiences of customer learning value, social integrative value, and hedonic value, which are influenced by perceived task-relevant and affect-relevant cues (H. Zhang, Lu, Wang, & Wu, 2015).

3.4.7 Demographic Items

With the above in mind, an instrument was developed to measure the perceptions of gratification, adoption, customer engagement and materialization on SMSs. This part looks also at previous research papers and identifies the gap in knowledge before formulating the research questions. Table (21) illustrates the links between the review of constructs and the questionnaire items:

Table 21: Demographic items

(S.-C. Chen & Lin, 2015; L.-Y. Huang et al., 2014; I.-L. Wu, 2013)	Constructs	Items
	Gender	male
		female
	Age	Under 25 years
		26 -35 years
		Over 36 years
	Education	High school or below
		Bachelor's degree
		Graduate degree
	Experience of using SMSs	Less than 3 months
		3-6 months
		6-12 months
		Over 1 year
	Duration of each use of SMSs	Less than 1 hour
		1-3 hours
Over 3 hours		
Duration of use of SMSs per week	Less than 6 hours	
	6-10 hours	
	Over 10 hours	

Demographic statistics or user characteristics refer to demographic variables, users' personality, and cultural differences. Researchers analyze how these characteristics among social media users can influence the strength and direction of the relationship between these antecedents and the resulting behavior. Some studies, such as Jansen, Zhang, Sobel, & Chowdury (2009), Malthouse et al. (2013), H. Zhang

et al. (2014) H. Zhang, Lu, et al. (2015) and J. Q. Zhang, Craciun, & Shin (2010) use demographic variables, including age, gender, income, and education, as control variables in analyzing the effects on behavior.

Moreover, Hsiao, Chuan-Chuan Lin, Wang, Lu, & Yu (2010) studied users' intention to pay as moderated by user personality. Specifically, their study examines whether a given user is extroverted or introverted. Another study by Lewis & George (2008) examined the impact of cross-cultural deceptive behavior moderated by cultural differences, such as individualism, power distance, uncertainty avoidance, and masculinity.

A study by Workman (2014) asserts that in certain contexts gender and age may not play significant roles in technology use, as the literature claims. However, Thelwall (2008) shows that age and gender determine differences in the use of technology, including suggestions that females tend to use technology for "social affiliation" in greater proportion than males, and that "younger" people tend to use "new" technologies in greater proportion than "older" people do.

3.4.8 Operationalization of Research Constructs

Operationalization is the process of strictly defining variables to produce measurable factors. The process defines uncertain concepts and allows them to be measured empirically and quantitatively (Sarantakos, 2012) .

Table 22: Operationalization of research questions

#	Supporting	Contracts	Items	Questionnaire Statement
1	(Baek et al., 2011; Krause et al., 2014; K.-Y. Lin & Lu, 2011; Carlota Lorenzo-Romero et al., 2014; Zolkepli & Kamarulzaman, 2015)	Personal Needs: Measuring the motivation to use social media sites from the perspectives of enjoyment and entertainment.	<ul style="list-style-type: none"> – It attracts my attention. – It gives me a sense of satisfaction. – It is meaningful – It helps me relax. – It's entertaining. 	<ol style="list-style-type: none"> 1. The Zakat Fund account on social media attracts my attention. 2. The Zakat Fund account on social media has an exciting content. 3. The Zakat Fund account on social media has attractive posts. 4. I enjoy following the Zakat Fund account on social media. 5. The Zakat Fund account on social media is entertaining. 6. Generally, the Zakat Fund account on social media satisfies my personal needs.

#	Supporting	Contracts	Items	Questionnaire Statement
2	(Baek et al., 2011, 2011; Haddock & Zanna, 1999; Krause et al., 2014; E.-J. Lee & Kim, 2014; Perugini & Bagozzi, 2001; Zolkepli & Kamarulzaman, 2015)	Social Needs: Measuring the motivation to use social media sites from three perspectives: social interaction and networking, communication and information sharing.	<ul style="list-style-type: none"> – I express myself freely. – A place to socialize. – I fit in with people who share the same interests. – Enables me to expand my social network. – To share information about my special interests. – To share information that might be useful to others. – Enables me to meet others like me. 	<ol style="list-style-type: none"> 1. Through the Zakat Fund account on social media, I can express myself freely. 2. I consider the Zakat Fund account on social media as a place for socialization. 3. Through the Zakat Fund account on social media, I communicate with people who share my interests. 4. The Zakat Fund account on social media sites offers useful information about Zakat. 5. The Zakat Fund account on social media enables me to expand my social network. 6. Through the Zakat Fund account on social media, I share information with others.

#	Supporting	Contracts	Items	Questionnaire Statement
3	(Baek et al., 2011; Krause et al., 2014; Lin & Lu, 2011; Zolkepli & Kamarulzaman, 2015)	Psychological Needs: Measuring the motivation to use social media sites from two perspectives: belongingness and escapism.	<ul style="list-style-type: none"> – I feel a sense of connectedness with society. – It is a place where I feel I belong. – Enables me to get away from problems. – To forget the complications of everyday life. – I feel a sense of connectedness with the world. 	<ol style="list-style-type: none"> 1. The Zakat Fund account on social media gives me a sense of connection with society. 2. I feel I belong to the Zakat Fund account on social media. 3. I never suffer from interpersonal problems when I follow the Zakat Fund account on social media sites 4. When browsing the Zakat Fund account on social media sites, I forget the complications of everyday life. 5. The Zakat Fund account on social media gives me a sense of connection with those interested in Zakat affairs.

#	Supporting	Contracts	Items	Questionnaire Statement
4	(Carlos Martins Rodrigues Pinho & Soares, 2011; Davis, Bagozzi, & Warshaw, 1989; C.-L. Hsu & Lin, 2008; W. Lee et al., 2012a; Rauniar et al., 2014a; Venkatesh & Davis, 2000; Venkatesh, Morris, Davis, & Davis, 2003)	Perceived Ease of Use: Measuring the degree to which a person believes that using a particular social media site will be free of effort.	<ul style="list-style-type: none"> – My interaction with SMS is easy and understandable. – It is easy for me to become skillful at using SMSs. – I find SMSs flexible to interact with. – Learning to operate SMSs is easy. – Overall, I believe that SMSs are easy to use. 	<ol style="list-style-type: none"> 1. The social media electronic platform used by the Zakat Fund is understandable to me. 2. I am skillful at interacting with the Zakat Fund account on social media sites. 3. The Zakat Fund account on social media sites is flexible to interact with. 4. Learning to interact with the Zakat Fund account on social media is effort free.. 5. Generally, using the social media is easy for me.

#	Supporting	Contracts	Items	Questionnaire Statement
5	(Flavián, Guinaliú, & Gurrea, 2006; Hoffman, Novak, & Peralta, 1999; Kananukul, Jung, & Watchravesringkan, 2015; Nevzat et al., 2016; Phua et al., 2017; Ruan & Durrezi, 2016; Seufert et al., 2016)	Trust: Social media users trust refers to users' willingness to rely confidently on certain social media accounts.	<ul style="list-style-type: none"> – I feel that this SMS would act in a consumer's best interests. – I believe that this SMS continues to be a good source of information about the company. – I feel confident that I can rely on this SMS when I need information about products/services of this nature. – I trust this SMS in providing accurate information about products/services. 	<ol style="list-style-type: none"> 1. I feel comfortable while commenting on or sharing ideas with the Zakat Fund on social media. 2. I believe the information offered by the Zakat Fund account on social media is genuine. 3. I can rely on the Zakat Fund account on social media for the information about the Zakat Fund services. 4. The Zakat Fund account on social media provides accurate information about the Zakat Fund services. 5. The Zakat Fund account on social media serves the best interests of its followers.

#	Supporting	Contracts	Items	Questionnaire Statement
			<ul style="list-style-type: none"> <li data-bbox="868 197 1359 454">– I am comfortable making comments and/or sharing ideas with others about companies on SMSs. <li data-bbox="868 501 1359 682">– Based on my past and present experiences, I believe that this SMS deserves my trust <li data-bbox="868 729 1359 911">– I think that the information offered by this site is sincere and honest. <li data-bbox="868 958 1359 1058">– This website does not make false statements. 	

#	Supporting	Contracts	Items	Questionnaire Statement
			<ul style="list-style-type: none"> - I think that this website knows its users well enough to offer them products and services adapted to their needs 	
6	(C. M. K. Cheung, Shen, Lee, & Chan, 2015; Dijkmans et al., 2015; "Getting closer to the customer," 2014; R. Huang, Kim, & Kim, 2013; Pan, Lu, & Gupta, 2014;	Virtual Engagement: It involves a series of emotional and behavioral activities: the emotional aspect of engagement	<ul style="list-style-type: none"> - I read companies' posts. - I have good experiences in being a fan of this company on SMS. - Being part of this community makes me feel more connected to the company. - I have a positive image of this brand on SMS. 	<ol style="list-style-type: none"> 1. I continuously browse the Zakat Fund account posts on social media sites. 2. I usually repost/retweet the Zakat Fund posts on social media sites through my timeline. 3. I usually share / quote the Zakat Fund posts with my followers. 4. Regularly, I Like /mention the Zakat Fund posts on social media sites.

#	Supporting	Contracts	Items	Questionnaire Statement
	Stavros et al., 2014; Xia Wang, Yu, & Wei, 2012)	emphasizes the affective commitment to an active relationship with the brand, and the behavioral aspect of engagement substantiates consumers' collaborative commitment in	<ul style="list-style-type: none"> <li data-bbox="872 199 1351 456">– Being part of this brand community makes me feel more connected to other consumers of the brand <li data-bbox="872 499 1351 535">– This SMSs triggers my emotions 	<p data-bbox="1383 199 2032 307">5. Normally, I post comments on the Zakat Fund account posts on social media sites.</p> <p data-bbox="1383 349 2032 456">6. I am used to spending a certain time on the Zakat Fund account on social media sites.</p>

#	Supporting	Contracts	Items	Questionnaire Statement
		the social media context.		
7	(Cho, Schweickart, & Haase, 2014; Heller Baird & Parasnis, 2011c; Kil et al., 2014; Lewis & George, 2008; Malthouse et al., 2013; Ngai, Tao, & Moon, 2015; Waters,	Consuming: Users become quasi-fans of a particular social media account and cautiously target their posts or pictures.	<ul style="list-style-type: none"> – Update users' information through social media sites. – SMSs are the main channels for information about company. – SMSs give users a positive impression about the company. – users feel more connected to social media sites. – users regularly check on social media sites. 	<ol style="list-style-type: none"> 1. When I want up-to-date information about The Zakat Fund services, I resort to the Zakat Fund account on a social media site. 2. The Zakat Fund accounts on social media sites are my main channel for information about the Zakat Fund. 3. The Zakat Fund accounts on social media sites give me a positive impression about the Zakat Fund.

#	Supporting	Contracts	Items	Questionnaire Statement
	Burnett, Lamm, & Lucas, 2009b)			<p>4. Being a follower of the Zakat Fund account makes me feel more connected to the Zakat Fund.</p> <p>5. I check the Zakat Fund accounts on social media sites when I miss their posts on my timeline.</p>
8	(Brown, Broderick, & Lee, 2007; I. J. Chen & Popovich, 2003; C. M. K. Cheung, Lee, & Rabjohn, 2008; Luis Abrantes et al., 2013; Ngai,	Contributing: Users cautiously add things (posing), interact and Like or share particular social media account posts or pictures.	<ul style="list-style-type: none"> – Reposting company posts. – Engaging in conversations on companies' SMSs (e.g., commenting, asking, and answering questions) – Sharing companies' posts on my time line (e.g., video, audio, pictures, texts) 	<p>1. I am very keen to interact with (e.g., comment, ask, and answer questions) about the Zakat Fund services.</p> <p>2. I use my personal account on social media to post information about Zakat.</p> <p>3. I recommend the Zakat Fund account to other social media users.</p>

#	Supporting	Contracts	Items	Questionnaire Statement
	Tao, et al., 2015; Rossmann et al., 2016a; Teng et al., 2014)		<ul style="list-style-type: none"> <li data-bbox="872 194 1361 307">– Recommending companies’ SMSs to my followers on SMSs. <li data-bbox="872 349 1361 678">– I would like to pass along information on company, product, or services from a company account on SMSs to my friends <li data-bbox="872 721 1361 978">– I look forward to discussing my opinions about the brand with others who have the same interest as me. 	<p data-bbox="1383 194 2034 378">4. I like to pass along information about the Zakat Fund on my social media account to promote the Zakat Fund.</p> <p data-bbox="1383 421 2034 606">5. I look forward to discussing my opinions on social media about the Zakat Fund with others who have the same interest as me.</p> <p data-bbox="1383 649 2034 749">6. I feel self-satisfied when other community members share my ideas.</p>
9	(Chun & Lee, 2016; Heller Baird & Parasnis, 2011d;	Advocacy: Users act as supporters for a	– I would stick with the company through bad times.	1. I will be committed to the Zakat Fund account if it goes through difficult times on social media sites.

#	Supporting	Contracts	Items	Questionnaire Statement
	<p>Lawer & Knox, 2006; W. Lee, Xiong, & Hu, 2012b; London, 2010; Munzel & H. Kunz, 2014; Rossmann, Ranjan, & Sugathan, 2016b)</p>	<p>particular social media account, through interaction and sharing with others. Supporters or advocators have the feeling of being involved in the audience and it stimulates their emotion to</p>	<ul style="list-style-type: none"> – I just say positive things about the company. – Interpreting company posts to others. – I encourage my followers to contribute positively. – I say good things about the company when other people criticize it. 	<ol style="list-style-type: none"> 2. I want to show other followers on social media my loyalty to the Zakat Fund. 3. Through my social media account I say only positive things about the Zakat Fund account. 4. Whenever necessary, I can interpret (explain) the Zakat Fund posts on social media sites to others. 5. I encourage my followers on social media to contribute positively to supporting the Zakat Fund account. 6. I recommend the Zakat Fund account on social media sites when users of other social media sites criticize it.

#	Supporting	Contracts	Items	Questionnaire Statement
		<p>connect with and play an advocating role for the benefit of the company.</p>		
10	<p>(Aluri, Slevitch, Larzelere, Okumus, & Okumus, 2015; "A more equal footing," 2012, "Getting closer to the customer.")</p>	<p>Materialization: after the user attains awareness and knowledge about the company, s/he develops</p>	<p>1) I would communicate personally with the company. 2) I would choose this company as one that I want to deal with. 3) I would recommend the company to other people outside the SMSs.</p>	<p>1. I am always keen to communicate with the Zakat Fund outside the scope of social media sites. 2. I will resort to the Zakat Fund whenever I need to pay my Zakat. 3. I will recommend the Zakat Fund to other people outside social media sites.</p>

#	Supporting	Contracts	Items	Questionnaire Statement
	2014; Hollebeek et al., 2014; Tsimonis & Dimitriadis, 2014; Zhang, Lu, Gupta, & Zhao, 2014; Zheng et al., 2015)	positive or negative feelings towards the company and finally decides to deal with the company or avoid it.	4) I will participate in the company's activities (e.g. conferences, networking events, ceremonies and exhibitions) 5) I will show my appreciation to the company's employees when I meet them.	4. I will participate in Zakat Fund events (e.g. conferences, networking events, ceremonies and exhibitions). 5. I will show my appreciation to the Zakat Fund employees when I meet them. 6. Overall, I find myself engaged to The Zakat Fund because I am engaged to The Zakat Fund account on social media sites.

3.4.9 Pilot Study

After developing a preliminary questionnaire in both Arabic and English, a draft questionnaire was sent to five academics to get their feedback. Then a pilot test was conducted to assess the reliability and validity of the measures, and check the content and wording. This helped to detect any problem before proceeding with the main study. A panel of experts in the social media was asked to test the questionnaire that would be administered to the public sector followers from social media sites. The questionnaire was also reviewed by seven experts in the relevant field. Two were Zakat Fund employees who were experienced in research.

As Candell & Hulin (1986), Malinowski(1935) and McGorry (2000) in translating the scale items into other languages, the authors may follow Malinowski's (1935) technique of translation which involves four steps: (a) an interlinear, or word-by-word translation; (b) a "free" translation in which clarifying terms, conjunction, etc. are added and the words reinterpreted; (c) an analysis and collation of the two translations; leading to a contextual specification of meaning. The translated version should be (d) cross-checked independently by another bilingual person and was pre-tested on a number of foreign language speaking individuals to allow final adjustments before full- scale applications.

The panel of experts was asked to provide feedback on the overall clarity of the questionnaire and the suitability of Arabic and English words that had been used. Items and wording were modified where necessary in response to this feedback and also to the feedback on ways of improving the format and layout of the questionnaire. The questionnaire was divided into two sections.

The first, with nine questions, concerned background information; the second, with 56 questions, included items related to five dimensions - Perceived Usefulness, Perceived Ease of Use, Trust, Virtual Engagement and Customer Materialization (see The Appendix: The Questionnaire)

3.4.10 Population, Sampling and Data Collection

The population for this research consisted of adult followers of the Zakat Fund on twitter, Facebook and Instagram. This study used structural equation modeling (SEM), which requires a large sample because the estimation requirement for model fit assumes a large sample (Hair, Black, Babin, & Anderson, 2010). Wu (2006) suggests a sample of 200 respondents as a minimum for SEM. The population of the Zakat Fund followers on SMSs is shown below on table (23):

Table 23: Zakat Fund followers at 25 Feb 2016

SMSs type	Number of followers
Twitter	13,222
Instagram	398
Facebook	2302

The population size was ignored when using a sample-size determination formula Hair, Bush, & Ortinau (2000) With a confidence level of 95% and a margin of error at 5%, the suggested sample was 280 (i.e. the number of questions X 5). The sample size in many current studies in the context of social media users and SEM ranges from 210 to 500 (Bolger, 1998; Clarke & Warwick, 1994; Draper, 2004; Gay et al., 2011) Consequently, this study targeted a minimum of 350 users who might use any SMSs.

The data were collected by the hosted questionnaire online. It was available in Arabic only. The researchers sent the invitations randomly through the Zakat Fund account on the social media sites.

It was also distributed by e-mail to more than 2,000 users. The advantages of this method are that a large number of invitations can be sent to geographically dispersed participants, the participants feel comfortable completing a questionnaire online because of the long periods they spend online, and it removes the need to return questionnaires by post. Using online questionnaires also helps to avoid incomplete responses or missing data. Four hundred and thirty-seven questionnaires were completed.

3.4.11 Instrumentation and Measures

The U&G Theory, TAM model and customer engagement cycle were used as instruments in this research. They were adjusted to meet the needs of the study by replacing the phrase 'information technology' by the phrase 'social media sites'. The revised instrument underwent a field test to ensure the appropriateness of the survey for the population as well as ensuring the clarity of the survey questions and the alignment of the survey to the research questions.

3.4.12 Data Analysis

Data were analysed using the Statistical Package for the Social Sciences (SPSS) version 18 and Amos version 21. SPSS software was used to assess respondents' profiles, and test reliability and validity and AMOS was used to conduct the Structural Equation Modeling (SEM) analysis.

Many scholarly marketing studies apply Structural Equation Modeling (SEM). A quick computer search of business sources using the key terms "structural equation modeling" and "marketing research" reveals that just over one-third of the articles appearing on the results list were published from 2006 to the present (Babin, Hair, & Boles, 2008).

According to Asparouhov & Muthén, (2009) and Babin et al., (2008) Structural Equation Modeling (SEM) is distinguished from other statistical techniques because SEM can analyze both observed variables and latent variables, which are not measured directly but estimated from several variables. SEM can be applied in exploratory modelling.

In this study, the constructs and latent variables were observed,; hence, SEM was the appropriate method for calculating: the loadings of the measures on the theoretical constructs, error variances and error covariances (correlated errors).

In the view of Hayton, Allen, & Scarpello (2004) factor analysis can be broadly characterized as a set of multivariate statistical methods for data reduction and for reaching a more parsimonious understanding of the measured variables by determining the number and nature of the common factors needed to account for the patterns of observed correlations (see Clarke & Warwick, 1994).

Exploratory Factor Analysis (EFA) reveals the factor structure of a construct and examines its reliability. It is data driven and it helps to: identify the structure of the relationships in a set of variables (data summarization), identify representative variables from a much larger set of variables for use in other types of statistical analysis (individual variables or summated scores), referred to as data reduction and create an

entirely new set of composite variables to use in other types of statistical analysis (factor scores), also referred to as data reduction.

Validity concerns how well an instrument that has been developed measures the particular concept it is intended to measure and whether we are measuring the right concept or not (Bajpai & Bajpai, 2014).

The reliability of a measure indicates the extent to which it is unbiased and hence insures consistent measurement across time and across the various items in the instruments (Bajpai & Bajpai, 2014).

Morse, Barrett, Mayan, Olson, & Spiers (2002) state the premise that the concepts of reliability and validity as overarching constructs can be appropriately used in all scientific paradigms because to validate is to investigate, to check, to question, and to theorize. All of these activities are integral components of qualitative enquiry which ensure rigor. This topic is discussed further in the next chapter.

Chapter 4: Descriptive Statistics and Reliability Analysis

4.1 Descriptive Statistics

This chapter concerns the analysis of the preliminary research findings. First, the descriptive analysis of the data provides some qualitative insights with which to investigate, describe and discuss the data obtained in terms of their value and contribution to the aims of the research. Second, it focuses on the purification and computation processes of the measuring instruments. In this process, Cronbach alpha was used as an indicator of the reliability of the scale measurement. The results of the statistical analysis were used for further analysis in Chapter (5) for hypothesis testing and to interpret the findings in the context of the research aims. It is important to note that this Chapter (4) and the following Chapter (5) aim specifically to present the statistical results of the analysis. Chapter 6 interprets and discusses the implications and findings of chapters (4) and (5) in the context of the literature discussed in Chapters (2), (3) and (4).

In other words, this chapters and the next Chapters (5) are restricted to presenting and analyzing the collected data, without drawing general conclusions or comparing results with those of other researchers. The conclusion and recommendations of these results are also discussed in Chapter (5). The variables in this research study consisted of nine demographic characteristics:

- Participants by gender
- Participants by age category
- Participants by educational qualifications
- Participants by length of experience in using social media sites by months.
- Participants by weekly use of social media sites by hours.

- The number of times that participants use (look at) their account on social media sites each day.
- The number of participants following Zakat Fund accounts on each social media site.
- Participants by income level (AED) and participants by nationality.

- Table 24: Distribution of sample by gender

The first descriptive analysis begins with the gender of the respondents. Table (24) shows that 70.4% of the respondents were male and 29.6% of them were female.

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	519	70.4	70.4	70.4
Female	218	29.6	29.6	100.0
Total	737	100.0	100.0	

Table 25: Distribution of sample by age

Age Category	Frequency	Percent	Valid Percent	Cumulative Percent
18-24 Years	92	12.5	12.5	12.5
25-34 Years	136	18.5	18.5	31.0
35-44 Years	256	34.7	34.8	65.8
45-54 Years	200	27.1	27.2	92.9
55- 64 Years	52	7.1	7.1	100.0
Total	736	99.9	100.0	
Missing System	1	.1		
Total	737	100.0		

The second descriptive analysis shows the age of the respondents. Table (25) shows that 12.5% of the respondents were aged under 25 years, 18.5% were between 25 and 34 years, 34.7% were between 35 and 44 years, 27.1% were between 45 and 54 years. Only 7% were more than 55 years old. This indicates that more than half (65.8%) of the respondents were younger than 45 years old.

Table 26: Distribution by educational qualifications

Educational Qualifications	Frequency	Percent	Valid Percent	Cumulative Percent
No School	47	6.4	6.4	6.4
High School Graduate	67	9.1	9.1	15.5
Diploma	93	12.6	12.7	28.2
Bachelor's degree	384	52.1	52.3	80.5
Master's degree	134	18.2	18.3	98.8
Doctorate degree	9	1.2	1.2	100.0
Total	734	99.6	100.0	
Missing System	3	.4		
Total	737	100.0		

The third descriptive analysis deals with the educational level of the respondents. Table (26) shows that 6.4% of the respondents had no high school certification, 9.1% had high school certification, 12.6% had diploma certification, 52.1% had a bachelor's degree, 18.2% had a master's degree, and only 1.2% had a doctoral degree. This indicates that the majority of the respondents (84.1%) had more than high school certification.

One theme of this study is participants' experience in using social media sites. Table (27) shows that the majority in the sample, 84.1%, had been using social media sites for more than 12 months.

Table 27: Distribution by experience in using SMSs per month

Length of Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Less Than 3 Months	37	5.0	5.0	5.0
3-5 months	47	6.4	6.4	11.4
6-12 Months	33	4.5	4.5	15.9
More than 12 Months	620	84.1	84.1	100.0
Total	737	100.0	100.0	

Table 28: Number of hours spent on SMSs per week

Amounts of Hours	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 6 Hours	260	35.3	35.3	35.3
6-10 Hours	210	28.5	28.5	63.8
More than 10 Hours	267	36.2	36.2	100.0
Total	737	100.0	100.0	

Table (28) shows the hours spent on using social media every week. The results show that there are more or less equal percentages in the three categories: spending less than 6 hours: 35.3%; 6-10 hours: 28.5%; and more than 10 hours 36.2% on the use of social media sites each week.

Table 29: Number of times that participants look at their SMSs accounts per day

Number of Times	Frequency	Percent
Less than 4 times	258	0.350
4-7 times a day	218	0.296
More than 7 times a day	261	0.354
Total	737	100.0

Table (29) shows the number of times that participants use (look at) their account on social media sites each day.

This study categorized the participants according to their monthly income as shown in Table (30). This variable relates to their intentions regarding the payment of zakat. The largest group of participants, 52.4%, earn between 20,000 and 49,000 AED per month. It is shown that 9.1% left no data about their monthly income.

Table 30: Distribution of sample by monthly income (AED)

Income	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 10,000	113	15.3	16.9	16.9
10,000-19,000	34	4.6	5.1	21.9
20,000-29,000	173	23.5	25.8	47.8

Income	Frequency	Percent	Valid Percent	Cumulative Percent
30.000 -39.000	121	16.4	18.1	65.8
40.000-49,000	92	12.5	13.7	79.6
50,000-59,000	56	7.6	8.4	87.9
60,000-69,000	17	2.3	2.5	90.4
70,000-79,000	17	2.3	2.5	93.0
More than 80,000	47	6.4	7.0	100.0
Total	670	90.9	100.0	
Missing System	67	9.1		
Total	737	100.0		

The study segmented participants according to the social media sites they chose to use. It should be noted that this study allows the participants to choose more than one site. The following table (31) shows the number of participants following Zakat Fund accounts by the social media sites on which they follow them.

Table 31: The number of participants by SMSs type

SMSs Type	Frequency	Percent
Twitter, Instagram and Facebook	52	0.071
Twitter and Facebook	36	0.049
Twitter and Instagram	158	0.214
Instagram and Facebook	5	0.007
Facebook	24	0.033

SMSs Type	Frequency	Percent
Instagram	119	0.161
Twitter	334	0.453
Total	728	0.988
Missing	9	0.012
Total	737	100.0

According to this study, 79.8% of the participants were Emiratis. The following table (Table 30) shows the results according to nationality.

Table 32: Distribution of sample by nationality

Nationality			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Local	588	79.8	81.9	81.9
Non Local	130	17.6	18.1	100.0
Total	718	97.4	100.0	
Missing System	19	2.6		
Total	737	100.0		

4.2 Exploratory Factor Analysis

Factor analysis is conducted to test the factorial validity of the scales used. According to Hooper (2012), factor analysis allows the researcher to determine the nature and number of latent variables (dimensions/factors) underlying a set of items. One of the critical assumptions associated with scale construction is that items

measuring a particular construct are relatively homogenous or unidimensional (i.e. they load together on one factor). To make this assumption tenable, factor analysis can be used to determine whether a set of variables has one or several dimensions.

In the same context, Thompson (2004) states that the Kaiser-Meyer-Olkin (KMO) statistic is used as a measure of sampling adequacy. The KMO predicts whether data are likely to factor well based on correlation and partial correlation. The KMO can be used to identify which variables lack multicollinearity and can therefore be dropped from the factor analysis.

There is a KMO statistic for each individual variable, and their sum is the KMO overall statistic. KMO varies from 0 to 1.0. Overall, KMO should be .50 or higher to proceed with factor analysis. If it is not, the variable with the lowest individual KMO statistic value should be removed one at a time until the KMO overall rises above .50, and each individual variable KMO is above .50

4.2.1 Results of Factor Analysis

The following table, Table (33), summarizes the list of factors obtained from data analysis. They are presented in two blocks: (1) Antecedents, (2) Consequences.

Table 33: Summary of the research factors

Blocks	Aspect	Factors
Antecedents	Adoption	Personal Needs
		Social Needs
		Psychological Needs

		Ease of Use
		Trust
		Virtual Engagement
Consequences	Implications	Consuming
		Contributing
		Advocacy
	Outcomes	Materialization

4.2.2 Antecedent Factors

The result for Bartlett's Test of Sphericity (BTS) was 10936.404, and the associated significance value was very small ($p=0.000$). Table (34) shows that the data were appropriate for factor analysis.

Table 34: Antecedents factors - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.912
Bartlett's Test of Sphericity	Approx. Chi-Square	10936.404
	d.f	496
	Sig.	.000

Since the above requirements were met, it could be inferred that Factor Analysis was appropriate for this data set and hence the procedures for factor analysis could be carried out.

The factor extraction results using Principal Component Analysis (PCA) are given in Table (35). It should be noted that an eigenvalue of 1.0 is used as the benchmark in deciding the number of factors (Hair, 2007, 2009, 2015)

Table 35: Antecedent factors - principal component analysis

Total Variance Explained					
Component	Initial Eigenvalues			Extraction Sums of Squared	
	Total	% of Variance	Cumulative	Total	% of Variance
			%		
1	7.934	24.793	24.793	7.934	24.793
2	3.107	9.710	34.503	3.107	9.710
3	2.556	7.989	42.492	2.556	7.989
4	2.487	7.772	50.264	2.487	7.772
5	2.320	7.251	57.515	2.320	7.251
6	1.961	6.128	63.643	1.961	6.128
7	.649	2.027	65.670		
8	.609	1.902	67.573		
9	.584	1.826	69.398		
10	.574	1.792	71.190		
11	.548	1.713	72.903		
12	.536	1.675	74.578		
13	.525	1.641	76.219		
14	.516	1.613	77.832		
15	.505	1.579	79.411		

Total Variance Explained					
Component	Initial Eigenvalues			Extraction Sums of Squared	
	Total	% of Variance	Cumulative	Total	% of Variance
			%		
16	.498	1.556	80.967		
17	.486	1.520	82.486		
18	.477	1.491	83.977		
19	.466	1.456	85.433		
20	.459	1.436	86.869		
21	.420	1.313	88.182		
22	.415	1.297	89.478		
23	.406	1.270	90.748		
24	.387	1.208	91.956		
25	.375	1.173	93.129		
26	.371	1.160	94.289		
27	.355	1.108	95.398		
28	.321	1.004	96.401		
29	.310	.968	97.369		
30	.296	.924	98.294		
31	.284	.886	99.180		
32	.262	.820	100.000		

As the following table (Table 35) shows, all 32 variables score high communalities ranging from 0.539 to 0.738. Therefore, it could be concluded that a degree of confidence in the factor solution was achieved.

Table 36: Communalities at antecedents factors

Communalities	Initial	Extraction
The Zakat Fund account on social media attracts my attention.	1.000	.632
The Zakat Fund account on social media has an exciting content.	1.000	.602
The Zakat Fund account on social media has attractive posts.	1.000	.643
I enjoy following the Zakat Fund account on social media.	1.000	.628
The Zakat Fund account on social media is entertaining.	1.000	.610
Generally, the Zakat Fund account on social media satisfies my personal needs.	1.000	.601
Through the Zakat Fund account on social media, I can express myself freely.	1.000	.603
I consider the Zakat Fund account on social media a place for socialization.	1.000	.604
Through the Zakat Fund account on social media, I communicate with people who have the same interests as me.	1.000	.572
The Zakat Fund account on social media sites offers useful information about Zakat.	1.000	.539
The Zakat Fund account on social media enables me to expand my social network.	1.000	.615
Through the Zakat Fund account on social media, I share information with others.	1.000	.571

Communalities	Initial	Extraction
The Zakat Fund account on social media gives me a sense of connection with society.	1.000	.602
I feel I belong to the Zakat Fund account on social media.	1.000	.603
I never suffer from interpersonal problems by following the Zakat Fund account on social media sites	1.000	.629
When browsing the Zakat Fund account on social media sites, I forget the complications of everyday life.	1.000	.640
The Zakat Fund account on social media gives me a sense of connection with those interested in Zakat affairs.	1.000	.655
The social media electronic platform used by the Zakat Fund is understandable to me.	1.000	.619
I am skillful at interacting with the Zakat Fund account on social media sites.	1.000	.558
The Zakat Fund account on social media sites is flexible to interact with.	1.000	.598
Learning to interact with the Zakat Fund account on social media is effort free.	1.000	.635
Generally, using social media is easy for me.	1.000	.634
I feel comfortable while commenting on or sharing ideas with the Zakat Fund on social media.	1.000	.653
I believe the information offered by the Zakat Fund account on social media is genuine.	1.000	.722

Communalities	Initial	Extraction
I can rely on the Zakat Fund account on social media for information about the Zakat Fund services.	1.000	.687
The Zakat Fund account on social media provides accurate information about Zakat Fund services.	1.000	.700
The Zakat Fund account on social media serves the best interests of its followers.	1.000	.622
I continuously browse the Zakat Fund account posts on social media sites.	1.000	.720
I usually repost/retweet the Zakat Fund posts on social media sites through my timeline.	1.000	.738
I usually share / quote the Zakat Fund posts with my followers.	1.000	.712
Regularly, I Like /mention the Zakat Fund posts on social media sites.	1.000	.699
Normally, I post comments on the Zakat Fund account posts on social media sites.	1.000	.722

Once the three chosen factors were found satisfactory, a loading of all the items within the three factors was examined. The Varimax technique for rotated component analysis was used with a cut-off point for interpreting the factors at 0.50 or greater. The results are summarized in table (37) below:

Table 37: The rotated component matrix- antecedent factor components

Variable	Component						
		1	2	3	4	5	6
Personal Needs	A1	.754					
	A2	.745					
	A3	.773					
	A4	.764					
	A5	.739					
	A6	.736					
Social Needs	B1			.746			
	B2			.749			
	B3			.718			
	B4			.694			
	B5			.757			
	B6			.722			
Psychological Needs	C1					.737	
	C2					.732	
	C3					.748	
	C4					.772	
	C5					.769	
Perceived Ease of Use	D1						.760
	D2						.715
	D3						.742
	D4						.791

Variable	Component						
		1	2	3	4	5	6
	D5						.790
Trust	G1				.790		
	G2				.832		
	G3				.804		
	G4				.800		
	G5				.764		
Virtual Engagement	K1		.827				
	K2		.838				
	K3		.803				
	K4		.796				
	K5		.823				

All items were loaded onto the expected factors for which they were designed. Factor loadings were all higher than 0.5, meaning that each item loaded higher on its associated construct than on any other construct. As suggested by Hair (2007), (2009a), (2015), a factor loading higher than 0.35 is considered statistically significant at an alpha level of 0.05. This is supported by the discriminant validity of the measurement.

The factor analysis undertaken showed that, for the adoption part, the scales of Personal Needs, Social Needs, Psychological Needs, Ease of Use and Trust loaded properly with other scale items, and that each scale comprised its own factor.

4.2.3 Reliability of Antecedents Factors

The reliability of the survey instrument was tested using the values of Cronbach's Alpha to assess the degree of consistency between the multiple measurements of a variable (Hair (2007), (2009a), (2015)).

Table 38: Cronbach's Alpha - reliability of antecedent factors

Construct	Cronbach alpha
Personal Needs	0.874
Social Needs	0.854
Psychological Needs	0.847
Ease of Use	0.834
Trust	0.877
Virtual Engagement	0.900

Cronbach's alpha for the pilot data was from 0.834 to 0.877 for the Adoption variables, indicating good consistency and reliability. This suggested that the strength of association among the twenty items was excellent, since a consistent measure of the factors at an alpha value of .7 is considered minimal (Hair (2007), (2009a), (2015)).

4.2.4 Consequences Factors

The result for Bartlett's Test of Sphericity (BTS) was 10160.970, and the associated significance value was very small ($p=0.000$). This shows that the data were appropriate for factor analysis.

Table 39: Consequences factors - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.922
Bartlett's Test of Sphericity	Approx. Chi-Square	10160.970

	d.f	276
	Sig.	.000

Since the above requirements were met, it was possible to infer that Factor Analysis was appropriate for this data set and that the procedures for factor analysis could be performed. The factor extraction results using Principal Component Analysis (PCA) are given in Table (39). It should be noted that an eigenvalue of 1.0 is used as the benchmark in deciding the number of factors (Hair (2007), (2009a), (2015)).

Table 40: Consequences factors- principal component analysis

Total Variance Explained					
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	7.369	30.703	30.703	7.369	30.703
2	3.760	15.668	46.371	3.760	15.668
3	2.622	10.926	57.297	2.622	10.926
4	1.949	8.123	65.419	1.949	8.123
5	.634	2.642	68.061		
6	.610	2.540	70.601		
7	.583	2.428	73.030		
8	.568	2.367	75.397		
9	.549	2.286	77.683		

Total Variance Explained					
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
10	.491	2.047	79.730		
11	.482	2.010	81.740		
12	.453	1.889	83.630		
13	.432	1.800	85.430		
14	.429	1.788	87.217		
15	.407	1.697	88.914		
16	.397	1.655	90.569		
17	.368	1.532	92.101		
18	.353	1.471	93.572		
19	.351	1.464	95.035		
20	.322	1.342	96.377		
21	.291	1.211	97.589		
22	.237	.988	98.577		
23	.224	.934	99.511		
24	.117	.489	100.000		

As the following table (41) shows, all 24 variables score high communalities ranging from 0.566 to 0.831. Therefore, it can be concluded that a degree of confidence in the factor solution has been achieved.

Table 41: Communalities in the consequences factors

Communalities	Initial	Extraction
When I want up-to-date information about Zakat fund services, I resort to the Zakat Fund account on social media sites.	1.000	.701
The Zakat Fund account on social media sites is my main channel for the information about the Zakat Fund.	1.000	.647
The Zakat Fund account on social media sites gives me a positive impression about the Zakat Fund.	1.000	.620
Being a follower of the Zakat Fund account makes me feel more connected to the Zakat Fund.	1.000	.654
I check the Zakat fund account on social media sites when I miss their posts on my timeline.	1.000	.595
I explore Zakat fund account on social media when I missed their posts on my timeline.	1.000	.566
I am very keen to interact with (e.g., comment, ask, and answer questions) about Zakat Fund services.	1.000	.573
I use my personal account on social media to post information about Zakat.	1.000	.633
I recommend the Zakat Fund account to other social media users.	1.000	.630
I like to pass on information about the Zakat Fund on my social media account to promote the Zakat Fund.	1.000	.638
I look forward to discussing my opinions on the social media about the Zakat Fund with others who have the same interests as me.	1.000	.586

Communalities	Initial	Extraction
I feel self-satisfied when other community members share my ideas.	1.000	.588
I will be committed to the Zakat Fund account if it goes through difficult times on social media sites.	1.000	.629
I want to show other followers on social media my loyalty to the Zakat Fund.	1.000	.605
Through my social media account I say only positive things about the Zakat Fund account.	1.000	.577
Whenever necessary, I can interpret (explain) the Zakat Fund posts on the social media site to others.	1.000	.614
I encourage my followers on the social media to contribute positively to supporting the Zakat Fund account.	1.000	.572
I recommend the Zakat Fund account on social media sites when users of other social media sites criticize it.	1.000	.653
I am always keen to communicate with the Zakat Fund outside the scope of social media sites.	1.000	.761
I will resort to the Zakat Fund whenever I need to pay my Zakat.	1.000	.831
I will recommend the Zakat Fund to other people outside social media sites.	1.000	.831
I will participate in Zakat Fund events (e.g. conferences, networking events, ceremonies and exhibitions).	1.000	.795
I will show my appreciation to the Zakat Fund employees when I meet them.	1.000	.801

Communalities	Initial	Extraction
Overall, I find myself engaged to the Zakat Fund because I am engaged to the Zakat Fund account on social media sites.	1.000	.603

Once the three chosen factors were found satisfactory, a loading of all the items in the three factors was examined. The Varimax technique for rotated component analysis was used, with a cut-off point for interpretation of the factors at 0.50 or greater. The results are summarized in table (42) below

Table 42: The rotated component matrix- consequential factor components

Variables	Component			
	1	2	3	4
Consuming		.823		
		.778		
		.765		
		.794		
		.760		
		.727		
Contributing			.734	
			.771	
			.755	
			.754	
			.742	
			.734	
Advocacy				.750

Variables	Component			
	1	2	3	4
				.747
				.737
				.750
				.722
				.666
Materialization	.856			
	.893			
	.901			
	.884			
	.880			
	.746			

All items were loaded onto the expected factors for which they were designed. Factor loadings were all higher than 0.5 so that each item loaded higher on its associated construct than on any other construct. As suggested by Hair (2007), (2009b), (2015), factor loading higher than 0.35 is considered statistically significant at an alpha level of 0.05. This is supported by the discriminant validity of the measurement. The factor analysis undertaken showed that, for the Implications part, the scales of Virtual Engagement, Consuming, Contributing Advocacy and Materialization loaded properly with other scale items, and that each scale comprised its own factor.

4.2.5 Reliability of Consequences Factors

The reliability of the survey instrument was tested using the values of Cronbach's Alpha to assess the degree of consistency between multiple measurements of a variable (Hair (2007), (2009a), (2015)).

Table 43: Cronbach's Alpha- reliability of consequential factors

Construct	Cronbach alpha
Consuming	0.881
Contributing	0.870
Advocacy	0.862
Materialization	0.940

Cronbach's alpha for the pilot data ranged from 0.862 to 0.940 for the Implications variables, indicating good consistency and reliability. This suggested that the strength of association among the twenty items was excellent, since a consistent measure of the factors at an alpha value of .7 is considered minimal (Hair (2007), (2009a), (2015)).

4.3 Structural Equation Modeling (SEM)

4.3.1 Overview

This chapter provides the results of several statistical analyses conducted to test the hypotheses. Generally, the results suggest that the model is acceptable. This section discusses the results, implications, and recommendations for future research, based on findings from this study. First, the results drawn from the literature review, quantitative research, and hypotheses are discussed with reference to the research questions. Second, the theoretical and practical implications of the findings are

explored. Finally, the limitations of the study and recommendations for future study are discussed.

Structural Equation Modeling (SEM) is a multivariate technique, which simultaneously estimates a series of inter-related dependence relationships. The term Structural Equation Modeling points to the fact that the causal processes under study are represented by a series of structural (i.e. regression) equations, and that these can be modeled pictorially to enable a clearer conceptualization of the study. The hypothesized model can be tested statistically in a simultaneous analysis of the entire system of variables to determine how far it is consistent with the data. If the goodness of fit is adequate, the model argues for the plausibility of the postulated relations among the variables. Given below are some of the basic concepts of SEM and a few terms which are used in the analysis.

Moreover, the structural model defines relations among the unobserved variables. Accordingly, it specifies the manner by which particular latent variables directly or indirectly influence (i.e. cause) changes in the values of certain other latent variables in the model. Therefore, it is concerned with the way in which constructs are associated with each other and is used for hypothesis testing.

4.3.2 The Maximum Likelihood Estimates (MLE)

In mathematical modelling, such hypotheses about the structure and inner working of the behavioral process of interest are stated in terms of parametric families of probability distribution called models.

The goal of modeling is to deduce the form of the underlying process by testing the viability of such models. Once a model is specified with its parameters, and data

have been collected, one is in a position to evaluate its goodness of fit, that is, how well it fits the observed data. Goodness of fit is assessed by finding parameter values of a model that best fit the data, a procedure called parameter estimation.

The measurement and structural models were assessed with Structural Equation Modeling (SEM), using AMOS 21.0. Maximum likelihood was selected as the estimation method best suited to the data, because it requires multivariate normality and is commonly used with Likert-type scales (Byrne, 2001).

For this analysis, the two-step approach was used: it starts by assessing, and if necessary, correcting problems with the measurement model, before taking the second step: assessing the structural model and its relationships (J.C. Anderson & Gerbing, 1988; Blunch, 2008).

Maximum Likelihood Estimation (MLE) is of fundamental importance in the theory of inference and is the basis of many inferential techniques in statistics, unlike least-squares estimation (LSE), which is primarily a descriptive tool. MLE has many optimal properties in estimation: Sufficiency (complete information about the parameter of interest contained in its MLE estimator), Consistency (true parameter value that generated the data recovered asymptotically, i.e. for data of sufficiently large samples), Efficiency (lowest-possible variance of parameter estimates achieved asymptotically) and parameterization invariance.

MLE is a prerequisite for the chi-square test, the G-square test, Bayesian methods, inference with missing data and the modeling of random effects.

Therefore, this research used the factor scores as single item indicators and performed a path analysis, applying the Maximum Likelihood Estimates (MLE)

method, following the guidelines suggested by Joreskog and Sorbom [1982]. The application of the MLE method for estimating the model demands that the constructs should satisfy the criterion of multivariate normality [Bagozzi and Yi, 1988]. Therefore, for all the constructs, tests of normality – namely skewness, kurtosis and mahalanobis distance statistics (Bagozzi and Yi, 1988) – were conducted. These indicated no departure from normality. Thus, since normality was confirmed for all the constructs, the research proceeded to use the MLE method to estimate the model.

Table 44: Maximum likelihood estimates

Chi-square	Degrees of freedom	Probability level
113.977	17	.000

The analysis model obtained significant fit measures (Chi= 113.977, df=17, p=.000) as shown in Table (43). With a sound measurement model, the structural model could be assessed. Georg Rasch mentions chi-square statistics as a way of evaluating the fit of the data to the model (Rasch, 1980, p. 25). Ben Wright's In-fit and Out-fit mean-square statistics are the chi-square divided by their degrees of freedom. However, large sample sizes have always posed problems for significance tests based on chi-square statistics.

4.3.3 Comparative Fit Index (CFI)

According to Bentler (1990), the comparative fit index, like the IFI, NFI, BBI, TLI, and RFI, compares the model of interest with some alternative, such as the null or independence model. The CFI is also known as the Bentler Comparative Fit Index.

CFI is not particularly sensitive to sample size (Fan, Thompson, and Wang, 1999). Moreover, CFI is not effective if most of the correlations between the variables approach because this gives less covariance to explain. Furthermore, Raykov (2000, 2005) argues that CFI is a biased measure, based on non-centrality.

Specifically, the CFI compares the fit of a target model to the fit of an independent model (a model in which the variables are assumed to be uncorrelated). In this context, fit refers to the difference between the predicted covariance matrices and those observed, as represented by the chi-square index.

In short, the CFI represents the ratio between the discrepancies of this target model to the discrepancy of the independence model. Roughly, the CFI thus represents the extent to which the model of interest is better than the independence model is. Values that approach 1 indicate acceptable fit, as shown in Table (45) In our case, CFI = 0.937, therefore, the CFI value shows good model fit.

Table 45: Comparisons with a baseline model

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.928	.811	.938	.834	.937
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

4.3.4 Tucker Lewis Index (TLI) or Non-Normed Fit Index (NNFI)

The Tucker Lewis index (TLI), sometimes called the NNFI, is similar to the NFI. However, the index is lower, and hence, if the model is complex, the model is

regarded as less acceptable. To compute the TLI, according to Marsh, Balla, and McDonald (1988), the TFI is relatively independent of sample size. The TFI is usually lower than is the GFI, but values over .90 or .95 are considered acceptable (e.g., Hu & Bentler, 1999). In our case, the TLI value = 0.834 < CFI, indicating a good model fit, as table (45) shows:

4.3.5 The Root Mean Square Error of Approximation (RMSEA)

According to Rasch (1980, p. 92), the RMSEA is widely used in Structural Equation Modeling to provide a mechanism for adjusting for sample size where chi-square statistics are used. For sample sizes of 500 or more, the RMSEA is sensitive to increasing misfit. Thus, it may be appropriate to use this supplementary fit statistic in the presence of sample sizes of 500 or more cases, to reveal whether sample size is inflating the chi-square statistic, and hence is significant.

Table 46: The root mean square error of approximation (RMSEA)

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.088	.073	.104	.000
Independence model	.216	.207	.225	.000

According to some researchers, RMS should be less than .08 (Browne & Cudeck, 1993) and ideally less than .05 (Stieger, 1990). Alternatively, the upper confidence interval of the RMS should not exceed .08 (Hu & Bentler, 1998). A value of the RMSEA of about .05 or less would indicate a close fit of the model in relation to the degrees of freedom. This figure is based on subjective judgment. It cannot be regarded as infallible or correct, but it is more reasonable than the requirement of exact fit with the RMSEA = 0.0.

In summary, with the Root Mean Squared Error of Approximation (RMSEA) a value of 0.10 or less is considered acceptable (Browne and Cudeck, 1993). Therefore as Table (45) shows, the result $RMSEA = 0.088$ shows a good model fit.

4.3.6 Results of Hypotheses Testing

This section presents the results of all the hypotheses tested in the aspects of Adoption and Implications. As mentioned earlier, multiple regression analysis was used to test these hypotheses. This section also finds answers to the research questions and classifies the hypotheses. From the results presented in (52), of the 20 hypotheses in this study, 19 were supported and one was supported in part. Tables (46), (47) and (48) summarize the research questions, the corresponding hypotheses, and whether the hypotheses were supported. The following section discusses each research question and its related hypothesis.

Table 47: Research question and the hypotheses of adoption

RQ 1: Which enablers are important for adopting a certain public sector account on a social media site?	
Research Questions	Hypotheses
RQ 1.1 What are the user gratification factors that affect a user's virtual engagement to certain public sector accounts on social media?	H ₁ : Personal needs have a positive effect on virtual engagement. H ₂ : Social needs have a positive effect on virtual engagement. H ₃ : Psychological needs have a positive effect on virtual engagement.
RQ 1.2 To what extent do user gratification factors affect a user's trust on certain public sector accounts on social media?	H ₄ : Personal needs have a positive effect on Trust. H ₅ : Social needs have a positive effect on Trust.

	H6: Psychological needs have a positive effect on Trust.
RQ 1.3 To what extent does the Trust variable affect Virtual Engagement to certain public sector accounts on social media?	H7: Trust has positive effects on virtual engagement.
RQ 1.4 To what extend does the Perceived Ease of Use variable affect Virtual Engagement to certain public sector accounts on social media?	H8: Perceived ease of use has a positive effect on virtual engagement.

Table 48: Research question and the hypotheses of implications

RQ 2: What are the impacts of adopting certain public sector accounts on social media sites?	
Research Questions	Hypotheses
RQ2.1 What are the effects of Virtual Engagement on the Virtual Behaviour of an engaged user to certain public accounts on social media sites?	H12: Virtual Engagement has a positive effect on Consuming. H13: Virtual Engagement has a positive effect on Contributing. H14: Virtual Engagement has a positive effect on Advocacy.
RQ2.2 To what extend does the Perceived Ease of Use variable affect the Virtual Behaviour of an engaged user with certain public accounts on social media sites?	H9: Perceived ease of use has a positive effect on Consuming. H10: Perceived ease of use has a positive effect on Contributing. H11: Perceived ease of use has a positive effect on Advocacy.

<p>RQ2.3</p> <p>To what extent does the Trust variable affect the Virtual Behaviour of engaged user with certain public accounts on social media sites?</p>	<p>H₁₅: Trust has positive effects on Consuming.</p> <p>H₁₆: Trust has positive effects on Contributing.</p> <p>H₁₇: Trust has positive effects on Advocacy.</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Table 49: Research question and the hypotheses of outcomes

Research Questions	Hypotheses
<p>RQ 3</p> <p>What are the outcomes of Implication on certain social media public sector accounts?</p>	<p>H₁₈: Consuming has a positive effect on Customer Materialization.</p> <p>H₁₉: Contributing has a positive effect on Customer Materialization.</p> <p>H₂₀: Advocacy has a positive effect on Customer Materialization.</p>

For this structural equation modeling, AMOS 21.0 used to perform the exploratory factor analysis (EFA) on the measurement model shown in Figure (16) below.

As shown in Table (49), skewness and kurtosis do not appear to be significant problems in the data set. Using the benchmark ± 3.0 , seven items exhibited significant skewness (Trochim & Donnelly, 2001), while only three items on the Outcome Expectations questionnaire (Virtual Engagement, Consuming and Materialization) silently accessed ± 3.0 . The normality test explains the reason behind using significant fit measures (Chi= 113.977, d.f=17, p=.000) for testing the fitness of research model.

The structural model shown in Figure (17) shows the hypotheses formulated. Before moving on to the structural model analysis it may be helpful to discuss the structural model path diagram. SEM is actually the graphical equivalent of its mathematical representation whereby a set of equations relates dependent variables to their explanatory variables. The model presented in Figure (16) has 6 unobserved latent factors and 10 observed variables. These 10 observed variables function as indicators of their respective underlying latent factors, as shown in Table (50) below.

4.3.6.1 Convergent Validity

(J.C.Anderson & Gerbing, 1988) state that the convergent validity of a model can be accessed by determining whether the path estimates between the measurement items and their respective latent constructs are significant or not. In case of the AMOS output, the standardized estimates of all the measurement items were significant, as shown in Tables (51), (52) and (53). Each variable exhibits significant loadings which supports the claim of convergent validity.

Table 50: Assessment of normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
Ease of Use	1.000	5.000	-.092	-1.023	2.441	13.526
Social Needs	1.000	5.000	-.627	-6.954	2.716	15.052
Psychological Needs	1.000	5.000	-.481	-5.330	1.821	10.090
Personal Needs	1.000	5.000	-1.167	-12.938	3.692	20.459
Trust	1.000	5.000	-.199	-2.206	-.135	-.751
Virtual Engagement	1.000	5.000	-.313	-3.474	.964	5.345
Advocacy	1.000	5.000	-.771	-8.544	.977	5.413
Contributing	1.000	5.000	.136	1.506	.534	2.958
Consuming	1.000	5.000	-.327	-3.625	1.994	11.049
Materialization	1.000	5.000	-.361	-3.999	-.252	-1.397
Multivariate					28.321	24.814

CUSTOMER MATERIALIZATION CONCEPTUAL FRAMEWORK

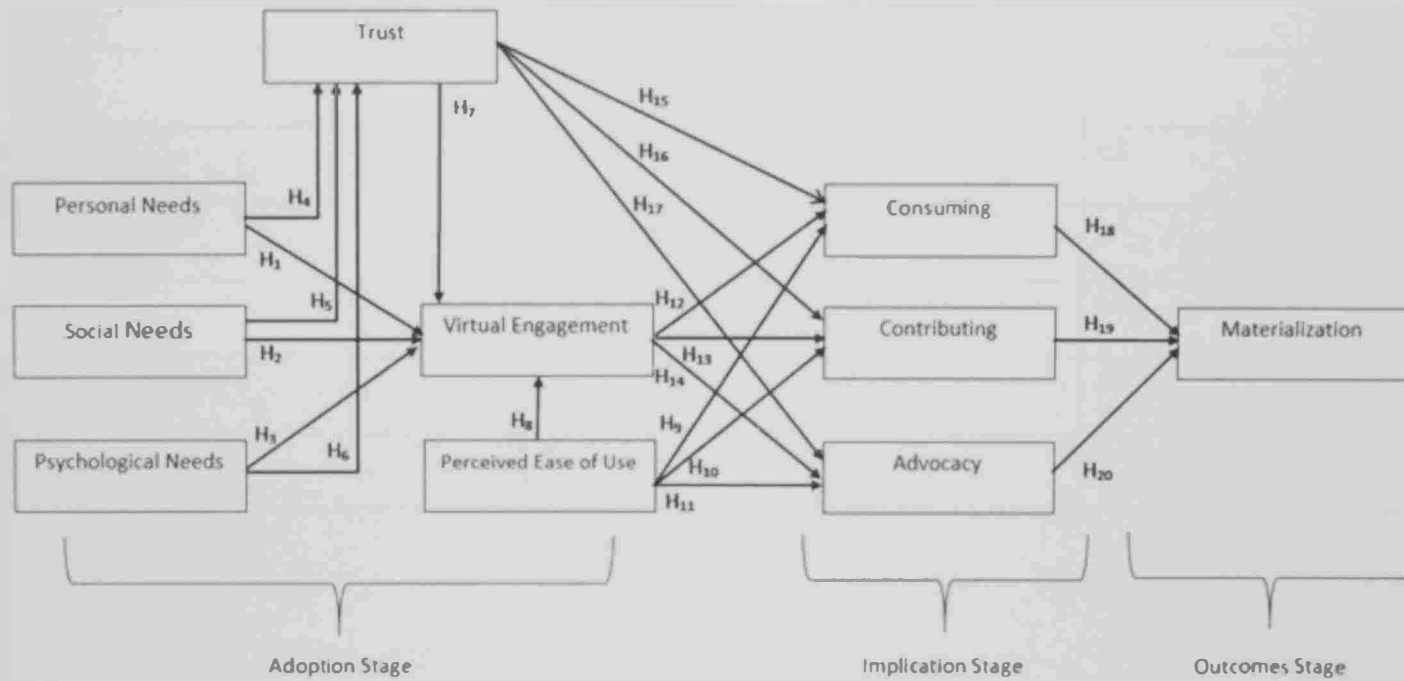


Figure 16: The structural and measurement model for the research

Table 51: Observed and unobserved variables

	Observed, endogenous variables	Observed, exogenous variables	Unobserved, exogenous variables
	Virtual Engagement	Personal Needs	e6
	Trust	Psychological Needs	e2
	Consuming	Social Needs	e3
	Contributing	Ease of Use	e4
	Advocacy		e5
	Materialization		e1
Total	6	4	6

Table 52: Regression weights by stage - adoption

N	Independent	Dependent	Hypotheses	Estimate	S.E.	C.R.	P-value
1	Personal needs	Virtual Engagement	H1: Personal needs have a positive effect on virtual engagement	.159	.043	3.741	***
2	Social needs	Virtual Engagement	H2: Social needs have a positive effect on virtual engagement	.085	.043	1.971	.049
3	Psychological Needs	Virtual Engagement	H3: Psychological Needs have a positive effect on virtual engagement	.153	.041	3.728	***
4	Personal needs	Trust	H4: Personal needs have a positive effect on Trust.	.181	.044	4.149	***
5	Social needs	Trust	H5: Social needs have a positive effect on Trust.	.165	.044	3.710	***
6	Psychological Needs	Trust	H6: Psychological Needs have a positive effect on Trust.	.083	.042	1.958	.050

N	Independent	Dependent	Hypotheses	Estimate	S.E.	C.R.	P-value
7	Trust	Virtual Engagement	H7: Trust has positive effects on virtual engagement.	.191	.036	5.303	***
8	Perceived Ease of use	Virtual Engagement	H8: Perceived ease of use has a positive effect on virtual engagement.	.121	.043	2.831	.005

Table 53:Regression weights by stage - implication

N	Independent	Dependent	Hypotheses	Estimate	S.E.	C.R.	P-value
9	Perceived Ease Of Use	Consuming	H9: Perceived ease of use has a positive effect on Consuming.	.064	.039	1.650	.099
10	Perceived Ease Of Use	Contributing	H10: Perceived ease of use has a positive effect on Contributing.	.037	.047	.788	.431

N	Independent	Dependent	Hypotheses	Estimate	S.E.	C.R.	P-value
12	Perceived Ease Of Use	Advocacy	H11: Perceived ease of use has a positive effect on Advocacy.	.186	.062	2.979	.003
12	Virtual Engagement	Consuming	H12: Virtual Engagement has a positive effect on Consuming.	.219	.032	6.783	***
13	Virtual Engagement	Contributing	H13: Virtual Engagement has a positive effect on Contributing.	.300	.039	7.641	***
14	Virtual Engagement	Advocacy	H14: Virtual Engagement has a positive effect on Advocacy.	.193	.052	3.680	***
15	Trust	Consuming	H15: Trust has positive effects on Consuming.	.079	.033	2.419	.016
16	Trust	Contributing	H16: Trust has positive effects on Contributing.	.119	.040	2.991	.003

N	Independent	Dependent	Hypotheses	Estimate	S.E.	C.R.	P-value
17	Trust	Advocacy	H17: Trust has positive effects on Advocacy.	.160	.053	3.006	.003

Table 54: Regression weights by stage - implication

N	Independent	Dependent	Hypotheses	Estimate	S.E.	C.R.	P-value
18	Consuming	Customer Materialization	H18: Consuming has a positive effect on Customer Materialization.	.114	.039	2.944	.003
19	Contributing	Customer Materialization	H19: Contributing has a positive effect on Customer Materialization.	.063	.032	1.994	.046
20	Advocacy	Customer Materialization	H20: Advocacy has a positive effect on Customer Materialization.	.757	.023	32.311	***

4.3.6.2 Regression Weights, Covariance and Variances

Table (51) shows 9 cases of highly significant regression paths (***) indicates $p\text{-value} < 0.001$). In other cases the significant regression path is significant ($p\text{-value} < 0.01$, $p\text{-value} < 0.05$ and $p\text{-value} < 0.1$). The path in only one case is not significant, the case of Ease of use \rightarrow Contributing, where the $p\text{-value}$ is equal (0.431).

Beta weights β are the regression coefficients for standardized data. B is the average amount by which the dependent variable increases when the independent variable increases one standard deviation and other independent variables are held constant. In this research, the maxima value of β for Adoption derives from the relationship between two endogenous observed variables, Trust and Virtual engagement, where $\beta = 19.1\%$. The maxima value of β for Implications derives from the relationship between two endogenous observed variables, Advocacy and Customer Materialization, where $\beta = 75.7\%$.

Table 55: Covariance

Variable			Estimate	S.E.	C.R.	P
Personal Needs	<-->	Social Needs	.117	.013	9.228	***
Personal Needs	<-->	Psychological Needs	.119	.013	9.017	***
Psychological Needs	<-->	Social Needs	.127	.013	9.580	***
Social Needs	<-->	Ease of Use	.051	.011	4.567	***

Psychological Needs	<-->	Ease of Use	.072	.012	6.059	***
Personal Needs	<-->	Ease of Use	.066	.011	5.773	***
e6	<-->	Ease of Use	.054	.012	4.654	***
e3	<-->	e4	.068	.013	5.262	***

The covariance between all variables in Table (54) above is significantly different from zero at p-value 0.001.

Table 56: Variances

	Estimate	S.E.	C.R.	P
Personal Needs	.326	.017	19.183	***
Psychological Needs	.351	.018	19.183	***
Social Needs	.320	.017	19.183	***
Ease of Use	.283	.015	19.183	***
e6	.370	.019	19.183	***
e1	.342	.018	19.183	***
e2	.747	.039	19.183	***
e3	.419	.022	19.183	***

e4	.284	.015	19.183	***
e5	.320	.017	19.183	***

The variance estimate for all variables in Table (55) above are significantly different from zero at p-value= 0.001.

Table 57: Standardized direct, indirect and total effects

Standardized Total Effects									
	Ease of Use	Social Needs	Psychological Needs	Personal Needs	Trust	Virtual Engagement	Advocacy	Contributing	Consuming
Trust	.000	.146	.077	.162	.000	.000	.000	.000	.000
Virtual Engagement	.100	.102	.155	.172	.189	.000	.000	.000	.000
Advocacy	.125	.031	.030	.042	.140	.139	.000	.000	.000
Contributing	.057	.045	.052	.066	.163	.281	.000	.000	.000
Consuming	.085	.039	.046	.058	.138	.252	.000	.000	.000
Materialization	.103	.028	.029	.039	.124	.137	.758	.049	.072
Standardized Direct Effects									
Trust	.000	.146	.077	.162	.000	.000	.000	.000	.000

Standardized Total Effects									
	Ease of Use	Social Needs	Psychological Needs	Personal Needs	Trust	Virtual Engagement	Advocacy	Contributing	Consuming
Virtual Engagement	.100	.075	.141	.141	.189	.000	.000	.000	.000
Advocacy	.111	.000	.000	.000	.114	.139	.000	.000	.000
Contributing	.029	.000	.000	.000	.110	.281	.000	.000	.000
Consuming	.060	.000	.000	.000	.090	.252	.000	.000	.000
Materialization	.000	.000	.000	.000	.000	.000	.758	.049	.072
Standardized Indirect Effects									
Trust	.000	.000	.000	.000	.000	.000	.000	.000	.000
Virtual Engagement	.000	.028	.015	.031	.000	.000	.000	.000	.000
Advocacy	.014	.031	.030	.042	.026	.000	.000	.000	.000
Contributing	.028	.045	.052	.066	.053	.000	.000	.000	.000

Standardized Total Effects

	Ease of Use	Social Needs	Psychological Needs	Personal Needs	Trust	Virtual Engagement	Advocacy	Contributing	Consuming
Consuming	.025	.039	.046	.058	.048	.000	.000	.000	.000
Materialization	.103	.028	.029	.039	.124	.137	.000	.000	.000

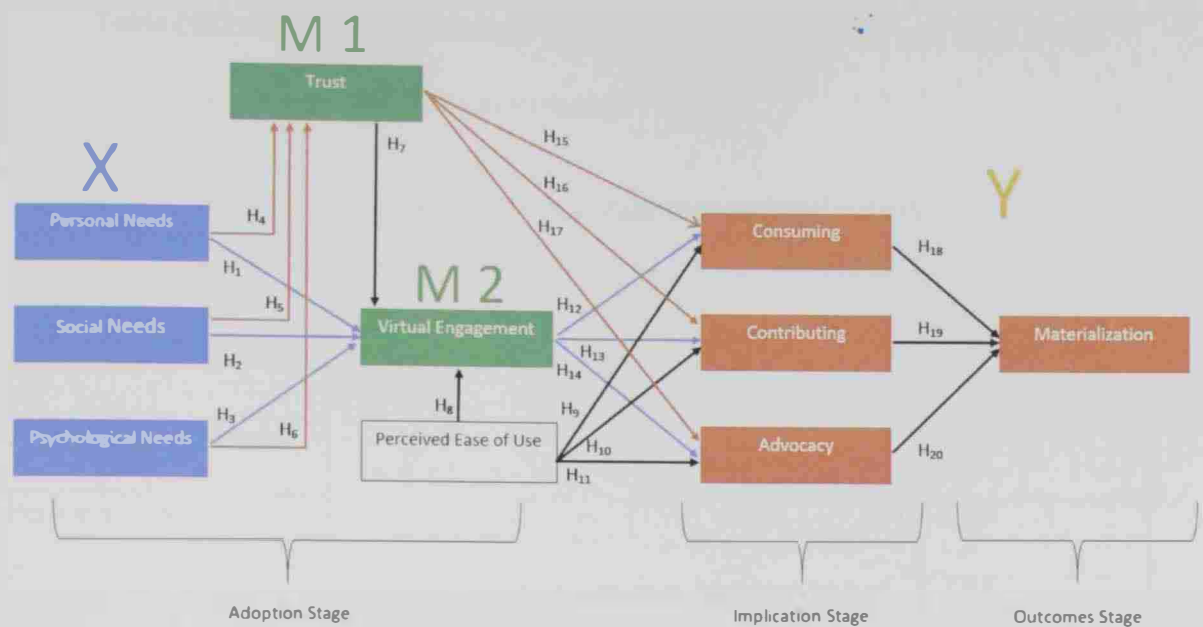


Figure 17: Trust and virtual engagement as multiple mediators

4.3.6.3 Multiple Mediators

From the results shown in Table (56) and Figure (17), it appears that Trust and Virtual Engagement are multiple mediators; they can be tested simultaneously or separately. This research exploits the advantage of testing them simultaneously, and hence shows to what extent the mediation is independent of the effect of the other mediators, where the different mediators are conceptually distinct and not too highly correlated (see Bolger (1998). Having a multiple mediator in the research conceptual framework gives credit to adopting Structural Equation Modeling (SEM) (J.C.Anderson & Gerbing, 1988; Hooper, 2012; Thompson, 2004). To illustrate further, Personal Needs as an independent variable has an indirect effect on the Contributing variable equal to 6.6%, but there is no direct effect between them. In addition, Table (57) shows that the indirect effect between Personal Needs and Customer Materialization equals 3.9%.

Table (58) shows that Advocacy, Virtual Engagement and Trust have a high effect on the Customer Materialization variables.

Table 58: The total effect of on customer materialization

Ease of Use	Total effect on Customer Materialization	.103
Social Needs		.028
Psychological Needs		.029
Personal Needs		.039
Trust		.124
Virtual Engagement		.137
Advocacy		.758
Contributing		.049
Consuming		.072

4.3.6.4 Results for the Structural Model

The structural model specified the relationships among the latent variables as posited by the proposed theoretical framework in this study. The resulting structural model, depicted in Figure (16), fits the data well. As shown, all of the fit indices met their respective thresholds for acceptable model fit: the GFI was .97, the TLI was .83, the CFI was .94 and the RMSEA was 088. The findings reveal that two path coefficients were not statistically significant. The findings are described in detail in the Hypotheses Testing section.

Table 59: Squared multiple correlations

Variable	Estimate
Trust	.088
Virtual Engagement	.174
Advocacy	.066
Contributing	.115
Consuming	.098
Materialization	.599

Table (59) shows that 60% of the observed variability in the relative advantage is explained by the four independent variables.

Chapter 5: Discussion of Results, Conclusions and Implications

5.1 Discussion of Results

This section provides answers to the research questions and interprets the hypotheses. From the results presented in Chapter (4), of the 20 hypotheses in this study, 19 were supported and one was not altogether supported.

Tables (60), (61) and (62) display the research questions, corresponding hypotheses, and whether or not the hypotheses were supported. The following section discusses each research question (RQ) and its related hypotheses.

Table 60: Research questions rated to adoption

Research Questions	Hypotheses	Results
RQ 1: Which enablers are important for adopting certain public sector accounts on social media sites?		
RQ 1.1	H ₁ : Personal needs have a positive effect on virtual engagement.	Supported
What are the user gratification factors that affect a user's virtual engagement to certain public sector accounts on social media?	H ₂ : Social needs have a positive effect on virtual engagement.	Supported
	H ₃ : Psychological Needs have a positive effect on virtual engagement.	Supported
RQ 1.2	H ₄ : Personal needs have a positive effect on Trust.	Supported
To what extent do user gratification factors affect user trust on certain public sector accounts on social media?	H ₅ : Social needs have a positive effect on Trust.	Supported
	H ₆ : Psychological Needs have a positive effect on Trust.	Supported

RQ 1.3	H7: Trust has positive effects on Virtual Engagement.	Supported
--------	-------------------------------------------------------	-----------

To what extent does the Trust variable affect Virtual Engagement to certain public sector accounts on social media?

RQ 1.4	H8: Perceived ease of use has a positive effect on virtual engagement.	Supported
--------	------------------------------------------------------------------------	-----------

To what extent does the Perceived Ease of Use variable affect Virtual Engagement to certain public sector accounts on social media?

Table 61: Research questions on implication stage

search Questions	Hypotheses	Results
RQ 2: What are the impacts of adopting certain public sector accounts on social media sites?		
RQ2.1	H ₁₂ : Virtual Engagement has a positive effect on Consuming.	Supported
What are the effects of Virtual Engagement on the Virtual Behaviour of an engaged user with certain public accounts on social media sites?	H ₁₃ : Virtual Engagement has a positive effect on Contributing.	Supported
	H ₁₄ : Virtual Engagement has a positive effect on Advocacy.	Supported
	RQ2.2	H ₉ : Perceived ease of use has a positive effect on Consuming.
To what extent does the Perceived Ease of Use variable affect the Virtual	H ₁₀ : Perceived ease of use has a positive effect on Contributing.	Not Supported
	H ₁₁ : Perceived ease of use has a positive effect on Advocacy.	Supported

Behaviour of an engaged user with
certain public accounts on SMSs?

RQ2.3

H₁₅: Trust has positive effects on Consuming.

Supported

To what extent does the Trust variable
affect the Virtual Behaviour of an
engaged user to certain public accounts
on social media sites?

H₁₆: Trust has positive effects on Contributing.

Supported

H₁₇: Trust has positive effects on Advocacy.

Supported

Table 62: Research questions on outcomes

Research Questions	Hypotheses	Results
<p>RQ 3</p> <p>What are the outcomes of Implication on certain public sector accounts on social media?</p>	<p>H₁₈: Consuming has a positive effect on Customer Materialization.</p> <p>H₁₉: Contributing has a positive effect on Customer Materialization.</p> <p>H₂₀: Advocacy has a positive effect on Customer Materialization.</p>	<p>Supported</p> <p>Supported</p> <p>Supported</p>

5.1.1 Research questions rated to Adoption

According to the literature review presented in Chapter (2) and the results from Chapters (3) and (4), this study identifies five enablers that influence Virtual Engagement, namely, User Gratifications factors (three variables), the Trust variable and the Ease of Use variable. The research questions related to Adoption are stated in RQ1. See Figure (18).

RQ 1: Which enablers are important for adopting certain public sector accounts on social media sites?

To answer RQ1, the study hypothesizes that these factors show a relationship between the user gratification variables, the virtual engagement variable, the Trust and Perceived Ease of Use variable through RQ1.1, RQ1.2, RQ1.3 and RQ1.4. On the basis of these findings, it can be concluded that the Virtual Engagement variable is affected by the User Gratification variables and the Trust and Perceived Ease of Use variables.

Researchers have begun to conduct more specific and detailed investigations of individuals and the uses that they make of different aspects of social media sites. The major contribution of this study is in defining the motivations behind adopting certain public sector accounts on social media sites.

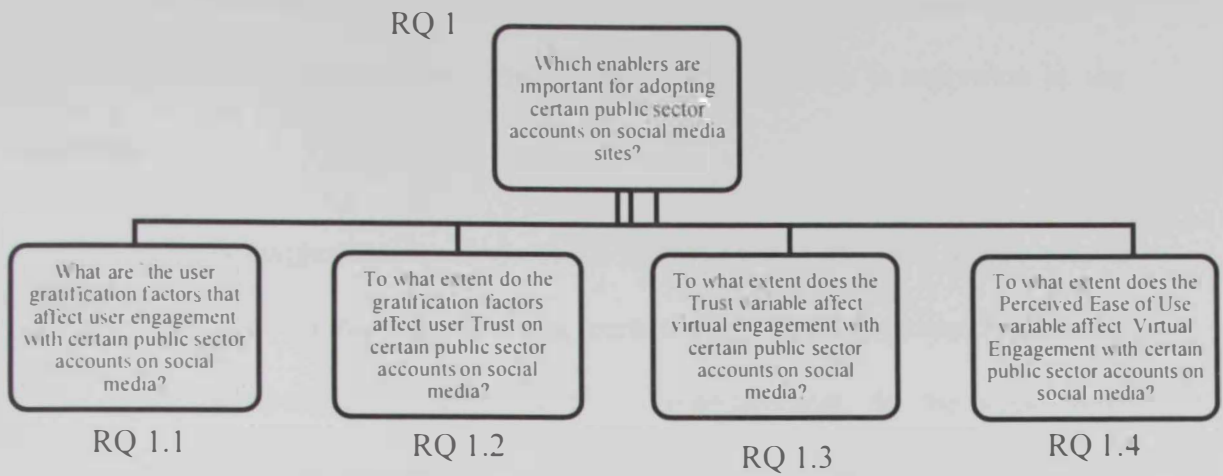


Figure 18: Research questions rated to adoption stage

The first research question (RQ.1.1) tests the relationship between the Virtual Engagement variable and three User Gratification factors: Personal needs, Social needs and Psychological Needs. On the basis of the findings, it can be concluded that user gratification factors have a direct a positive relationship with the Trust variable, as follows:

H_1 : Personal needs have a positive effect on virtual engagement.

The results indicate a direct positive relationship between Personal Needs and Virtual Engagement, where 16% of the observed variability in the relative advantage is explained by the Personal needs variable at P-value < 0.001. This highly significant result suggests that satisfying Personal needs contributes to better virtual engagement in Zakat Fund accounts on social media sites through attracting users' attention and, by being informative, meaningful and entertaining, it gives them a sense of satisfaction.

These findings suggest that the public sector should give personal needs close attention if it is to increase users' engagement. This statement is supported by the following:

- A suggestion by Baek et al. (2011) is that Personal needs play a motivational role in using certain social media accounts from the perspectives of enjoyment and entertainment. In the same way, personal needs can be strong predictors of motivations for media use (I. K. Anderson, 2011).
- This indicates the usefulness of exploring the personal Needs that individuals meet by using social media sites, as mentioned by N. Park et al.(2009).
- Social media sites should focus on features that interact with the personal style and needs of particular consumers, focusing on the human message and human-human interactions as discussed in Ko, Cho, & Roberts (2005).

H₂: Social needs have a positive effect on virtual engagement.

The results indicate a direct appositive relationship between Social needs and Virtual engagement, where 8.5% of the observed variability in the relative advantage is explained by the Social needs variable at p-value < 0.05. This significant result suggests that satisfying Social needs contributes to better virtual engagement with Zakat Fund accounts on social media sites through giving users the chance to express themselves freely, encouraging socialization, grouping users according to their interests, and enabling them to expand their social network, share information related to their interests and share their opinions.

These findings suggest that the public sector should give Social needs close attention so as to increase its users' engagement. This statement is supported by the following:

- People with socializing needs are generally interested in meeting and talking with others as well as getting peer support and a sense of community; see N. Park et al. (2009).
- With Vrocharidou & Efthymiou (2012) in mind, the results show that users perceive the immediate, interactive, and synchronous modes of communication as more useful for the gratification of their social needs.
- A paper by Curras-Perez et al. (2014) concludes that the motivation of connecting with friends and meeting new friends is a strong predictor of the attitudes of post adopters to using social media sites.

H₃: Psychological Needs have a positive effect on Virtual Engagement.

The results indicate a direct appositive relationship between Psychological needs and Virtual engagement, where 15.3% of the observed variability in the relative advantage is explained by the Social needs variable at p-value < 0.001. This significant result suggests that satisfying Psychological needs contributes to better virtual engagement with Zakat Fund accounts on social media sites through giving a sense of connectedness with society; it makes users feel peaceful, by having a social media account to belong to, being connected to the world and immune from the complications of routine.

These findings suggest that the public sector should give Psychological needs close attention to increase their users' engagement. This statement is supported by the following:

- According to H. Li et al. (2015) social interaction and communication also makes the users of social media sites feel physically and closely connected with those in their social network.
- A study by J. Choi & Seo (2017) assumes that consumers engage in social media sites out of a desire to enhance their social image in public space where it is easily observed by others (e.g. the social media), rather than out of a sincere desire to help people in need.
- A study by Lyu (2016) indicates that people engage in strategic self-presentation in order to control their self-esteem and acquire support from others.
- Another study by M. L. Khan (2017b) also proves useful in giving a better understanding of ways in which organizations can attract maximum participation. This is because understanding user behavior is the prerequisite of any marketing effort. The paper also lists three significant items related to the Psychological Needs of social media users: Impress other users, feel important and make myself look cool.

RQ 1.2 To what extent do user gratification factors affect user trust in certain public sector accounts on social media?

The research question (RQ.1.2) tests the relationship between the three gratification factors: Personal needs, Social needs and Psychological needs, and the

Trust variable. The findings suggest that it can be concluded that user gratification factors have a direct impact on the Trust variable as follows:

H₄: Personal needs have a positive effect on Trust.

The results indicate a direct apposite relationship between Personal needs and Trust, where 18.1% of the observed variability in the relative advantage is explained by the Personal needs variable at $p\text{-value} < 0.001$. This significant result suggests that satisfying Personal needs contributes to more trust in Zakat Fund accounts on social media sites through attracting users' attention and giving them a sense of satisfaction by being informative, meaningful and entertaining.

These findings suggest that the public sector should give Personal needs close attention to increasing their users' trust. This statement is supported by the following:

- Hoffman et al. (1999) find that the most effective way for commercial
- Web providers to develop profitable exchange relationships with online customers is ultimately to earn their trust.
- It argued by Gunawan & Huarng (2015) that the trust in social media has an influence on users' intention to join a social media site activity. Perceived enjoyment is an important factor affecting the behavior of users of social media sites; users may continue to join social media activities and trust the information and advice resulting from social media sites activities because of their perceived enjoyment of these activities.
- As the example by DeMers (2016) shows, since many people assess the credibility of a business from its popularity on social media networks.

this can be a huge advantage for building trust. He advises businesses to be sure to include easy links to their key social media accounts, and share buttons that make it simple for visitors to share their content.

H₅: Social needs have a positive effect on Trust.

The results indicate a direct appositive relationship between Social needs and Trust, where 16.5% of the observed variability in the relative advantage is explained by the Social needs variable at p-value < 0.001). This significant result suggests that satisfying Social needs contributes to ensuring more trust in Zakat Fund accounts on social media sites through giving users the chance to express themselves freely, encouraging them to socialize, grouping users on the basis of their interests, enabling them to expand their social network, share information related to their interests and share their opinions.

These findings suggest that the public sector should give Social needs close attention to increase their users trust. This statement is supported by the following:

- Community identification mediates the effects of perceived trust and perceived reciprocity on the continuance of members' site use (R. Chen et al., 2016).
- Social media trust is influenced by network homophily (Phua et al., 2017).
- According to new research carried out by twitter and the analytics company Annalect, people trust social influencers almost as much as their own friends (Oppenheim, 2016) and people trust people, not brand advertising (Fiorella, 2015).

H₆: Psychological Needs has a positive effect on Trust.

The results indicate a direct apposite relationship between Psychological needs and Trust, where 8.3 % of the observed variability in the relative advantage is explained by the Psychological needs variable at p-value < 0.1). This significant result suggests that satisfying Social needs contributes to gaining more trust in Zakat Fund accounts on social media sites through giving users the chance to express themselves freely, encouraging them to socialize, grouping users on the basis of their interests, enabling them to expand their social network, share information related to their interests and share their opinions.

These findings suggest that the public sector should give Psychological needs close attention to increase their users' trust. This statement is supported by the following

- Trust may be primarily motivated by positive affect for the object of trust (emotional trust), or by rational reasons why the object of trust merits trust (cognitive trust), or a combination of both (Seufert et al., 2016).
- Trust refers to an individual's belief or an expectation of others' ethical behaviors under various influential factors such as subjective norms, risk, confidence, and security (Gunawan & Huarng, 2015).

RQ 1.3 To what extent does the Trust variable affect Virtual Engagement to certain public sector accounts on social media?

Research question 1.3 tests the relationship between the Trust variable and virtual engagement. The findings allow it to be concluded that the Trust variable has a direct positive relationship with the Virtual Engagement variable as follows:

H₇: Trust has positive effects on virtual engagement.

The results indicate a direct appositive relationship between Trust and virtual engagement, where 19.1% of the observed variability in the relative advantage is explained by the Trust variable at $p\text{-value} < 0.001$. This highly significant result suggests that Trust contributes to better virtual engagement to Zakat Fund accounts on social media sites through basing itself on the best interests of users; being a good source of information about the Zakat Fund and a reliable and honest source of accurate information about Zakat Fund services; and making users feel comfortable to make comments and/or share ideas with others about the Zakat Fund. These findings suggest that the public sector should give Trust close attention to increase their users' engagement. This statement is supported by the following:

- User trust has a positive outcome on virtual engagement (R. Chen et al., 2016).
- Customer trust is important as a determinant of customer retention and positive word of mouth (Ladhari, 2007).
- Social media greatly facilitates the process of establishing enduring intimate relationships with trust and commitment between sellers and buyers (Sashi, 2012b).

RQ 1.4 To what extent does the Perceived Ease of Use variable affect Virtual Engagement to certain public sector accounts on social media?

Research question .1.4 tests the relationship between the Perceived Ease of Use variable and the Virtual Engagement variable. The results confirm that Perceived Ease of Use variable has a direct and positive relationship with the Virtual Engagement variable as follows:

H8: Perceived ease of use has a positive effect on virtual engagement.

Results indicate a direct appositive relationship between Perceived ease of use and Virtual Engagement, where, 12.1% of the observed variability in the relative advantage is explained by Perceived ease of use variable at ($P\text{-value} < 0.01$). This significant result suggests that Perceived ease of use encourages users to engage virtually with Zakat Fund accounts on social media sites.

These findings suggest that public sector should give Perceived Ease of Use close attention to increase their Virtual Engagement. This significant result suggesting that Perceived Ease of Use encourages users to engage virtually to Zakat Fund accounts on social media sites through Easability (Easier than Usable) of participation and interaction. It is about the degree to which a Zakat Fund account can be used by specified user

- This statement is supported by (Rauniar, Rawski, Yang, & Johnson, 2014b) as follows:
- Continual voluntary usage of and engagement with social-media-related activities will continue if and only if the perceived benefits from such usage behaviors lead to a positive attitude toward social media.

- Useful experience is important for engagement and a long-term relationship because it creates a positive intention on the part of the user.
- Social media users interpret their experience to develop beliefs about the PU from their activities or behavior on these sites.

5.1.2 Research Questions on Implications

Using the literature review presented in Chapter (2) and the results from Chapter (3), this study identifies five enablers that influence the behavioral variables included in Virtual Engagement, the Trust variable and Ease of Use. The research questions related to Adoption are stated under RQ2 (see Figure (19)).

RQ 2: What are the impacts of adopting certain public sector accounts on social media site?

To answer RQ2, the study hypothesizes that these factors show a relationship between the Virtual Behaviour variables (Consuming, Contributing and Advocacy), the Virtual Engagement variable, the Trust variable and the Perceived Ease of Use variable through RQ2.1, RQ2.2 and RQ2.3 (see Figure (19)). From the findings, it can be concluded that these Virtual Behaviour variables are influenced by the Virtual Engagement variable, Trust and the Perceived Ease of Use variables.

Since researchers have begun to conduct more specific and detailed investigations of individuals and the uses made of different aspects of social media sites, another major contribution of this study is in shedding light on users' behavior after adopting certain public sector accounts on social media sites.

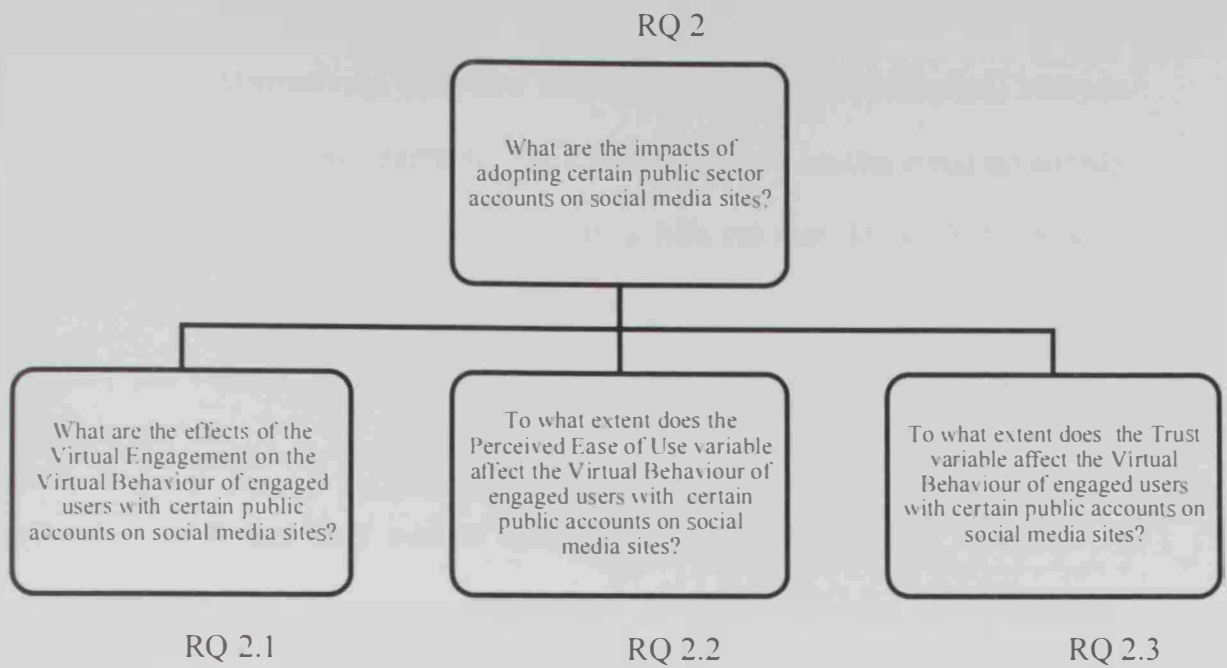


Figure 19: Research questions rated to implications

RQ2.1 What are the effects of Virtual Engagement on the Virtual Behaviour of engaged users with certain public accounts on social media sites?

H₁₂: Virtual Engagement has a positive effect on Consuming.

The results indicate a direct apposite relationship between Consuming and Virtual engagement, where 21.9% of the observed variability in the relative advantage is explained by the Consuming variable at $p\text{-value} < 0.001$. This highly significant result suggests that satisfying Virtual engagement could lead to better virtual Consuming through involving users by making them part of the virtual community of the Zakat Fund account on social media sites, triggering their emotions, making them feel more connected, building a positive image and managing their experiences. This statement is supported by the following:

- User–content interactivity involves a user interacting with content and producers, for example, posting an initial comment to a video thread.

This represents a basic form of feedback for the content creator. Alternatively, user–user interactivity consists of interactions between two or more users, such as a user replying to another comment already posted on the video thread by a different user (D. S. Chung & Yoo, 2008; Ksiazek, Peer, & Lessard, 2014).

- Community identification directly affects a member's continued use of a site (R. Chen et al., 2016).
- Engagement leads to consuming: a study by Ngai, Tao, et al., (2015) states that the interactions on twitter affected the effectuation processes of users, and identified how their perceptions of the amount of time available predicted the level of social interaction in which users engaged via twitter. Results from Ramirez, Jr. & Burgoon (2004) indicate that increasing the availability of the information acquired significantly affects interaction, involvement, and mutuality, which are markers of processual interactivity.

H₁₃: Virtual Engagement has a positive effect on Contributing.

The results indicate a direct appositive relationship between Contributing and Virtual engagement, where 3 % of the observed variability in the relative advantage is explained by the Contributing variable at p-value < 0.001. This highly significant result suggests that satisfying Virtual Engagement could lead to better virtual Contributing to Zakat Fund accounts on social media sites through involving users by making them part of the virtual community of Zakat Fund accounts on social media sites, triggering their emotions, making them feel more connected, building a positive image and managing their experiences.

This statement is supported by I. J. Chen & Popovich (2003), C. M. K. Cheung et al. (2008), Luís Abrantes et al. (2013), Rossmann et al. (2016a), and Teng et al. (2014) as follows:

- Engaged users normally have time to reply, leave a comment, or chat online. People share content with their proprietary audience and, in the process, promote brand awareness.
- After engagement, companies should take the interaction to the next level to foster and cultivate longer-term user relationships. This may lead to earning a number of “Likes” very quickly.
- Engaged users are more likely to retweet company’s tweets and to go beyond this by sharing their opinion about a company and participate in this company’s hashtags.

H₁₄: Virtual Engagement has a positive effect on Advocacy.

Results indicate a direct appositive relationship between Advocacy and Virtual engagement, where 19.3% of the observed variability in the relative advantage is explained by the Advocacy variable at p-value < 0.001. This highly significant result suggests that satisfying Virtual engagement could lead to better virtual Advocating in Zakat Fund accounts on social media sites, through involving users by making them part of the virtual community of Zakat Fund account on social media sites, triggering their emotions, making them feel more connected, building a positive image and managing their experiences.

This statement is supported by Chun & Lee (2016), L.-C. Hsu, Chih, & Liou (2016), W. Lee et al. (2012b), C. A. Lin & Kim (2016b), Munzel & H. Kunz (2014),

ROSSmann et al (2016b), Sweeney, Soutar, & Mazzarol (2008), and Sweeney et al. (2012) as follows:

- Advocacy is driven by a high level of engagement, and influencers typically raise the amount of virtual consuming and contributing.
- Social media have a very fast conversation rate which allows users to easily access advocacy through the use of hashtags. This has become a favorite tool of political organizations and popular advocacy groups.
- Advocacy is helpful in increasing the level of interaction in social media sites through posts made by virtual advocates which include Liking, commenting on, and sharing their posts. These interactions increase the credibility of companies' accounts on social media sites.

RQ2.2 To what extent does the Perceived Ease of Use variable affect the Virtual Behaviour of engaged users with certain public accounts on social media sites?

H₉: Perceived ease of use has a positive effect on Consuming.

The results indicate a direct appositive relationship between Perceived ease of use and Consuming, where 6.4% of the observed variability in the relative advantage is explained by the Perceived ease of use variable at p-value < 0.1. This significant result suggests that Perceived ease of use encourages users to Consume virtually on Zakat Fund accounts on social media sites through encouraging participation and interaction by ease of use, learnability and understandability. This increases the degree to which a Zakat Fund account can be used by a given user. As Whitney Quesenbery (2001) maintains, there are criteria in assessing ease of use, as follows: site^s must be:

- Efficient: allow time (or count clicks or page views), realistic tasks. Public sectors must use working versions of the software and plausible sample data.
- Effective: Evaluate tasks for how accurately they were completed, and how often they produce errors.
- Error Tolerant: include task scenarios with potential problems in test use scenarios
- Easy to Learn: control how much instruction is given to test participants, or carefully recruit users with different levels of domain knowledge and experience.

These findings suggest that the public sector should give Perceived ease of use close attention to increase their users' Consuming. This statement is supported as follows:

- It has been found that people's intentions are proportional to the Perceived ease of use of helping through the internet and that online resources have a strong affinity with social concerns, due to interactivity (Cano Murillo, Kang, & Yoon, 2016).
- It has been found that users increase their satisfaction with digital technologies from the perceived ease of using them and the content characteristics themselves; while loyalty, engagement and word of mouth are the main consequences of satisfaction (Calvo-Porrá, Faiña-Medin, & Nieto-Mengotti, 2017).

H₁₀: Perceived ease of use has a positive effect on Contributing.

The results indicate that there is no direct relationship between Perceived ease of use and Contributing at $P\text{-value} < 0.1$. This result suggests that Perceived ease of use does not encourage users to Contribute virtually to Zakat Fund accounts on social media sites.

These findings are aligned with the findings in Chapter (2). It suggests that the public sector did not need to give Perceived Ease of Use much attention to increase their users' Contributing. Moreover, as McCay-Peet & Quan-Haase, (2016) point out, users of social media sites may vary in terms of the degree to which they participate on these sites. Much research on participation in virtual communities has shown that active contributions come from a small percentage of the community (McCay-Peet & Quan-Haase, 2016). This statement is supported as follows:

- Cultural Context: The findings of Yu, Hu, & Cheng (2015) suggest that users' online behavior is influenced by and dependent upon the technology and cultural context. In other words, user behavior varies from culture to culture
- Emotional Factors: Influence may increase even more because emotionally charged content would be more likely to be disseminated (Stieglitz & Dang-Xuan, 2013)
- Design of Social Media sites: To enhance emotional attachment, site managers should encourage users to participate in activities together with their friends and enhance connectedness among them. To develop these connections, the design of a social media site could incorporate one-to-one personal connections between friends made possible by

real-time communication technologies such as instant messaging (A. Chen, Lu, Chau, & Gupta, 2014)

- Zakat Fund Brand: The results of Logan (2014) suggest that the decision to follow brands on Facebook or twitter may be more impulsive than the process suggested by the theory of planned behavior and TAM. The fact that users' intentions to follow brands were most strongly affected by their perceptions of the usefulness and easiness of the activity in combination with the strong, positive effect of peer pressure indicates that following brands may resemble the act of impulse purchasing.
- The Zakat Fund has a governmental Identity: According to Sharif (2008), government identity, attitudes, complexity, and perceived usefulness have a significant role in user behavior.
- TAM limitation: The results by Svendsen, Johnsen, Almås-Sørensen, & Vittersø, (2013) indicate that personality influences behavioral intention (BI) both directly and as mediated through TAM beliefs. Personality can also influence TAM beliefs without influencing behavioral intention (BI). Extraversion has significant, positive relations to behavioral intention (BI) and this relationship is fully mediated by TAM beliefs. Emotional stability is related to behavioral intention (BI), but this relationship is not mediated by TAM beliefs. Openness to experience is significantly and positively related to perceived ease of use, but does not influence behavioral intention (BI).

H₁₁: Perceived ease of use has a positive effect on Advocacy.

The results indicate a direct appositive relationship between Perceived ease of use and virtual Advocacy, where 18.6% of the observed variability in the relative advantage is explained by the Advocacy variable at p-value < 0.005). This highly significant result suggests that Perceived ease of use contributes to better virtual engagement with Zakat Fund accounts on social media sites.

These findings suggest that the public sector should give Perceived ease of use close attention to increase their users' Advocacy. This statement is supported by the following:

- As Sashi (2012b) notes, the process of building customer engagement constitutes a customer engagement cycle. The customer engagement cycle defines advocacy as interactions by customers with others in their social networks to spread the word about their positive experiences with a product, brand or organization. Additionally, social media sites are easier and faster platforms for delivering content. Because users can easily receive information that is automatically delivered to their news feeds on social media sites, the content in social media sites is a significant factor in attracting users (Chun & Lee, 2016).
- Results by W. Lee et al. (2012a) support the above findings, which indicate that a user's emotional connection to Facebook could increase the perceived usefulness and ease of use of the event page. Another study by C. A. Lin & Kim (2016a) has fully validated the TAM model's power to explain the adoption process factors related to social media

advertising. Specifically, intrusiveness concerns negatively impacting perceived usefulness as well as attitude to social media advertising.

- The results by Ayeh (2015) suggest that integrating technology acceptance factors with those of information adoption can enhance the understanding of consumer-generated media use .

RQ2.3 To what extent does the Trust variable affect the Virtual Behaviour of engaged users to certain public accounts on social media sites?

H₁₅: Trust has positive effects on Consuming.

Results indicate a direct appositive relationship between Trust and Consuming, where 8% of the observed variability in the relative advantage is explained by the Trust variable at $p\text{-value} < 0.05$). This significant result suggests that Trust could encourage users to virtually consume better on Zakat Fund accounts on social media sites through being based on the best interests of users, being a good source of information about the Zakat Fund and a reliable and honest source of accurate information about Zakat Fund services, as well as making users feel comfortable to make comments and/or share ideas with others about the Zakat Fund.

These findings suggest that the public sector should give Trust close attention to increase their users' Consuming. This statement is supported by the following:

- In twitter, the trustworthiness of tweets/users can only be estimated through indirect means, such as the number of followers of a user or a tweet, and the number of retweets of a tweet (Zhao, Hua, Lu, & Chen, 2016).

- Trust in twitter can help deliver information to other people more efficiently and effectively. This is a new task and results will open the way for follow-up research leading to better understanding how Social Media works (Z. Luo, Osborne, Tang, & Wang, 2013).
- Using the more powerful web-of-trust is a better input into a recommendation algorithm than a user's entire social media sites (Tavakolifard, Almeroth, & Gulla, 2013).

H₁₆: Trust has positive effects on Contributing.

The results indicate a direct appositive relationship between Trust and Contributing, where 12% of the observed variability in the relative advantage is explained by the Trust variable at p-value < 0.005. This significant result suggests that Trust could encourage users to Contribute virtually for the benefit of Zakat Fund accounts on social media sites through being based on the best interests of users, being a good source of information about the Zakat Fund and a reliable and honest source of accurate information about Zakat Fund services and by making users feel comfortable to make comments and/or share ideas with others about the Zakat Fund.

These findings suggest that the public sector should give Trust close attention to increase their users' contribution. This statement is supported by the following:

- Trust affects different types of social activity e.g., sharing information, searching/ using advice, spreading word-of-mouth, use/purchase behavior (S. E. Chang et al., 2016).
- Trust, shared language, and voluntary self-disclosure influence e-WOM only marginally (T. Wang, Yeh, Chen, & Tsydypov, 2016).

- Socializers engage in intensive user-to-user communication, which may help firms stimulate e-WOM. In general, because of their trustworthiness, information and product recommendations sent by other consumers exert a heavy impact on various aspects of consumer behavior (Eisenbeiss et al., 2012).

H₁₇: Trust has positive effects on Advocacy.

The results indicate a direct appositive relationship between Trust and Advocacy, where 16% of the observed variability in the relative advantage is explained by the Trust variable at p-value < 0.005. This significant result suggests that Trust could turn users into virtual advocates for the benefit of the Zakat Fund accounts on social media sites through being based on the best interests of users, being a good source of information about the Zakat Fund and a reliable and honest source of accurate information about Zakat Fund services and making users feel comfortable to make comments and/or share ideas with others about the Zakat Fund.

These findings suggest that the public sector should give Trust close attention, in order to increase their users' Advocacy. This statement is supported by the following:

- By developing trust in loyal customers, sellers can turn them into fans (Sashi, 2012b)
- For firms choosing to adopt customer advocacy by focusing on overcoming customer's perceived skepticism, an important benefit is the opportunity to develop deep levels of customer commitment leading

to greater levels of relationship value, loyalty and trust. (Lawer & Knox, 2006).

- Such is our case with the Zakat Fund: the advocacy occurs within organizations in the form of corporate social responsibility, and it occurs within communities in the form of social entrepreneurship (London, 2010).

5.1.3 Research Questions Rated to the Outcomes

From the literature review presented in Chapter (2) and results from Chapters (3) and (4), this study identifies three Virtual Behaviour variables (Consuming, Contributing and Advocacy) which influence the Customer Materialization variable. The research questions rated to the Outcomes can be found in Table (50).

RQ3: To what extent does Virtual Behavior lead to Customer Metallization?

The research question (RQ.3) tests the relationship between three Virtual Behavior variables: the Consuming, Contributing and Advocacy factors and Customer Materialization. From the findings, it can be concluded that the Virtual Behavior variables have a direct effect on Customer Materialization as follows:

H₁₈: Consuming has a positive effect on Customer Materialization.

The results indicate a direct appositive relationship between Consuming and Customer Materialization, where 11.4% of the observed variability in the relative advantage is explained by the Consuming variable at p-value < 0.005). This highly significant result suggests that Consuming contributes could lead to better Customer Materialization for Zakat Fund accounts on social media sites. Accordingly, the virtually consuming users feel more connected to the Zakat Fund account. They have

a positive impression of the Zakat Fund resulting from its appearance on social media sites. They consider it a main channel for information about the Zakat Fund, and therefore they regularly checking their account to update their information. The virtually consuming users have an intention to communicate with Zakat Fund personally, prefer the Zakat establishment to deal with it, recommend the Zakat Fund to other people outside the virtual world and participate in Zakat Fund activities (e.g. conferences, networking events, ceremonies and exhibitions). This statement is supported as follows:

- Without active commenters and Likers, the success and contribution of social media sites to a brand's overall performance would be limited (Kabadayi & Price, 2014).
- through retweets and mentions of their supporters, interest groups engage in positive reinforcement that probably strengthens bonds within their respective political coalitions (Merry, 2016).
- The number of Likes can be enhanced by placing posts containing any determinant of post. This may be explained by the fact that a brand fan likes the brand and when s/he views any type of post on the fan page, s/he automatically Likes it, which shows his/her association with the brand, and hence the minimum time taken for commenting and sharing (I. Khan et al., 2016).

H₁₉: Contributing has a positive effect on Customer Materialization.

The results indicate a direct appositive relationship between Contributing and Customer Materialization, where 6.3% of the observed variability in the relative advantage is explained by the Contributing variable at p-value < 0.05. This significant

result suggests that Contributing could lead to better Customer Materialization for the Zakat Fund accounts on social media sites. Accordingly, the virtually Contributing users actively interact with the Zakat Fund Account, become engaged in conversations about Zakat Fund social media sites (e.g., commenting, asking, and answering questions), Shared Zakat Funs posts, and recommend Zakat Fund account to other followers on social media sites. The virtually Contributing users have the intention to communicate with the Zakat Fund personally, prefer the Zakat establishment to deal with it, recommend the Zakat Fund to other people outside the virtual world and participate in Zakat Fund activities (e.g. conferences, networking events, ceremonies and exhibitions) This statement is supported by the following:

- Social interaction may be of high value in the overall pre-purchase stage (Berger & Messerschmidt, 2009). Consumers having a high level of interest in shopping possess a strong motivation and desire to interact with the group-buying operator (E. C. S. Ku, 2012).
- The most important aim of organizations regarding participation in social media is to enable organizations to make an impact on customer decision making (Jucaitytė & Maščinskienė, 2014).
- Findings by I. Khan et al. (2016) suggest that high numbers of posts have caused the greatest enhancement in the number of shares followed by highly interactive, medium and low-vivid posts, medium interactive posts, informative and low-interactive posts. Y.-T. Chang, Yu, & Lu (2015) research finds in addition that the Like intention of page fans is the essential factor in their sharing intention. When fans Like a post,

marketing managers have more opportunities to keep in touch with them.

H₂₀: Advocacy has a positive effect on Customer Materialization.

The results indicate a direct positive relationship between Advocacy and Customer Materialization, where 75.5% of the observed variability in the relative advantage is explained by the Advocacy variable at $p\text{-value} < 0.001$). This highly significant result suggests that Advocacy contributions could lead to better Customer Materialization for Zakat Fund accounts on social media sites. Accordingly, the virtual advocates or supporters stick with the Zakat Fund through bad times, say positive things about it, interpret Zakat Fund posts to other users and encourage their personal followers to contribute positively about the Zakat Fund. The virtual advocates have a strong intention to communicate with the Zakat Fund personally, prefer the Zakat establishment to deal with it, recommend the Zakat Fund to other people outside the virtual world and participate in the Zakat Fund activities (e.g. conferences, networking events, ceremonies and exhibitions). This statement is supported as follows:

These results reveal that numbers of references and the content of internet reviews play an important role in the intention to borrow (Kuei Huang & Yang, 2010). The greater the perceived credibility of online consumer reviews (OCRs) among potential consumers, the higher is the purchase intention (J. Lee, Park, & Han, 2011).

- Recently, K. Z. K. Zhang, Zhao, Cheung, & Lee (2014) have found that source credibility and the perceived quantity of reviews (heuristic factors) have a direct impact on purchase intention.

- Consumer reviews according to this research may significantly shape purchase intentions for collectivists and individualist cultures such as the UK and Chinese consumers. Marketers should therefore in no case overlook consumer conversations about products and brands but instead should continuously monitor comments on consumer review sites (Christodoulides, Michaelidou, & Argyriou, 2012).

5.2 Conclusions

This research has developed and explored a number of research questions related to the purpose of the research on using Social Media Sites (SMS) in the public sector as marketing tools. The empirical study in the previous chapters demonstrates that there is a technique to using Social Media Sites (SMS) in marketing in a systematic way by keeping an eye on several factors. These factors are considered important inputs for developing Social Media Marketing (SMM) plans in the public sector.

Social Media Sites (SMS) offer an effective tool for influencing the behaviors of individuals. This can be achieved by exploring the journey from a unknown Social Media (SMS) user to an engaged customer through the Uses and Gratification Theory (U&G) which is considered the first step in the study of Social Media Sites (SMS) (G. M. Chen, 2011). The present research has been able to reach a better understanding of SMS users' behaviour and the psychological gratifications they derive from adopting SMS.

Previous studies demonstrated that the Technology acceptance model (TAM) could be applied to explain and predict the acceptance behaviours of SMS. The study extended TAM with some other constructs to investigate blog acceptance behaviours. This research revalidated those relationships in the context of SMS with hypotheses

that focus on the relations between Perceived Ease of Use (PEOU), Perceived Usefulness (PU), and attitude to Behavioral Intentions (BI). The novelty of this study lies in its customizing Perceived Usefulness (PU) by substituting it for gratification theory (U&G), as shown in Figure (20).

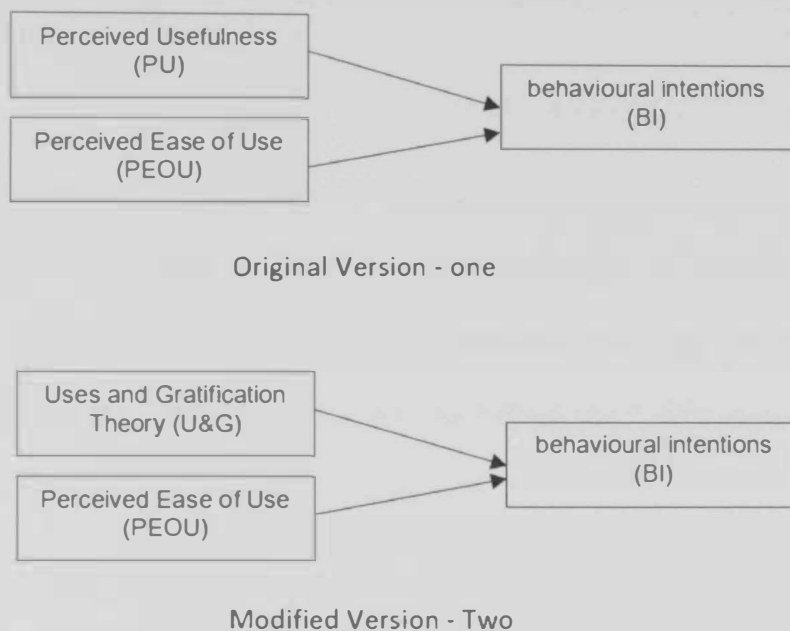


Figure 20: Perceived usefulness and gratification theory

User journey via Social Media Sites to Behavioral Intentions (BI) could be speeded up or slowed down by one of two factors: Trust and Virtual Engagement. This research is very specific when it comes to building the constructs of research model.

For example, this research is about Trust in SMS accounts, not in SMS platforms. With high focus on the psychological state (R. Chen et al., 2016) and emotions such as friendship, love, agreement, and comfort etc. (Seufert et al., 2016), these feelings and emotions are caused by the Uses and Gratification Theory (U&G) constructs, as shown in Figure (21).

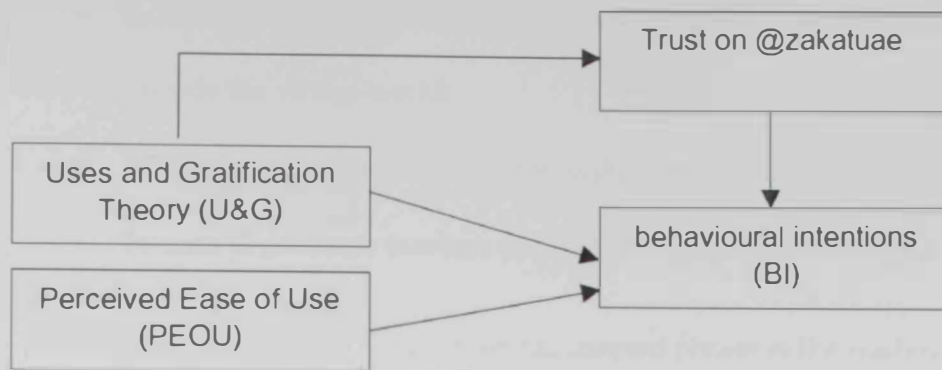


Figure 21: The role of the trust variable

Other studies assumed a direct relationship between adopting Social Media Sites (SMSs) and purchase intention, or rather, the effect of word-of-mouth. The distinctive contribution in this research is considering Virtual Engagement as a station in the user's journey. This study ignores the "silent user" phenomenon on Social Media Sites (SMSs) as mentioned in Chapter (2).

Virtual engagement is a psychological process which converts uninterested users into interested users (Bowden, 2009). The Virtual Engagement variable measures users' closeness to certain Social Media Sites (SMSs) accounts. In other words, it reflects user satisfaction and commitment.

The final phase of the user's journey is with Behavioral Intentions (BI), where engaged users spending much time using certain Social Media Sites (SMSs) accounts to satisfy their needs (G. M. Chen, 2011), most probably by talking about companies and products (Mangold & Faulds, 2009). These include Electronic Word of Mouth (e-WOM) activity, recommendations, helping other customers, blogging, and writing reviews. Thus far, engaged users have a full intention of moving from a virtual world to a real world. This research introduced a new concept called "Customer materialization". As a result of a successful user journey, the user:

- Is ready to become involved in the organization's events or activities outside the virtual world;
- Is willing to start an offline-relationship; and
- Intends to purchase services or products from the organization.

“Successful user journey” is as yet an unaccepted phrase in the academic field, and therefore this research spent some time on identifying Critical Success Factors (CSFs) for Social Media Marketing (SMM). The following table, Table (59), illustrates the total effect of each variable:

Table 63: Critical success factor (CSFS) for SMM

Ease of Use	.103
Social Needs	.028
Psychological Needs	.029
Personal Needs	.039
Trust	124
Virtual Engagement	137
Advocacy	758
Contributing	049
Consuming	072

This research proposed nine Critical Success Factors (CSFs) for Customer Materialization along intersected routes, to allow the public sector to trace the

influence of any path or combination of paths in the research model. It shows that 60% of the observed variability with regard to the Customer Materialization variable in the relative advantage can be explained by the research model variables.

Customer Materialization is the unique outcome from this research; it examines the impact of Social Media Marketing (SMM) on forming a user's intention to participate and/or buy. The study indicates that most of the messages on the public sector Social Media Sites (SMS) accounts posted news for the sake of self-promotion and service delivery rather than Customer Materialization. Going back to Use and Gratification Theory (U&G), it can be stated that users have five essential needs to satisfy, as follows:

- A highly significant result suggesting that satisfying “Personal Needs” contributes to better Virtual Engagement in Zakat Fund accounts on social media sites through attracting users' attention and giving them a sense of satisfaction by being informative, meaningful and entertaining.
- A significant result suggesting that satisfying “Social Needs” contributes to better Virtual Engagement in Zakat Fund accounts on social media sites through giving users the chance to express themselves freely, encouraging socialization, grouping users according to their interests, enabling them to expand their social network, share information related to their interests and share their opinions.
- A highly significant result suggesting that satisfying “Psychological Needs” contributes to better Virtual Engagement in Zakat Fund accounts on social media sites through giving a sense of connectedness with society, making users feel peaceful, by having a social media

account to belong to, connecting them to its world and taking them away from the complications of routine.

- A significant result suggesting that Perceived Ease of Use (PEOU) encourages users to engage virtually with Zakat Fund accounts on social media sites. These findings suggest that the public sector should give Perceived Ease of Use (PEOU) close attention to increase users' Virtual Engagement. This significant result suggests that Perceived Ease of Use encourages users to engage virtually with Zakat Fund accounts on social media sites through the Easability (making Easier than Usable) of participation and interaction. It is about the degree to which a Zakat Fund account can be used by specified user.
- A highly significant result suggesting that Trust contributes to better virtual engagement with Zakat Fund accounts on social media sites through acting according to the best interests of users, being a good source of information about the Zakat Fund and a reliable and honest source of accurate information about Zakat Fund services, and making users feel comfortable to make comments and/or share ideas with others about Zakat Fund.

Table (63) shows the effects of Ease of Use, Social Needs, Psychological Needs, Personal Needs and Trust on Virtual Engagement.

Table 64: Standardized total effects on virtual engagement

	Ease of Use	Social Needs	Psychological Needs	Personal Needs	Trust
Virtual Engagement	10%	10%	16%	17%	19%

The notability of this research lies in proposing an integrated framework that acknowledges different concerns of social science: the media, technology, and marketing. The U&G Theory, the TAM and the customer engagement cycle are used as instruments in this research. Moreover, this research is distinguished because it adopts the perspective of the social media user. The data were collected by hosting a questionnaire on line and posting through the Zakat Fund account on SMSs.

Next, Structural Equation Modeling (SEM) was used to estimate a series of inter-related dependence relationships simultaneously on three aspects: Adoption, Implications, and Outcomes. Structural Equation Modeling followed the causal processes under observation and tested the hypothesized model.

5.3 Implications

Marketing functions contribute directly to performance as noted by Moorman & Rust, (1999). Chapter (2) reveals that in SMM, performance is measured by using such indicators as the number of followers, number of Likes, number of reposts and number of comments. These indicators are widely used to judge the success of the public sector's SMM.

Furthermore, SMM serves organizational objectives, including stimulating sales, increasing brand awareness, improving brand image, generating traffic to online platforms, reducing marketing costs, and creating user interactivity on platforms by stimulating users to post or share content.

Nevertheless, Social Media Sites themselves do not guarantee success in developing a more personal relationship with public sector followers. Great opportunities exist for those willing to make the effort to exploit them.

These research findings are based on the analytical response to the study's research questions and help to achieve its objectives, which are to identify factors of SMM and determine the extent to which these factors are important. These findings have several significant implications for the public sector, particularly for the purposes of marketing.

In addition, building a community of engaged users should be the objective of organizations and businesses that have a social media presence. Users of social media have personal, social and psychological needs. Public sector presence requires a reciprocal relationship, which brings knowledge and skills to the treatment of users' needs.

Following are the major implications:

- Social Media is about building relationship for mutual benefits.
- Understand social media atmosphere based on users' perspective and act upon it.
- SMM performance is measured by achieving high Customer Materialization.
- Study SMS users' attitude, measure their behavior and forecast their intention.
- Satisfying users' needs play a motivational role in users adopting, consuming and remaining attracting.
- Develop profitable exchange relationships with SMSs users lead to earn their trust, and therefore affect positively level of Virtual Engagement.
- Public sector should have a professional knowledge on SMSs that make their accounts understandable; flexible and easy to use especially on it consuming and Advocacy.

- PEOU includes choosing an easily identifiable username, uploading a recognizable photo (logo) with clear and brief descriptions of public sector identity, leading people back to the website, using clear language and creative hashtags.
- Maintain Trust in SMSs by deliver accurate information to users and provide a comfortable space to comments and/or sharing ideas with others.
- The most important aim of organizations regarding participation in social media is to enable organizations to make an impact on customer decision making.
- Classified SMSs users based on their appearance in two groups, consumers and contributors.
- Consumers usually repost, mentions, like share public sector accounts on SMSs. They consider public sector account as main channel for information, and therefore they regularly check their account to update their information.
- Invest more in virtual advocator group (fans and supporters) delight them by giving high intention.
- The virtual advocator have high commitment to stick with the public sector account through bad times, say positive things about it, interpret public sector posts to other users and encourage their personal followers to contribute positively.
- In Zakat Fund case, the virtual advocates have a strong intention to communicate with the Zakat Fund personally, prefer the Zakat establishment to deal with it, recommend the Zakat Fund to other people outside the virtual world and participate in the Zakat Fund activities (e.g. conferences, networking events, ceremonies and exhibitions).

In conclusion, this study shows that social media users remain engaged only when they are encouraged to spend more time in following, consuming and interacting with public sector accounts.

5.4 Limitations and Future Studies

This study acknowledges some limitations related to measurement that should be noted, summarized as follows:

- Participation in the study was limited to Zakat Fund followers. They were a convenience sample for the researcher and the results may not be applicable to other domains, settings, or groups.
- The Zakat Fund is a special case because it is a public sector firm working charity sector under the umbrella of the UAE federal government.
- Social Media users' behaviors are a complex phenomenon, often context-dependent. This implies that behaviors may vary across timeframes, types of social media and situations. Future studies might consider the nature of marketing campaigns.
- Even though the study explains a high percentage (60%) of the variance in actual use, it is suggested that the model may be ignoring or overlooking other factors influencing Customer Materialization.
- A Customer Materialization scale has never been used before in a study: it was specifically generated for the intended population and the target technology in this study.
- The findings from this dissertation apply, but are limited, to the UAE context, and may not hold in other contexts.

Overall, the dissertation provided empirical findings centered on customer engagement that fall within the attitude and behavioral realm. As discussed, engagement is a deep concept that includes other factors such as Trust and Perceived Ease of Use (PEOU). In addition, future studies can also increase the number of control variables that have a potential to impact the results.

Future studies should use a different sampling method; for example, quota sampling across several different public sector organizations to ensure representative responses from several different parts of the public sector. Future studies could administer surveys every so often to capture users' different experiences. Researchers should also refine the scale of Customer Materialization used in this study to incorporate new factors and keep updating them; adding variables such as quality of context will make the framework more complete. Finally, future studies could examine relationships between Customer Materialization and customer decision by counting actual responses, as suggested in the following table (64):

Table 65: The actual impact from customer materialization

Customer Materialization	Customer Actual Response
Is ready to become involved in the organization's events or activities outside the virtual world;	Number of customers visiting Zakat Fund.
Is willing to start an offline-relationship; and	Number of telephone calls.
Intends to purchase services or products from the organization.	Number of Zakat amounts paid

References

- Aaron Lee. (2015). 22 Instagram Stats That Might Make Your Brain POP Out! Retrieved May 14, 2015, from <http://www.postplanner.com/22-instagram-stats-that-will-blow-your-mind/>
- Abbott, W., Donaghey, J., Hare, J., & Hopkins, P. (2013). An Instagram is worth a thousand words: an industry panel and audience Q&A. *Library Hi Tech News*, 30(7), 1–6. <https://doi.org/10.1108/LHTN-08-2013-0047>
- Abdelsalam, H. M., Reddick, C. G., Gamal, S., & Al-shaar, A. (2013). Social media in Egyptian government websites: Presence, usage, and effectiveness. *Government Information Quarterly*, 30(4), 406–416. <https://doi.org/10.1016/j.giq.2013.05.020>
- Abdullah, M., & Suhaib, A. Q. (2011). The Impact of Zakat on Social life of Muslim Society. *Pakistan Journal of Islamic Research*, 8, 85–91.
- Abubakar, A. M., & Ilkan, M. (2016). Impact of online WOM on destination trust and intention to travel: A medical tourism perspective. *Journal of Destination Marketing & Management*, 5(3), 192–201. <https://doi.org/10.1016/j.jdmm.2015.12.005>
- Abzari, M., Ghassemi, R. A., & Vosta, L. N. (2014). Analysing the Effect of Social Media on Brand Attitude and Purchase Intention: The Case of Iran Khodro Company. *Procedia - Social and Behavioral Sciences*, 143, 822–826. <https://doi.org/10.1016/j.sbspro.2014.07.483>
- Agostino, D., & Arnaboldi, M. (2015). A Measurement Framework for Assessing the Contribution of Social Media to Public Engagement: An empirical analysis on Facebook. *Public Management Review*, 1–19. <https://doi.org/10.1080/14719037.2015.1100320>
- Aharony, N. (2015). Why do students use What's App? – an exploratory study. *Aslib Journal of Information Management*, 67(2), 136–158. <https://doi.org/10.1108/AJIM-11-2014-0148>
- Ahrens, J., Coyle, J. R., & Strahilevitz, M. A. (2013). Electronic word of mouth: The effects of incentives on e-referrals by senders and receivers. *European Journal of Marketing*, 47(7), 1034–1051. <https://doi.org/10.1108/03090561311324192>
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211.

- Akar, E., & Topçu, B. (2011). An Examination of the Factors Influencing Consumers' Attitudes Toward Social Media Marketing. *Journal of Internet Commerce*, 10(1), 35–67. <https://doi.org/10.1080/15332861.2011.558456>
- Al-Jenaibi, B. (2011). The Use of Social Media in the United Arab Emirates: An Initial Study. *European Journal of Social Sciences*, 23(1), 87–100.
- Ancu, M., & Cozma, R. (2009). MySpace Politics: Uses and Gratifications of Befriending Candidates. *Journal of Broadcasting & Electronic Media*, 53(4), 567–583. <https://doi.org/10.1080/08838150903333064>
- Anderson, I. K. (2011). The Uses and Gratifications of Online Care Pages: A Study of CaringBridge. *Health Communication*, 26(6), 546–559. <https://doi.org/10.1080/10410236.2011.558335>
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411.
- Anthony McLoughlin. (2014). Infographics - The Latest Global, US & UK Google+ User Statistics | Tone Agency Blog. Retrieved May 14, 2015, from <https://www.tone.co.uk/infographic-google-plus-user-statistics-2014/>
- arabsocialmediareport.com. (2014). Arab Social Media Report. Retrieved April 22, 2015, from <http://www.arabsocialmediareport.com/home/index.aspx>
- Araujo, T., & Neijens, P. (2012). Friend me: which factors influence top global brands participation in social network sites. *Internet Research*, 22(5), 626–640. <https://doi.org/10.1108/10662241211271581>
- Articles by WebdesignerDepot StaffWebdesignerDepot Staff. (2009, October 7). The History and Evolution of Social Media. Retrieved May 12, 2015, from <http://www.webdesignerdepot.com/2009/10/the-history-and-evolution-of-social-media/>
- Asparouhov, T., & Muthén, B. (2009). Exploratory Structural Equation Modeling. *Structural Equation Modeling: A Multidisciplinary Journal*, 16(3), 397–438. <https://doi.org/10.1080/10705510903008204>
- Association, A. M. (1985). AMA board approves new marketing definition. *Marketing News*, 1(1).
- Ayeh, J. K. (2015). Travellers' acceptance of consumer-generated media: An integrated model of technology acceptance and source credibility theories. *Computers in Human Behavior*, 48, 173–180. <https://doi.org/10.1016/j.chb.2014.12.049>

- Babin, B. J., Hair, J. F., & Boles, J. S. (2008). Publishing Research in Marketing Journals Using Structural Equation Modeling. *The Journal of Marketing Theory and Practice*, 16(4), 279–286. <https://doi.org/10.2753/MTP1069-6679160401>
- Baek, K., Holton, A., Harp, D., & Yaschur, C. (2011). The links that bind: Uncovering novel motivations for linking on Facebook. *Computers in Human Behavior*, 27(6), 2243–2248. <https://doi.org/10.1016/j.chb.2011.07.003>
- Bajpai, R., & Bajpai, S. (2014). Goodness of Measurement: Reliability and Validity. *International Journal of Medical Science and Public Health*, 3(2), 112. <https://doi.org/10.5455/ijmsph.2013.191120133>
- Baldus, B. J., Voorhees, C., & Calantone, R. (2015). Online brand community engagement: Scale development and validation. *Journal of Business Research*, 68(5), 978–985. <https://doi.org/10.1016/j.jbusres.2014.09.035>
- Banyai, M. (2012). *Social media in travel, tourism, and hospitality: Theory, Practice and cases*. Pergamon.
- Barger, V., Peltier, J. W., & Schultz, D. E. (2016). Social media and consumer engagement: a review and research agenda. *Journal of Research in Interactive Marketing*, 10(4), 268–287. <https://doi.org/10.1108/JRIM-06-2016-0065>
- Beer, D. D. (2008). Social network (ing) sites... revisiting the story so far: A response to danah boyd & Nicole Ellison. *Journal of Computer-Mediated Communication*, 13(2), 516–529.
- Bekkers, V., Edwards, A., & de Kool, D. (2013). Social media monitoring: Responsive governance in the shadow of surveillance? *Government Information Quarterly*, 30(4), 335–342. <https://doi.org/10.1016/j.giq.2013.05.024>
- Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, 107(2), 238.
- Berger, S. C., & Messerschmidt, C. M. (2009). Babbling before banking? Online communities and pre-purchase information seeking. *International Journal of Bank Marketing*, 27(6), 446–466. <https://doi.org/10.1108/02652320910988320>
- Berners-Lee, T. (1999). *Weaving the Web: the original design and ultimate destiny of the World Wide Web by its inventor* (1st ed). San Francisco: HarperSanFrancisco.

- Boiger, N. (1998). Data analysis in social psychology. *Handbook of Social Psychology, 1*, 233–265.
- Bowden, J. L.-H. (2009). The Process of Customer Engagement: A Conceptual Framework. *The Journal of Marketing Theory and Practice, 17*(1), 63–74. <https://doi.org/10.2753/MTP1069-6679170105>
- boyd, danah m., & Ellison, N. B. (2007). Social Network Sites: Definition, History, and Scholarship. *Journal of Computer-Mediated Communication, 13*(1), 210–230. <https://doi.org/10.1111/j.1083-6101.2007.00393.x>
- Brandtzæg, P. B., & Heim, J. (2009). Why people use social networking sites. In *Online communities and social computing* (pp. 143–152). Springer. Retrieved from http://link.springer.com/chapter/10.1007/978-3-642-02774-1_16
- Brännback, M., & Nikou, S. (2016). Value systems and intentions to interact in social media: The digital natives. *Telematics and Informatics*. <https://doi.org/10.1016/j.tele.2016.08.018>
- Braun, M. T. (2013). Obstacles to social networking website use among older adults. *Computers in Human Behavior, 29*(3), 673–680. <https://doi.org/10.1016/j.chb.2012.12.004>
- Brodie, R. J., Hollebeek, L. D., Juric, B., & Ilic, A. (2011). Customer Engagement: Conceptual Domain, Fundamental Propositions, and Implications for Research. *Journal of Service Research, 14*(3), 252–271. <https://doi.org/10.1177/1094670511411703>
- Brown, J., Broderick, A. J., & Lee, N. (2007). Word of mouth communication within online communities: Conceptualizing the online social network. *Journal of Interactive Marketing, 21*(3), 2–20. <https://doi.org/10.1002/dir.20082>
- Cabiddu, F., Carlo, M. D., & Piccoli, G. (2014). Social media affordances: Enabling customer engagement. *Annals of Tourism Research, 48*, 175–192. <https://doi.org/10.1016/j.annals.2014.06.003>
- Calder, B. J., Malthouse, E. C., & Schaedel, U. (2009). An Experimental Study of the Relationship between Online Engagement and Advertising Effectiveness. *Journal of Interactive Marketing, 23*(4), 321–331. <https://doi.org/10.1016/j.intmar.2009.07.002>
- Calvo-Porràl, C., Faiña-Medín, A., & Nieto-Mengotti, M. (2017). Exploring technology satisfaction: An approach through the flow experience. *Computers in Human Behavior, 66*, 400–408. <https://doi.org/10.1016/j.chb.2016.10.008>

- Campbell, C., Ferraro, C., & Sands, S. (2014). Segmenting consumer reactions to social network marketing. *European Journal of Marketing*, 48(3/4), 432–452. <https://doi.org/10.1108/EJM-03-2012-0165>
- Candell, G. L., & Hulin, C. L. (1986). Cross-Language and Cross-Cultural Comparisons in Scale Translations Independent Sources of Information about Item Nonequivalence. *Journal of Cross-Cultural Psychology*, 17(4), 417–440.
- Cano Murillo, D. E., Kang, J., & Yoon, S. (2016). Factors influencing pro-social consumer behavior through non-profit organizations. *Internet Research*, 26(3), 626–643. <https://doi.org/10.1108/IntR-10-2014-0253>
- Carlos Martins Rodrigues Pinho, J., & Soares, A. M. (2011). Examining the technology acceptance model in the adoption of social networks. *Journal of Research in Interactive Marketing*, 5(2/3), 116–129. <https://doi.org/10.1108/17505931111187767>
- Cha, J. (2014). Usage of video sharing websites: Drivers and barriers. *Telematics and Informatics*, 31(1), 16–26. <https://doi.org/10.1016/j.tele.2012.01.003>
- Chai, S., & Kim, M. (2010). What makes bloggers share knowledge? An investigation on the role of trust. *International Journal of Information Management*, 30(5), 408–415. <https://doi.org/10.1016/j.ijinfomgt.2010.02.005>
- Chan, N. L., & Guillet, B. D. (2011). Investigation of Social Media Marketing: How Does the Hotel Industry in Hong Kong Perform in Marketing on Social Media Websites? *Journal of Travel & Tourism Marketing*, 28(4), 345–368. <https://doi.org/10.1080/10548408.2011.571571>
- Chang, S. E., Shen, W.-C., & Liu, A. Y. (2016). Why mobile users trust smartphone social networking services? A PLS-SEM approach. *Journal of Business Research*, 69(11), 4890–4895. <https://doi.org/10.1016/j.jbusres.2016.04.048>
- Chang, W.-L., & Lee, C.-Y. (2013). Trust as a learning facilitator that affects students' learning performance in the Facebook community: An investigation in a business planning writing course. *Computers & Education*, 62, 320–327. <https://doi.org/10.1016/j.compedu.2012.11.007>
- Chang, Y.-S., & Yang, C. (2013). Why do we blog? From the perspectives of technology acceptance and media choice factors. *Behaviour & Information Technology*, 32(4), 371–386. <https://doi.org/10.1080/0144929X.2012.656326>

- Chang, Y.-T., Yu, H., & Lu, H.-P. (2015). Persuasive messages, popularity cohesion, and message diffusion in social media marketing. *Journal of Business Research*, 68(4), 777–782. <https://doi.org/10.1016/j.jbusres.2014.11.027>
- Chen, A., Lu, Y., Chau, P. Y. K., & Gupta, S. (2014). Classifying, Measuring, and Predicting Users' Overall Active Behavior on Social Networking Sites. *Journal of Management Information Systems*, 31(3), 213–253. <https://doi.org/10.1080/07421222.2014.995557>
- Chen, A., Lu, Y., Wang, B., Zhao, L., & Li, M. (2013). What drives content creation behavior on SNSs? A commitment perspective. *Journal of Business Research*, 66(12), 2529–2535. <https://doi.org/10.1016/j.jbusres.2013.05.045>
- Chen, G. M. (2011). Tweet this: A uses and gratifications perspective on how active Twitter use gratifies a need to connect with others. *Computers in Human Behavior*, 27(2), 755–762. <https://doi.org/10.1016/j.chb.2010.10.023>
- Chen, I. J., & Popovich, K. (2003). Understanding customer relationship management (CRM): People, process and technology. *Business Process Management Journal*, 9(5), 672–688. <https://doi.org/10.1108/14637150310496758>
- Chen, R., Sharma, S. K., & Raghav Rao, H. (2016). Members' site use continuance on Facebook: Examining the role of relational capital. *Decision Support Systems*, 90, 86–98. <https://doi.org/10.1016/j.dss.2016.07.001>
- Chen, S.-C., & Lin, C.-P. (2015). The impact of customer experience and perceived value on sustainable social relationship in blogs: An empirical study. *Technological Forecasting and Social Change*. <https://doi.org/10.1016/j.techfore.2014.11.011>
- Cheung, C., Lee, M., & Jin, X. (2011). Customer engagement in an online social platform: A conceptual model and scale development. Retrieved from <http://aisel.aisnet.org/icis2011/proceedings/onlinecommunity/8/>
- Cheung, C. M. K., Chiu, P.-Y., & Lee, M. K. O. (2011). Online social networks: Why do students use facebook? *Computers in Human Behavior*, 27(4), 1337–1343. <https://doi.org/10.1016/j.chb.2010.07.028>
- Cheung, C. M. K., Lee, M. K. O., & Rabjohn, N. (2008). The impact of electronic word-of-mouth: The adoption of online opinions in online customer communities. *Internet Research*, 18(3), 229–247. <https://doi.org/10.1108/10662240810883290>

- Cheung, C. M. K., Shen, X.-L., Lee, Z. W. Y., & Chan, T. K. H. (2015). Promoting sales of online games through customer engagement. *Electronic Commerce Research and Applications*. <https://doi.org/10.1016/j.elerap.2015.03.001>
- Chiu, Y.-T. H., Lee, W.-I., & Chen, T.-H. (2014). Environmentally responsible behavior in ecotourism: Antecedents and implications. *Tourism Management*, *40*, 321–329. <https://doi.org/10.1016/j.tourman.2013.06.013>
- Cho, M., Schweickart, T., & Haase, A. (2014). Public engagement with nonprofit organizations on Facebook. *Public Relations Review*, *40*(3), 565–567. <https://doi.org/10.1016/j.pubrev.2014.01.008>
- Choi, J., & Seo, S. (2017). Goodwill intended for whom? Examining factors influencing conspicuous prosocial behavior on social media. *International Journal of Hospitality Management*, *60*, 23–32. <https://doi.org/10.1016/j.ijhm.2016.09.014>
- Choi, Y., & Thoenig, A. (2016). Social media: is this the new organizational stepchild? *European Business Review*, *28*(1), 21–38. <https://doi.org/10.1108/EBR-05-2015-0048>
- Christodoulides, G., Michaelidou, N., & Argyriou, E. (2012). Cross-national differences in e-WOM influence. *European Journal of Marketing*, *46*(11/12), 1689–1707. <https://doi.org/10.1108/03090561211260040>
- Chu, S.-C. (2009). Determinants of consumer engagement in electronic word-of-mouth in social networking sites.
- Chu, S.-C., & Kim, Y. (2011). Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites. *International Journal of Advertising*, *30*(1), 47. <https://doi.org/10.2501/IJA-30-1-047-075>
- Chua, A. Y., & Banerjee, S. (2013). Customer knowledge management via social media: the case of Starbucks. *Journal of Knowledge Management*, *17*(2), 237–249. <https://doi.org/10.1108/13673271311315196>
- Chun, J. W., & Lee, M. J. (2016). Increasing individuals' involvement and WOM intention on Social Networking Sites: Content matters! *Computers in Human Behavior*, *60*, 223–232. <https://doi.org/10.1016/j.chb.2016.02.069>
- Chung, D. S., & Yoo, C. Y. (2008). Audience Motivations for Using Interactive Features: Distinguishing Use of Different Types of Interactivity on an Online Newspaper. *Mass Communication and Society*, *11*(4), 375–397. <https://doi.org/10.1080/15205430701791048>

- Chung, N., & Koo, C. (2015). The use of social media in travel information search. *Telematics and Informatics*, 32(2), 215–229. <https://doi.org/10.1016/j.tele.2014.08.005>
- Chung, N., Koo, C., & Park, S.-B. (2012). Why people share information in social network sites? integrating with uses and gratification and social identity theories. In *Intelligent Information and Database Systems* (pp. 175–184). Springer. Retrieved from http://link.springer.com/chapter/10.1007/978-3-642-28490-8_19
- Cialdini, R. B., Petty, R. E., & Cacioppo, J. T. (1981). Attitude and attitude change. *Annual Review of Psychology*, 32(1), 357–404.
- Clarke, K. R., & Warwick, R. M. (1994). An approach to statistical analysis and interpretation. *Change in Marine Communities*, 2.
- ConstantContact.com. (n.d.). Why Social Media Marketing? Constant Contact KnowHow. Retrieved from <http://www.constantcontact.insight/>
- Constantinides, E., & Fountain, S. J. (2008). Web 2.0: Conceptual foundations and marketing issues. *Journal of Direct, Data and Digital Marketing Practice*, 9(3), 231–244. <https://doi.org/10.1057/palgrave.ddmp.4350098>
- Constantinides, E., & Zinck Stagno, M. C. (2011). Potential of the social media as instruments of higher education marketing: a segmentation study. *Journal of Marketing for Higher Education*, 21(1), 7–24. <https://doi.org/10.1080/08841241.2011.573593>
- Cousins, L. (1990). Marketing planning in the public and non-profit sectors. *European Journal of Marketing*, 24(7), 15–30.
- Criado, J. I., Sandoval-Almazan, R., & Gil-Garcia, J. R. (2013). Government innovation through social media. *Government Information Quarterly*, 30(4), 319–326. <https://doi.org/10.1016/j.giq.2013.10.003>
- Cummins, S., W. Peltier, J., A. Schibrowsky, J., & Nill, A. (2014). Consumer behavior in the online context. *Journal of Research in Interactive Marketing*, 8(3), 169–202. <https://doi.org/10.1108/JRIM-04-2013-0019>
- Curras-Perez, R., Ruiz-Mafe, C., & Sanz-Blas, S. (2014). Determinants of user behaviour and recommendation in social networks: An integrative approach from the uses and gratifications perspective. *Industrial Management & Data Systems*, 114(9), 1477–1498. <https://doi.org/10.1108/IMDS-07-2014-0219>

- Dabirian, A., Kietzmann, J., & Diba, H. (2016). A great place to work!? Understanding crowdsourced employer branding. *Business Horizons*. <https://doi.org/10.1016/j.bushor.2016.11.005>
- Dadas, C. (2016). Messy Methods: Queer Methodological Approaches to Researching Social Media. *Computers and Composition*, 40, 60–72. <https://doi.org/10.1016/j.compcom.2016.03.007>
- D. Kaltcheva, V., Patino, A., V. Laric, M., A. Pitta, D., & Imparato, N. (2014). Customers' relational models as determinants of customer engagement value. *Journal of Product & Brand Management*, 23(1), 55–61. <https://doi.org/10.1108/JPBM-07-2013-0353>
- David Stone, M., & David Woodcock, N. (2014). Interactive, direct and digital marketing: A future that depends on better use of business intelligence. *Journal of Research in Interactive Marketing*, 8(1), 4–17. <https://doi.org/10.1108/JRIM-07-2013-0046>
- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). User acceptance of computer technology: a comparison of two theoretical models. *Management Science*, 35(8), 982–1003.
- Dean, G. (n.d.). Understanding Consumer Attitudes. Retrieved April 9, 2015, from <http://marketography.com/2010/10/17/understanding-consumer-attitudes/>
- DeMers, J. (2016, January 26). 11 Simple Tactics to Increase Trust Online | Inc.com. Retrieved November 13, 2016, from <http://www.inc.com/jayson-demers/11-simple-tactics-to-increase-trust-online.html>
- Denning, S. (2011). The essential metric of customer capitalism is customer outcomes. *Strategy & Leadership*, 39(4), 12–18. <https://doi.org/10.1108/10878571111147350>
- Dennis, C., Merrilees, B., Jayawardhena, C., & Tiu Wright, L. (2009). E-consumer behaviour. *European Journal of Marketing*, 43(9/10), 1121–1139. <https://doi.org/10.1108/03090560910976393>
- Dessart, L., Veloutsou, C., & Morgan-Thomas, A. (2015). Consumer engagement in online brand communities: a social media perspective. *Journal of Product & Brand Management*, 24(1), 28–42. <https://doi.org/10.1108/JPBM-06-2014-0635>
- Devon Glenn. (2012a, February 16). The History of Social Media from 1978 – 2012 [Infographic]. Retrieved May 12, 2015, from

<http://www.adweek.com/socialtimes/the-history-of-social-media-from-1978-2012-infographic/90816>

Devon Glenn. (2012b, February 16). The History of Social Media from 1978 – 2012 [Infographic]. Retrieved May 12, 2015, from <http://www.adweek.com/socialtimes/the-history-of-social-media-from-1978-2012-infographic/90816>

DIGICONF. (2015). Platform for MICE, Events and Entertainment suppliers and buyers - UAE Home to 4.4 million facebook Users. Retrieved April 22, 2015, from <http://www.me-eventshow.com/en/siteroot/Media-Centre/Press-Releases/PR2/>

Dijkmans, C., Kerkhof, P., & Beukeboom, C. J. (2015). A stage to engage: Social media use and corporate reputation. *Tourism Management*, 47, 58–67. <https://doi.org/10.1016/j.tourman.2014.09.005>

Doorn, J. v. (2011). Comment: Customer Engagement: Essence, Dimensionality, and Boundaries. *Journal of Service Research*, 14(3), 280–282. <https://doi.org/10.1177/1094670511414585>

Dootson, P., Beatson, A., & Drennan, J. (2016). Financial institutions using social media – do consumers perceive value? *International Journal of Bank Marketing*, 34(1), 9–36. <https://doi.org/10.1108/IJBM-06-2014-0079>

Draper, J. (2004). The relationship between research question and research design. Retrieved from <http://oro.open.ac.uk/12053/>

Dunne, Á., Lawlor, M., & Rowley, J. (2010). Young people's use of online social networking sites – a uses and gratifications perspective. *Journal of Research in Interactive Marketing*, 4(1), 46–58. <https://doi.org/10.1108/17505931011033551>

Durukan, T., & Bozaci, I. (2012). A SURVEY ON DETERMINANTS OF WORD OF MOUTH IN SOCIAL MEDIA. *Management*, 1(7), 36–44.

Dwyer, C., Hiltz, S., & Passerini, K. (2007). Trust and privacy concern within social networking sites: A comparison of Facebook and MySpace. *AMCIS 2007 Proceedings*, 339.

Eagleman, A. N. (2013). Acceptance, motivations, and usage of social media as a marketing communications tool amongst employees of sport national governing bodies. *Sport Management Review*, 16(4), 488–497. <https://doi.org/10.1016/j.smr.2013.03.004>

- Edelman, D. C. (2010). Branding in the digital age. *Harvard Business Review*, 88(12), 62–69.
- EdoSomwan, S., Prakasan, S. K., Kouame, D., Watson, J., & Seymour, T. (2011). The history of social media and its impact on business. *Journal of Applied Management and Entrepreneurship*, 16(3), 79–91.
- Eid, R., & Trueman, M. (2002). The Internet: new international marketing issues. *Management Research News*, 25(12), 54–67.
<https://doi.org/10.1108/01409170210783278>
- Eisenbeiss, M., Blechschmidt, B., Backhaus, K., & Freund, P. A. (2012). “The (Real) World Is Not Enough:” Motivational Drivers and User Behavior in Virtual Worlds. *Journal of Interactive Marketing*, 26(1), 4–20.
<https://doi.org/10.1016/j.intmar.2011.06.002>
- Ellison, N. B., & Boyd, D. (2013). Sociality through social network sites. *The Oxford Handbook of Internet Studies*, 151.
- Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The Benefits of Facebook “Friends:” Social Capital and College Students’ Use of Online Social Network Sites. *Journal of Computer-Mediated Communication*, 12(4), 1143–1168. <https://doi.org/10.1111/j.1083-6101.2007.00367.x>
- Evans, D. (2010). *Social media marketing the next generation of business engagement*. Indianapolis, Ind.: Wiley Technology Pub. Retrieved from <http://www.books24x7.com/marc.asp?bookid=41104>
- Felix, R., Rauschnabel, P. A., & Hinsch, C. (2016). Elements of strategic social media marketing: A holistic framework. *Journal of Business Research*.
<https://doi.org/10.1016/j.jbusres.2016.05.001>
- Feroz Khan, G., Young Yoon, H., Kim, J., & Woo Park, H. (2014). From e-government to social government: Twitter use by Korea’s central government. *Online Information Review*, 38(1), 95–113.
<https://doi.org/10.1108/OIR-09-2012-0162>
- Fiorella, S. (2015, January 28). Social Media Has Killed Consumer Trust. Retrieved November 14, 2016, from <http://www.senseimarketing.com/social-media-has-killed-consumer-trust/>
- Fischer, E., & Reuber, A. R. (2011). Social interaction via new social media: (How) can interactions on Twitter affect effectual thinking and behavior? *Journal of Business Venturing*, 26(1), 1–18.
<https://doi.org/10.1016/j.jbusvent.2010.09.002>

- Flavián, C., Guinaliu, M., & Gurrea, R. (2006). The role played by perceived usability, satisfaction and consumer trust on website loyalty. *Information & Management*, 43(1), 1–14. <https://doi.org/10.1016/j.im.2005.01.002>
- forbes.com. (2016, December 14). Mark Zuckerberg - Forbes. Retrieved May 13, 2015, from <http://www.forbes.com/profile/mark-zuckerberg/>
- Gant, C., & Hadley, P. D. (2013). Microblogging for Class An Analysis of Affective, Cognitive, Personal Integrative, and Social Integrative Gratifications. *Journalism & Mass Communication Educator*, 1077695813513768.
- Garoufallou, E., Siatiri, R., Zafeiriou, G., & Balampanidou, E. (2013). The use of marketing concepts in library services: a literature review. *Library Review*, 62(4/5), 312–334. <https://doi.org/10.1108/LR-06-2012-0061>
- Gay, L. R., Mills, G. E., & Airasian, P. W. (2011). *Educational research: Competencies for analysis and applications*. Pearson Higher Ed.
- Gefen, D., Karahanna, E., & Straub, D. W. (2003). Trust and TAM in online shopping: an integrated model. *MIS Quarterly*, 27(1), 51–90.
- Getting closer to the customer: Social media and communication. (2014). *Strategic Direction*, 30(11), 35–38. <https://doi.org/10.1108/SD-09-2014-0125>
- Ghannam, J. (2011). Social Media in the Arab World: Leading up to the Uprisings of 2011. *Center for International Media Assistance*, 3. Retrieved from <http://www.databank.com.lb/docs/Social%20Media%20in%20the%20Arab%20World%20Leading%20up%20to%20the%20Uprisings%20of%202011.pdf>
- Gillin, P. (2009). *The new influencers: A marketer's guide to the new social media*. Linden Publishing.
- Goodman-Deane, J., Mieczkowski, A., Johnson, D., Goldhaber, T., & Clarkson, P. J. (2016). The impact of communication technologies on life and relationship satisfaction. *Computers in Human Behavior*, 57, 219–229. <https://doi.org/10.1016/j.chb.2015.11.053>
- Grace, D., Ross, M., & Shao, W. (2015). Examining the relationship between social media characteristics and psychological dispositions. *European Journal of Marketing*, 49(9/10), 1366–1390. <https://doi.org/10.1108/EJM-06-2014-0347>
- Graham, M. W., Avery, E. J., & Park, S. (2015). The role of social media in local government crisis communications. *Public Relations Review*. <https://doi.org/10.1016/j.pubrev.2015.02.001>

- Graham, P. (2005). Web 2.0 And Why? - Fossbox. *Consultado (21/12/2008) En*.
[Http://www.Nosolousabilidad.com/articulos/Web20.Htm](http://www.Nosolousabilidad.com/articulos/Web20.Htm).
- Greenberg, P. (2010). The impact of CRM 2.0 on customer insight. *Journal of Business & Industrial Marketing*, 25(6), 410–419.
<https://doi.org/10.1108/08858621011066008>
- Gunawan, D. D., & Huarng, K.-H. (2015). Viral effects of social network and media on consumers' purchase intention. *Journal of Business Research*, 68(11), 2237–2241. <https://doi.org/10.1016/j.jbusres.2015.06.004>
- Ha, Y. W., Kim, J., Libaque-Saenz, C. F., Chang, Y., & Park, M.-C. (2015). Use and gratifications of mobile SNSs: Facebook and KakaoTalk in Korea. *Telematics and Informatics*, 32(3), 425–438. <https://doi.org/10.1016/j.tele.2014.10.006>
- Haigh, M. M., & Wigley, S. (2015). Examining the impact of negative, user-generated content on stakeholders. *Corporate Communications: An International Journal*, 20(1), 63–75. <https://doi.org/10.1108/CCIJ-02-2013-0010>
- Hair, J. F. (2007). Research methods for business.
- Hair, J. F. (2009). Multivariate data analysis.
- Hair, J. F. (2015). *Essentials of business research methods*. ME Sharpe.
- Hair, J. F., Bush, R. P., & Ortinau, D. J. (2000). *Marketing research: A practical approach for the new millennium*. Irwin Professional Publishing.
- Hajli, N. (2015). Social commerce constructs and consumer's intention to buy. *International Journal of Information Management*, 35(2), 183–191.
<https://doi.org/10.1016/j.ijinfomgt.2014.12.005>
- Harrigan, P., & Miles, M. (2014). From e-CRM to s-CRM. Critical factors underpinning the Social CRM activities of SMEs. *Small Enterprise Research: The Journal of Seanz*, 21, 99–116.
- Hayton, J. C., Allen, D. G., & Scarpello, V. (2004). Factor Retention Decisions in Exploratory Factor Analysis: a Tutorial on Parallel Analysis. *Organizational Research Methods*, 7(2), 191–205.
<https://doi.org/10.1177/1094428104263675>
- He, W., & Zha, S. (2014). Insights into the adoption of social media mashups. *Internet Research*, 24(2), 160–180. <https://doi.org/10.1108/IntR-01-2013-0017>

- Heller Baird, C., & Parasnis, G. (2011a). From social media to Social CRM: reinventing the customer relationship. *Strategy & Leadership*, 39(6), 27–34. <https://doi.org/10.1108/10878571111176600>
- Heller Baird, C., & Parasnis, G. (2011b). From social media to Social CRM: reinventing the customer relationship. *Strategy & Leadership*, 39(6), 27–34. <https://doi.org/10.1108/10878571111176600>
- Heller Baird, C., & Parasnis, G. (2011c). From social media to Social CRM: reinventing the customer relationship. *Strategy & Leadership*, 39(6), 27–34. <https://doi.org/10.1108/10878571111176600>
- Heller Baird, C., & Parasnis, G. (2011d). From social media to social customer relationship management. *Strategy & Leadership*, 39(5), 30–37. <https://doi.org/10.1108/10878571111161507>
- Hersberger, J. A., Murray, A. L., & Rioux, K. S. (2007). Examining information exchange and virtual communities: an emergent framework. *Online Information Review*, 31(2), 135–147. <https://doi.org/10.1108/14684520710747194>
- Hicks, A., Comp, S., Horovitz, J., Hovarter, M., Miki, M., & Bevan, J. L. (2012). Why people use Yelp.com: An exploration of uses and gratifications. *Computers in Human Behavior*, 28(6), 2274–2279. <https://doi.org/10.1016/j.chb.2012.06.034>
- Ho, J. Y. C., & Dempsey, M. (2010). Viral marketing: Motivations to forward online content. *Journal of Business Research*, 63(9–10), 1000–1006. <https://doi.org/10.1016/j.jbusres.2008.08.010>
- Hoffman, D. L., & Fodor, M. (2010). Can you measure the ROI of your social media marketing? *MIT Sloan Management Review*, 52(1), 41.
- Hoffman, D. L., Novak, T. P., & Peralta, M. (1999). Building consumer trust online. *Communications of the ACM*, 42(4), 80–85.
- Hollebeek, L. D. (2011). Demystifying customer brand engagement: Exploring the loyalty nexus. *Journal of Marketing Management*, 27(7–8), 785–807. <https://doi.org/10.1080/0267257X.2010.500132>
- Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation. *Journal of Interactive Marketing*, 28(2), 149–165. <https://doi.org/10.1016/j.intmar.2013.12.002>

- Hong, S. (2013). Who benefits from Twitter? Social media and political competition in the U.S. House of Representatives. *Government Information Quarterly*, 30(4), 464–472. <https://doi.org/10.1016/j.giq.2013.05.009>
- Hooper, D. (2012). Exploratory factor analysis. Retrieved from <http://arrow.dit.ie/buschmanbk/8/>
- Hsu, C.-L., & Lin, J. C.-C. (2008). Acceptance of blog usage: The roles of technology acceptance, social influence and knowledge sharing motivation. *Information & Management*, 45(1), 65–74. <https://doi.org/10.1016/j.im.2007.11.001>
- Hsu, L.-C., Chih, W.-H., & Liou, D.-K. (2016). Investigating community members' eWOM effects in Facebook fan page. *Industrial Management & Data Systems*, 116(5), 978–1004. <https://doi.org/10.1108/IMDS-07-2015-0313>
- Hsu, L.-C., Wang, K.-Y., Chih, W.-H., & Lin, K.-Y. (2015). Investigating the ripple effect in virtual communities: An example of Facebook Fan Pages. *Computers in Human Behavior*, 51, 483–494. <https://doi.org/10.1016/j.chb.2015.04.069>
- Huang, L.-Y., Hsieh, Y.-J., & Wu, Y.-C. J. (2014). Gratifications and social network service usage: The mediating role of online experience. *Information & Management*, 51(6), 774–782. <https://doi.org/10.1016/j.im.2014.05.004>
- Huang, R., Kim, H., & Kim, J. (2013). Social capital in QQ China: Impacts on virtual engagement of information seeking, interaction sharing, knowledge creating, and purchasing intention. *Journal of Marketing Management*, 29(3–4), 292–316. <https://doi.org/10.1080/0267257X.2013.766630>
- Hübner Barcelos, R., & Alberto Vargas Rossi, C. (2014). Paradoxes and strategies of social media consumption among adolescents. *Young Consumers*, 15(4), 275–295. <https://doi.org/10.1108/YC-10-2013-00408>
- Hudson, S., Huang, L., Roth, M. S., & Madden, T. J. (2016). The influence of social media interactions on consumer–brand relationships: A three-country study of brand perceptions and marketing behaviors. *International Journal of Research in Marketing*, 33(1), 27–41. <https://doi.org/10.1016/j.ijresmar.2015.06.004>
- Hudson, S., Roth, M. S., Madden, T. J., & Hudson, R. (2015). The effects of social media on emotions, brand relationship quality, and word of mouth: An empirical study of music festival attendees. *Tourism Management*, 47, 68–76. <https://doi.org/10.1016/j.tourman.2014.09.001>

- Hunt, D. S., Lin, C. A., & Atkin, D. J. (2014). Photo-messaging: Adopter attributes, technology factors and use motives. *Computers in Human Behavior*, 40, 171–179. <https://doi.org/10.1016/j.chb.2014.07.030>
- Hutter, K., Hautz, J., Dennhardt, S., & Füller, J. (2013). The impact of user interactions in social media on brand awareness and purchase intention: the case of MINI on Facebook. *Journal of Product & Brand Management*, 22(5/6), 342–351. <https://doi.org/10.1108/JPBM-05-2013-0299>
- Islamic Help. (2016, January 3). What is Zakah? Obligatory Charity Zakat - Islamic Help. Retrieved December 13, 2016, from <https://www.islamichelp.org.uk/zakat/>
- Jacobsen, W. C., & Forste, R. (2011). The Wired Generation: Academic and Social Outcomes of Electronic Media Use Among University Students. *Cyberpsychology, Behavior, and Social Networking*, 14(5), 275–280. <https://doi.org/10.1089/cyber.2010.0135>
- JASON FALLS. (2012, January 9). What Mobile Optimization Does For Your Website. Retrieved May 13, 2015, from <http://www.socialmediaexplorer.com/digital-marketing/what-mobile-optimization-does-for-your-website/>
- JIM EDWARDS. (2013). ANALYSTS: We Have A Revenue Estimate For Instagram And Believe Facebook Stock Will Hit \$US60 | Business Insider. Retrieved May 13, 2015, from <http://www.businessinsider.com.au/facebooks-instagram-revenue-2013-10>
- Joinson, A. N. (2008). Looking at, looking up or keeping up with people?: motives and use of facebook (pp. 1027–1036). Presented at the Proceedings of the SIGCHI conference on Human Factors in Computing Systems. ACM.
- Joo, J., & Sang, Y. (2013). Exploring Koreans' smartphone usage: An integrated model of the technology acceptance model and uses and gratifications theory. *Computers in Human Behavior*, 29(6), 2512–2518. <https://doi.org/10.1016/j.chb.2013.06.002>
- Jucaitytė, I., & Maščinskienė, J. (2014). Peculiarities of Social Media Integration into Marketing Communication. *Procedia - Social and Behavioral Sciences*, 156, 490–495. <https://doi.org/10.1016/j.sbspro.2014.11.227>
- Kabadayi, S., & Price, K. (2014). Consumer – brand engagement on Facebook: liking and commenting behaviors. *Journal of Research in Interactive Marketing*, 8(3), 203–223. <https://doi.org/10.1108/JRIM-12-2013-0081>

- Kananukul, C., Jung, S., & Watchravesringkan, K. (2015). Building customer equity through trust in social networking sites: A perspective from Thai consumers. *Journal of Research in Interactive Marketing*, 9(2), 148–166. <https://doi.org/10.1108/JRIM-03-2014-0019>
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53(1), 59–68. <https://doi.org/10.1016/j.bushor.2009.09.003>
- Kaplan, A. M., & Haenlein, M. (2012). Social media: back to the roots and back to the future. *Journal of Systems and Information Technology*, 14(2), 101–104.
- Kapoor, P. S., Jayasimha, K. R., & Sadh, A. (2013). Brand-related, Consumer to Consumer, Communication via Social Media. *IIM Kozhikode Society & Management Review*, 2(1), 43–59. <https://doi.org/10.1177/2277975213496514>
- Karapanos, E., Teixeira, P., & Gouveia, R. (2016). Need fulfillment and experiences on social media: A case on Facebook and WhatsApp. *Computers in Human Behavior*, 55, 888–897. <https://doi.org/10.1016/j.chb.2015.10.015>
- Katz, E., Blumler, J. G., & Gurevitch, M. (1973). Uses and gratifications research. *Public Opinion Quarterly*, 509–523.
- Khan, I., Khan, I., Dongping, H., Dongping, H., Wahab, A., & Wahab, A. (2016). Does culture matter in effectiveness of social media marketing strategy? An investigation of brand fan pages. *Aslib Journal of Information Management*, 68(6), 694–715.
- Khan, M. L. (2017a). Social media engagement: What motivates user participation and consumption on YouTube? *Computers in Human Behavior*, 66, 236–247. <https://doi.org/10.1016/j.chb.2016.09.024>
- Khan, M. L. (2017b). Social media engagement: What motivates user participation and consumption on YouTube? *Computers in Human Behavior*, 66, 236–247. <https://doi.org/10.1016/j.chb.2016.09.024>
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011a). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, 54(3), 241–251. <https://doi.org/10.1016/j.bushor.2011.01.005>
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011b). Social media? Get serious! Understanding the functional building blocks of social

media. *Business Horizons*, 54(3), 241–251.
<https://doi.org/10.1016/j.bushor.2011.01.005>

- Kil, N., Holland, S. M., & Stein, T. V. (2014). Structural relationships between environmental attitudes, recreation motivations, and environmentally responsible behaviors. *Journal of Outdoor Recreation and Tourism*, 7–8, 16–25. <https://doi.org/10.1016/j.jort.2014.09.010>
- Kim, A. J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, 65(10), 1480–1486. <https://doi.org/10.1016/j.jbusres.2011.10.014>
- Kim, H.-W., Gupta, S., & Koh, J. (2011). Investigating the intention to purchase digital items in social networking communities: A customer value perspective. *Information & Management*, 48(6), 228–234. <https://doi.org/10.1016/j.im.2011.05.004>
- Kim, J., Song, H., & Luo, W. (2016). Broadening the understanding of social presence: Implications and contributions to the mediated communication and online education. *Computers in Human Behavior*, 65, 672–679. <https://doi.org/10.1016/j.chb.2016.07.009>
- Kim, W. G., Lim, H., & Brymer, R. A. (2015). The effectiveness of managing social media on hotel performance. *International Journal of Hospitality Management*, 44, 165–171. <https://doi.org/10.1016/j.ijhm.2014.10.014>
- Kim, J. won. (2014). Scan and click: The uses and gratifications of social recommendation systems. *Computers in Human Behavior*, 33, 184–191. <https://doi.org/10.1016/j.chb.2014.01.028>
- Kimmel, A. J., & Kitchen, P. J. (2014). **Word of mouth and social media.** *Journal of Marketing Communications*, 20(1–2), 2–4. <https://doi.org/10.1080/13527266.2013.865868>
- Klischewski, R. (2014). When virtual reality meets realpolitik: Social media shaping the Arab government–citizen relationship. *Government Information Quarterly*, 31(3), 358–364. <https://doi.org/10.1016/j.giq.2013.10.015>
- Ko, H., Cho, C.-H., & Roberts, M. S. (2005). INTERNET USES AND GRATIFICATIONS: A Structural Equation Model of Interactive Advertising. *Journal of Advertising*, 34(2), 57–70. <https://doi.org/10.1080/00913367.2005.10639191>

- Koch, M., Richter, A., & Schlosser, A. (2007). Services and applications for IT-supported social networking in companies. *Wirtschaftsinformatik*, 49(6), 448–455.
- Kollmuss, A., & Agyeman, J. (2002). Mind the gap: why do people act environmentally and what are the barriers to pro-environmental behavior? *Environmental Education Research*, 8(3), 239–260.
- Kotler, P. (1972). A Generic Concept of Marketing. *Journal of Marketing*, 36(2), 46. <https://doi.org/10.2307/1250977>
- Kotler Marketing Group, Inc. (n.d.). Retrieved April 18, 2015, from http://www.kotlermarketing.com/phil_questions.shtml
- Krause, A. E., North, A. C., & Heritage, B. (2014). The uses and gratifications of using Facebook music listening applications. *Computers in Human Behavior*, 39, 71–77. <https://doi.org/10.1016/j.chb.2014.07.001>
- Ksiazek, T. B., Peer, L., & Lessard, K. (2014). User engagement with online news: Conceptualizing interactivity and exploring the relationship between online news videos and user comments. *New Media & Society*, 1461444814545073.
- Ku, E. C. S. (2012). Beyond price: how does trust encourage online group's buying intention? *Internet Research*, 22(5), 569–590. <https://doi.org/10.1108/10662241211271554>
- Ku, Y.-C., Chu, T.-H., & Tseng, C.-H. (2013). Gratifications for using CMC technologies: A comparison among SNS, IM, and e-mail. *Computers in Human Behavior*, 29(1), 226–234. <https://doi.org/10.1016/j.chb.2012.08.009>
- Kucukemiroglu, S., & Kara, A. (2015). Online word-of-mouth communication on social networking sites: An empirical study of Facebook users. *International Journal of Commerce and Management*, 25(1), 2–20. <https://doi.org/10.1108/IJCoMA-11-2012-0070>
- Kuei Huang, Y., & Yang, W. I. (2010). A study of internet book reviews and borrowing intention. *Library Review*, 59(7), 512–521. <https://doi.org/10.1108/00242531011065109>
- Kwon, S. J., Park, E., & Kim, K. J. (2014). What drives successful social networking services? A comparative analysis of user acceptance of Facebook and Twitter. *The Social Science Journal*, 51(4), 534–544. <https://doi.org/10.1016/j.soscij.2014.04.005>

- Ladhari, R. (2007). The effect of consumption emotions on satisfaction and word-of-mouth communications. *Psychology and Marketing*, 24(12), 1085–1108. <https://doi.org/10.1002/mar.20195>
- Ladhari, R., & Michaud, M. (2015). eWOM effects on hotel booking intentions, attitudes, trust, and website perceptions. *International Journal of Hospitality Management*, 46, 36–45. <https://doi.org/10.1016/j.ijhm.2015.01.010>
- Lai, L. S., & Turban, E. (2008). Groups formation and operations in the Web 2.0 environment and social networks. *Group Decision and Negotiation*, 17(5), 387–402.
- Lawer, C., & Knox, S. (2006). Customer advocacy and brand development. *Journal of Product & Brand Management*, 15(2), 121–129. <https://doi.org/10.1108/10610420610658956>
- Lee, C. S., & Ma, L. (2012). News sharing in social media: The effect of gratifications and prior experience. *Computers in Human Behavior*, 28(2), 331–339. <https://doi.org/10.1016/j.chb.2011.10.002>
- Lee, E.-J., & Kim, Y. W. (2014). How social is Twitter use? Affiliative tendency and communication competence as predictors. *Computers in Human Behavior*, 39, 296–305. <https://doi.org/10.1016/j.chb.2014.07.034>
- Lee, J., Park, D., & Han, I. (2011). The different effects of online consumer reviews on consumers' purchase intentions depending on trust in online shopping malls: An advertising perspective. *Internet Research*, 21(2), 187–206. <https://doi.org/10.1108/10662241111123766>
- Lee, S., Park, D.-H., & Han, I. (2014). New members' online socialization in online communities: The effects of content quality and feedback on new members' content-sharing intentions. *Computers in Human Behavior*, 30, 344–354. <https://doi.org/10.1016/j.chb.2013.09.015>
- Lee, W., Tyrrell, T., & Erdem, M. (2013). Exploring the behavioral aspects of adopting technology: Meeting planners' use of social network media and the impact of perceived critical mass. *Journal of Hospitality and Tourism Technology*, 4(1), 6–22. <https://doi.org/10.1108/17579881311302329>
- Lee, W., Xiong, L., & Hu, C. (2012a). The effect of Facebook users' arousal and valence on intention to go to the festival: Applying an extension of the technology acceptance model. *International Journal of Hospitality Management*, 31(3), 819–827. <https://doi.org/10.1016/j.ijhm.2011.09.018>

- Lee, W., Xiong, L., & Hu, C. (2012b). The effect of Facebook users' arousal and valence on intention to go to the festival: Applying an extension of the technology acceptance model. *International Journal of Hospitality Management*, 31(3), 819–827. <https://doi.org/10.1016/j.ijhm.2011.09.018>
- Lee, Y.-H., Hsieh, Y.-C., & Hsu, C.-N. (2011). Adding Innovation Diffusion Theory to the Technology Acceptance Model: Supporting Employees' Intentions to use E-Learning Systems. *Educational Technology & Society*, 14(4), 124–137.
- Leonardi, P. M., Huysman, M., & Steinfield, C. (2013). Enterprise Social Media: Definition, History, and Prospects for the Study of Social Technologies in Organizations. *Journal of Computer-Mediated Communication*, 19(1), 1–19. <https://doi.org/10.1111/jcc4.12029>
- Levy, M. (2009). WEB 2.0 implications on knowledge management. *Journal of Knowledge Management*, 13(1), 120–134.
- Lewis, C. C., & George, J. F. (2008). Cross-cultural deception in social networking sites and face-to-face communication. *Computers in Human Behavior*, 24(6), 2945–2964. <https://doi.org/10.1016/j.chb.2008.05.002>
- Li, C., & Bernoff, J. (2011). *Groundswell: Winning in a world transformed by social technologies*. Harvard Business Press.
- Li, H., Liu, Y., Xu, X., Heikkilä, J., & van der Heijden, H. (2015). Modeling hedonic is continuance through the uses and gratifications theory: An empirical study in online games. *Computers in Human Behavior*, 48, 261–272. <https://doi.org/10.1016/j.chb.2015.01.053>
- Libai, B., Bolton, R., Bugel, M. S., de Ruyter, K., Gotz, O., Risselada, H., & Stephen, A. T. (2010). Customer-to-Customer Interactions: Broadening the Scope of Word of Mouth Research. *Journal of Service Research*, 13(3), 267–282. <https://doi.org/10.1177/1094670510375600>
- Lim, J. S., Hwang, Y., Kim, S., & Biocca, F. A. (2015). How social media engagement leads to sports channel loyalty: Mediating roles of social presence and channel commitment. *Computers in Human Behavior*, 46, 158–167. <https://doi.org/10.1016/j.chb.2015.01.013>
- Lin, C. A., & Kim, T. (2016a). Predicting user response to sponsored advertising on social media via the technology acceptance model. *Computers in Human Behavior*, 64, 710–718. <https://doi.org/10.1016/j.chb.2016.07.027>

- Lin, C. A., & Kim, T. (2016b). Predicting user response to sponsored advertising on social media via the technology acceptance model. *Computers in Human Behavior*, 64, 710–718. <https://doi.org/10.1016/j.chb.2016.07.027>
- Lin, K.-Y., & Lu, H.-P. (2011). Why people use social networking sites: An empirical study integrating network externalities and motivation theory. *Computers in Human Behavior*, 27(3), 1152–1161. <https://doi.org/10.1016/j.chb.2010.12.009>
- Liu, I. L. B., Cheung, C. M. K., & Lee, M. K. O. (2015). User satisfaction with microblogging: Information dissemination versus social networking: User Satisfaction with Microblogging. *Journal of the Association for Information Science and Technology*, n/a-n/a. <https://doi.org/10.1002/asi.23371>
- Lock, A., & Harris, P. (1996). Political marketing. *European Journal of Marketing*, 30(10/11), 14–24.
- Logan, K. (2014). Why isn't everyone doing it? A comparison of antecedents to following brands on Twitter and Facebook. *Journal of Interactive Advertising*, 14(2), 60–72.
- London, M. (2010). Understanding social advocacy: An integrative model of motivation, strategy, and persistence in support of corporate social responsibility and social entrepreneurship. *Journal of Management Development*, 29(3), 224–245. <https://doi.org/10.1108/02621711011025768>
- Lorenzo-Romero, C., Constantinides, E., & Alarcón-del-Amo, M. (2011). Consumer adoption of social networking sites: implications for theory and practice. *Journal of Research in Interactive Marketing*, 5(2/3), 170–188. <https://doi.org/10.1108/17505931111187794>
- Lorenzo-Romero, C., Constantinides, E., & Alarcón-del-Amo, M. (2011). Trends and preferences of Internet participants: Differences between SNS users and non-users. *International Retail and Marketing Review*, 7(1), 1–15.
- Lorenzo-Romero, C., Constantinides, E., & Brünink, L. A. (2014). Co-creation: Customer Integration in Social Media Based Product and Service Development. *Procedia - Social and Behavioral Sciences*, 148, 383–396. <https://doi.org/10.1016/j.sbspro.2014.07.057>
- Luis Abrantes, J., Seabra, C., Raquel Lages, C., & Jayawardhena, C. (2013). Drivers of in-group and out-of-group electronic word-of-mouth (eWOM). *European Journal of Marketing*, 47(7), 1067–1088. <https://doi.org/10.1108/03090561311324219>

- Luo, M. M., & Remus, W. (2014). Uses and gratifications and acceptance of Web-based information services: An integrated model. *Computers in Human Behavior*, 38, 281–295. <https://doi.org/10.1016/j.chb.2014.05.042>
- Luo, Z., Osborne, M., Tang, J., & Wang, T. (2013). Who will retweet me?: finding retweeters in twitter. In *Proceedings of the 36th international ACM SIGIR conference on Research and development in information retrieval* (pp. 869–872). ACM. Retrieved from <http://dl.acm.org/citation.cfm?id=2484158>
- Lyu, S. O. (2016). Travel selfies on social media as objectified self-presentation. *Tourism Management*, 54, 185–195. <https://doi.org/10.1016/j.tourman.2015.11.001>
- Ma, L., Sian Lee, C., & Hoe-Lian Goh, D. (2014). Understanding news sharing in social media: An explanation from the diffusion of innovations theory. *Online Information Review*, 38(5), 598–615. <https://doi.org/10.1108/OIR-10-2013-0239>
- Malinowski, B. (1935). Coral gardens and their magic: a study of the methods of tilling the soil and of agricultural rites in the Trobriand Islands: with 3 maps, 116 illustrations and 24 figures. Vol. 1. The description of gardening.
- Malthouse, E. C., Haenlein, M., Skiera, B., Wege, E., & Zhang, M. (2013). Managing Customer Relationships in the Social Media Era: Introducing the Social CRM House. *Journal of Interactive Marketing*, 27(4), 270–280. <https://doi.org/10.1016/j.intmar.2013.09.008>
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business Horizons*, 52(4), 357–365. <https://doi.org/10.1016/j.bushor.2009.03.002>
- Manika, D., Papagiannidis, S., & Bourlakis, M. (2016). Understanding the effects of a social media service failure apology: A comparative study of customers vs. potential customers. *International Journal of Information Management*. <https://doi.org/10.1016/j.ijinfomgt.2016.01.004>
- Matt Cronin. (2009, June 3). 9 Crucial UI Features of Social Media and Networking Sites. Retrieved May 13, 2015, from <http://www.smashingmagazine.com/2009/06/03/9-crucial-ui-features-of-social-media-and-networking-sites/>
- McCay-Peet, L., & Quan-Haase, A. (2016). A Model of Social Media Engagement: User Profiles, Gratifications, and Experiences. In H. O'Brien & P. Cairns (Eds.), *Why Engagement Matters* (pp. 199–217). Cham: Springer

International Publishing. Retrieved from
http://link.springer.com/10.1007/978-3-319-27446-1_9

- McGorry, S. Y. (2000). Measurement in a cross-cultural environment: survey translation issues. *Qualitative Market Research: An International Journal*, 3(2), 74–81.
- McKee, M., Cole, K., Hurst, L., Aldridge, R. W., & Horton, R. (2011). The other Twitter revolution: how social media are helping to monitor the NHS reforms. *BMJ*, 342.
- Meijer, A., & Thaens, M. (2013). Social media strategies: Understanding the differences between North American police departments. *Government Information Quarterly*, 30(4), 343–350.
<https://doi.org/10.1016/j.giq.2013.05.023>
- Mergel, I. (2013). A framework for interpreting social media interactions in the public sector. *Government Information Quarterly*, 30(4), 327–334.
<https://doi.org/10.1016/j.giq.2013.05.015>
- Merry, M. (2016). Making friends and enemies on social media: the case of gun policy organizations. *Online Information Review*, 40(5), 624–642.
<https://doi.org/10.1108/OIR-10-2015-0333>
- Mollen, A., & Wilson, H. (2010). Engagement, telepresence and interactivity in online consumer experience: Reconciling scholastic and managerial perspectives. *Journal of Business Research*, 63(9), 919–925.
- Moorman, C., & Rust, R. T. (1999). The role of marketing. *The Journal of Marketing*, 180–197.
- Morse, J. M., Barrett, M., Mayan, M., Olson, K., & Spiers, J. (2002). Verification strategies for establishing reliability and validity in qualitative research. *International Journal of Qualitative Methods*, 1(2), 13–22.
- Muise, A., Christofides, E., & Desmarais, S. (2009). More information than you ever wanted: Does Facebook bring out the green-eyed monster of jealousy? *CyberPsychology & Behavior*, 12(4), 441–444.
- Munzel, A., & H. Kunz, W. (2014). Creators, multipliers, and lurkers: who contributes and who benefits at online review sites. *Journal of Service Management*, 25(1), 49–74. <https://doi.org/10.1108/JOSM-04-2013-0115>
- Nadkarni, A., & Hofmann, S. G. (2012). Why do people use Facebook? *Personality and Individual Differences*, 52(3), 243–249.
<https://doi.org/10.1016/j.paid.2011.11.007>

- Nettleton, D. F. (2013). Data mining of social networks represented as graphs. *Computer Science Review*, 7, 1–34. <https://doi.org/10.1016/j.cosrev.2012.12.001>
- Nevzat, R., Amca, Y., Tanova, C., & Amca, H. (2016). Role of social media community in strengthening trust and loyalty for a university. *Computers in Human Behavior*, 65, 550–559. <https://doi.org/10.1016/j.chb.2016.09.018>
- Ngai, E. W. T., Moon, K. K., Lam, S. S., Chin, E. S. K., & Tao, S. S. C. (2015). Social media models, technologies, and applications: An academic review and case study. *Industrial Management & Data Systems*, 115(5), 769–802. <https://doi.org/10.1108/IMDS-03-2015-0075>
- Ngai, E. W. T., Tao, S. S. C., & Moon, K. K. L. (2015). Social media research: Theories, constructs, and conceptual frameworks. *International Journal of Information Management*, 35(1), 33–44. <https://doi.org/10.1016/j.ijinfomgt.2014.09.004>
- Ngai, E. W. T., Tao, S. S. C., & Moon, K. K. L. (2015). Social media research: Theories, constructs, and conceptual frameworks. *International Journal of Information Management*, 35(1), 33–44. <https://doi.org/10.1016/j.ijinfomgt.2014.09.004>
- Ngai, E. W. T., Tao, S. S. C., & Moon, K. K. L. (2015). Social media research: Theories, constructs, and conceptual frameworks. *International Journal of Information Management*, 35(1), 33–44. <https://doi.org/10.1016/j.ijinfomgt.2014.09.004>
- O'Brien, H. L., & Toms, E. G. (2010). The development and evaluation of a survey to measure user engagement. *Journal of the American Society for Information Science and Technology*, 61(1), 50–69. <https://doi.org/10.1002/asi.21229>
- O'Malley, L., & Tynan, C. (2000). Relationship marketing in consumer markets—rhetoric or reality? *European Journal of Marketing*, 34(7), 797–815.
- Oppenheim, M. (2016, May 12). New data reveals people trust social media influencers almost as much as their own friends | The Independent. Retrieved November 14, 2016, from <http://www.independent.co.uk/news/people/new-data-reveals-people-trust-social-media-influencers-almost-as-much-as-their-own-friends-a7026941.html>
- O'Reilly, T., & Battelle, J. (2009). *Web squared: Web 2.0 five years on* (Vol. 20). O'Reilly Media. Retrieved from http://gossgrrove.com/sites/default/files/web2009_websquared-whitepaper.pdf

- Paek, H.-J., Hove, T., Jung, Y., & Cole, R. T. (2013). Engagement across three social media platforms: An exploratory study of a cause-related PR campaign. *Public Relations Review*, 39(5), 526–533. <https://doi.org/10.1016/j.pubrev.2013.09.013>
- Pai, P., & Arnott, D. C. (2013). User adoption of social networking sites: Eliciting uses and gratifications through a means–end approach. *Computers in Human Behavior*, 29(3), 1039–1053. <https://doi.org/10.1016/j.chb.2012.06.025>
- Pan, Z., Lu, Y., & Gupta, S. (2014). How heterogeneous community engage newcomers? The effect of community diversity on newcomers' perception of inclusion: An empirical study in social media service. *Computers in Human Behavior*, 39, 100–111. <https://doi.org/10.1016/j.chb.2014.05.034>
- Panagiotopoulos, P., Bigdeli, A. Z., & Sams, S. (2014). Citizen–government collaboration on social media: The case of Twitter in the 2011 riots in England. *Government Information Quarterly*, 31(3), 349–357. <https://doi.org/10.1016/j.giq.2013.10.014>
- Paniagua, J., & Sapena, J. (2014). Business performance and social media: Love or hate? *Business Horizons*, 57(6), 719–728. <https://doi.org/10.1016/j.bushor.2014.07.005>
- Park, C. S. (2013). Does Twitter motivate involvement in politics? Tweeting, opinion leadership, and political engagement. *Computers in Human Behavior*, 29(4), 1641–1648. <https://doi.org/10.1016/j.chb.2013.01.044>
- Park, N., Kee, K. F., & Valenzuela, S. (2009). Being immersed in social networking environment: Facebook groups, uses and gratifications, and social outcomes. *CyberPsychology & Behavior*, 12(6), 729–733.
- Parsons, E., & Maclaran, P. (2009). *Contemporary issues in marketing and consumer behaviour*. Amsterdam; Boston: Elsevier/Butterworth-Heinemann.
- Parveen, F., Jaafar, N. I., & Ainin, S. (2015). Social media usage and organizational performance: Reflections of Malaysian social media managers. *Telematics and Informatics*, 32(1), 67–78. <https://doi.org/10.1016/j.tele.2014.03.001>
- Patino, A., Pitta, D. A., & Quinones, R. (2012). Social media's emerging importance in market research. *Journal of Consumer Marketing*, 29(3), 233–237. <https://doi.org/10.1108/07363761211221800>
- Paul, P. (1996). Marketing on the Internet. *Journal of Consumer Marketing*, 13(4), 27–39. <https://doi.org/10.1108/07363769610124528>

- Paulin, M., J. Ferguson, R., Jost, N., & Fallu, J.-M. (2014). Motivating millennials to engage in charitable causes through social media. *Journal of Service Management*, 25(3), 334–348. <https://doi.org/10.1108/JOSM-05-2013-0122>
- Peters, K., Chen, Y., Kaplan, A. M., Ognibeni, B., & Pauwels, K. (2013). Social Media Metrics — A Framework and Guidelines for Managing Social Media. *Journal of Interactive Marketing*, 27(4), 281–298. <https://doi.org/10.1016/j.intmar.2013.09.007>
- Phua, J., Jin, S. V., & Kim, J. (Jay). (2017). Gratifications of using Facebook, Twitter, Instagram, or Snapchat to follow brands: The moderating effect of social comparison, trust, tie strength, and network homophily on brand identification, brand engagement, brand commitment, and membership intention. *Telematics and Informatics*, 34(1), 412–424. <https://doi.org/10.1016/j.tele.2016.06.004>
- Picazo-Vela, S., Fernandez-Haddad, M., & Luna-Reyes, L. F. (2016). Opening the black box: Developing strategies to use social media in government. *Government Information Quarterly*, 33(4), 693–704. <https://doi.org/10.1016/j.giq.2016.08.004>
- Pinho-Costa, L., Yakubu, K., Hoedebecke, K., Laranjo, L., Reichel, C. P., Colon-Gonzalez, M. del C., ... Errami, H. (2016). Healthcare hashtag index development: Identifying global impact in social media. *Journal of Biomedical Informatics*, 63, 390–399. <https://doi.org/10.1016/j.jbi.2016.09.010>
- Porumbescu, G. A. (2016). Linking public sector social media and e-government website use to trust in government. *Government Information Quarterly*, 33(2), 291–304. <https://doi.org/10.1016/j.giq.2016.04.006>
- Presi, C., Saridakis, C., & Hartmans, S. (2014). User-generated content behaviour of the dissatisfied service customer. *European Journal of Marketing*, 48(9/10), 1600–1625. <https://doi.org/10.1108/EJM-07-2012-0400>
- Quan-Haase, A., & Young, A. L. (2010). Uses and gratifications of social media: A comparison of Facebook and instant messaging. *Bulletin of Science, Technology & Society*, 30(5), 350–361.
- Rachel McArthur. (2010, August 15). The art of giving: Zakat during Ramadan - Emirates 24|7. Retrieved December 22, 2016, from <http://www.emirates247.com/the-art-of-giving-zakat-during-ramadan-2010-08-15-1.279253>

- Ramirez, Jr., A., & Burgoon, J. K. (2004). The effect of interactivity on initial interactions: the influence of information valence and modality and information richness on computer-mediated interaction. *Communication Monographs*, 71(4), 422–447. <https://doi.org/10.1080/0363452042000307461>
- Rauniar, R., Rawski, G., Yang, J., & Johnson, B. (2014a). Technology acceptance model (TAM) and social media usage: an empirical study on Facebook. *Journal of Enterprise Information Management*, 27(1), 6–30. <https://doi.org/10.1108/JEIM-04-2012-0011>
- Rauniar, R., Rawski, G., Yang, J., & Johnson, B. (2014b). Technology acceptance model (TAM) and social media usage: an empirical study on Facebook. *Journal of Enterprise Information Management*, 27(1), 6–30. <https://doi.org/10.1108/JEIM-04-2012-0011>
- Revels, J., Tojib, D., & Tsarenko, Y. (2010). Understanding consumer intention to use mobile services. *Australasian Marketing Journal (AMJ)*, 18(2), 74–80. <https://doi.org/10.1016/j.ausmj.2010.02.002>
- Reza Jalilvand, M., & Samiei, N. (2012). The effect of electronic word of mouth on brand image and purchase intention: An empirical study in the automobile industry in Iran. *Marketing Intelligence & Planning*, 30(4), 460–476. <https://doi.org/10.1108/02634501211231946>
- Robert B. Schacter, & John L. Tait. (1981). *A Guide for Understanding Attitudes and Attitude Change by 1 August 1986*. Cooperative Extension Service, Iowa State University.
- Rossmann, A., Ranjan, K. R., & Sugathan, P. (2016a). Drivers of user engagement in eWoM communication. *Journal of Services Marketing*, 30(5), 541–553. <https://doi.org/10.1108/JSM-01-2015-0013>
- Rossmann, A., Ranjan, K. R., & Sugathan, P. (2016b). Drivers of user engagement in eWoM communication. *Journal of Services Marketing*, 30(5), 541–553. <https://doi.org/10.1108/JSM-01-2015-0013>
- Ruan, Y., & Durrezi, A. (2016). A survey of trust management systems for online social communities – Trust modeling, trust inference and attacks. *Knowledge-Based Systems*, 106, 150–163. <https://doi.org/10.1016/j.knosys.2016.05.042>
- Ruiz-Mafe, C., Martí-Parreño, J., & Sanz-Blas, S. (2014). Key drivers of consumer loyalty to Facebook fan pages. *Online Information Review*, 38(3), 362–380. <https://doi.org/10.1108/OIR-05-2013-0101>

- Saad, R. A. J., Aziz, N. M. A., & Sawandi, N. (2014). Islamic Accountability Framework in the Zakat Funds Management. *Procedia - Social and Behavioral Sciences*, 164, 508–515.
<https://doi.org/10.1016/j.sbspro.2014.11.139>
- Sarantakos, S. (2012). *Social research*. Palgrave Macmillan.
- Sashi, C. M. (2012a). Customer engagement, buyer-seller relationships, and social media. *Management Decision*, 50(2), 253–272.
<https://doi.org/10.1108/00251741211203551>
- Sashi, C. M. (2012b). Customer engagement, buyer-seller relationships, and social media. *Management Decision*, 50(2), 253–272.
<https://doi.org/10.1108/00251741211203551>
- Schamari, J., & Schaefer, T. (2015). Leaving the Home Turf: How Brands Can Use Webcare on Consumer-generated Platforms to Increase Positive Consumer Engagement. *Journal of Interactive Marketing*, 30, 20–33.
<https://doi.org/10.1016/j.intmar.2014.12.001>
- Schein, R., Wilson, K., & Keelan, J. E. (2010). *Literature review on effectiveness of the use of social media: a report for peel public health*. Region of Peel]. Peel Public Health. Retrieved from
<http://www.rop.ca/health/resources/pdf/socialmedia.pdf>
- See-To, E. W. K., & Ho, K. K. W. (2014). Value co-creation and purchase intention in social network sites: The role of electronic Word-of-Mouth and trust – A theoretical analysis. *Computers in Human Behavior*, 31, 182–189.
<https://doi.org/10.1016/j.chb.2013.10.013>
- Sepp, M., Liljander, V., & Gummerus, J. (2011). Private bloggers' motivations to produce content – a gratifications theory perspective. *Journal of Marketing Management*, 27(13–14), 1479–1503.
<https://doi.org/10.1080/0267257X.2011.624532>
- Seufert, M., Burger, V., Lorey, K., Seith, A., Loh, F., & Tran-Gia, P. (2016). Assessment of subjective influence and trust with an online social network game. *Computers in Human Behavior*, 64, 233–246.
<https://doi.org/10.1016/j.chb.2016.06.056>
- Sharif, A. M. (2008). *Transforming Government: People, Process and Policy*.
- Shea Bennett. (2014). The History Of Social Networking Through The Ages [INFOGRAPHIC]. Retrieved May 12, 2015, from
<http://www.adweek.com/socialtimes/social-networking-ages/499633>

- Shelton, A. K., & Najarian, K. M. (2014). Introduction to #SocialMedia2. *Computers in Human Behavior*, 33, 311–313. <https://doi.org/10.1016/j.chb.2013.08.016>
- Siah Ann Mei, J., Bansal, N., & Pang, A. (2010). New media: a new medium in escalating crises? *Corporate Communications: An International Journal*, 15(2), 143–155. <https://doi.org/10.1108/13563281011037919>
- Siamagka, N.-T., Christodoulides, G., Michaelidou, N., & Valvi, A. (2015). Determinants of social media adoption by B2B organizations. *Industrial Marketing Management*, 51, 89–99. <https://doi.org/10.1016/j.indmarman.2015.05.005>
- Smith, B. G., & Gallicano, T. D. (2015). Terms of engagement: Analyzing public engagement with organizations through social media. *Computers in Human Behavior*, 53, 82–90. <https://doi.org/10.1016/j.chb.2015.05.060>
- Smock, A. D., Ellison, N. B., Lampe, C., & Wohn, D. Y. (2011). Facebook as a toolkit: A uses and gratification approach to unbundling feature use. *Computers in Human Behavior*, 27(6), 2322–2329. <https://doi.org/10.1016/j.chb.2011.07.011>
- Snead, J. T. (2013). Social media use in the U.S. Executive branch. *Government Information Quarterly*, 30(1), 56–63. <https://doi.org/10.1016/j.giq.2012.09.001>
- Social Media Use by Governments | OECD READ edition. (2014). Retrieved August 22, 2016, from http://www.keepeek.com/Digital-Asset-Management/oced/governance/social-media-use-by-governments_5jxrcmghmk0s-en#page1
- Solomon, M. R., Polegato, R., & Zaichkowsky, J. L. (2009). *Consumer behavior: buying, having, and being* (Vol. 6). Pearson Prentice Hall Upper Saddle River, NJ.
- Sprott, D., Czellar, S., & Spangenberg, E. (2009). The importance of a general measure of brand engagement on market behavior: Development and validation of a scale. *Journal of Marketing Research*, 46(1), 92–104.
- Sreenivasan, N. D., Lee, C. S., & Goh, D. H.-L. (2012). Tweeting the friendly skies: Investigating information exchange among Twitter users about airlines. *Program: Electronic Library and Information Systems*, 46(1), 21–42. <https://doi.org/10.1108/00330331211204548>
- Stamati, T., Papadopoulos, T., & Anagnostopoulos, D. (2015). Social media for openness and accountability in the public sector: Cases in the Greek context.

Government Information Quarterly, 32(1), 12–29.
<https://doi.org/10.1016/j.giq.2014.11.004>

statista.com. (2014). United Arab Emirates: social network penetration 2014 | Statistic. Retrieved April 22, 2015, from
<http://www.statista.com/statistics/284504/united-arab-emirates-social-network-penetration/>

Statistic.com. (2015, March 9). Number of worldwide social network users 2010-2018 | Statistic. Retrieved March 9, 2015, from
<http://www.statista.com/statistics/278414/number-of-worldwide-social-network-users/>

Stavros, C., Meng, M. D., Westberg, K., & Farrelly, F. (2014). Understanding fan motivation for interacting on social media. *Sport Management Review*, 17(4), 455–469. <https://doi.org/10.1016/j.smr.2013.11.004>

Stieglitz, S., & Dang-Xuan, L. (2013). Emotions and Information Diffusion in Social Media—Sentiment of Microblogs and Sharing Behavior. *Journal of Management Information Systems*, 29(4), 217–248.
<https://doi.org/10.2753/MIS0742-1222290408>

Sundar, S. S., & Limperos, A. M. (2013). Uses and Grats 2.0: New Gratifications for New Media. *Journal of Broadcasting & Electronic Media*, 57(4), 504–525.
<https://doi.org/10.1080/08838151.2013.845827>

Svendsen, G. B., Johnsen, J.-A. K., Almås-Sørensen, L., & Vittersø, J. (2013). Personality and technology acceptance: the influence of personality factors on the core constructs of the Technology Acceptance Model. *Behaviour & Information Technology*, 32(4), 323–334.
<https://doi.org/10.1080/0144929X.2011.553740>

Sweeney, J. C., Soutar, G. N., & Mazzarol, T. (2008). Factors influencing word of mouth effectiveness: receiver perspectives. *European Journal of Marketing*, 42(3/4), 344–364. <https://doi.org/10.1108/03090560810852977>

Sweeney, J. C., Soutar, G. N., & Mazzarol, T. (2012). Word of mouth: measuring the power of individual messages. *European Journal of Marketing*, 46(1/2), 237–257. <https://doi.org/10.1108/03090561211189310>

Szmigin, I., Canning, L., & Reppel, A. E. (2005). Online community: enhancing the relationship marketing concept through customer bonding. *International Journal of Service Industry Management*, 16(5), 480–496.
<https://doi.org/10.1108/09564230510625778>

- Tavakolifard, M., Almeroth, K. C., & Gulla, J. A. (2013). Does social contact matter?: modelling the hidden web of trust underlying twitter. In *Proceedings of the 22nd International Conference on World Wide Web* (pp. 981–988). ACM. Retrieved from <http://dl.acm.org/citation.cfm?id=2488095>
- Teng, S., Wei Khong, K., Wei Goh, W., & Yee Loong Chong, A. (2014). Examining the antecedents of persuasive eWOM messages in social media. *Online Information Review*, 38(6), 746–768. <https://doi.org/10.1108/OIR-04-2014-0089>
- Thelwall, M. (2008). Social networks, gender, and friending: An analysis of MySpace member profiles. *Journal of the American Society for Information Science and Technology*, 59(8), 1321–1330. <https://doi.org/10.1002/asi.20835>
- Thompson, B. (2004). *Exploratory and confirmatory factor analysis: Understanding concepts and applications*. American Psychological Association.
- Tiago, M. T. P. M. B., & Veríssimo, J. M. C. (2014). Digital marketing and social media: Why bother? *Business Horizons*, 57(6), 703–708. <https://doi.org/10.1016/j.bushor.2014.07.002>
- Trainor, K. J. (2012). Relating Social Media Technologies to Performance: A Capabilities-Based Perspective. *Journal of Personal Selling and Sales Management*, 32(3), 317–331. <https://doi.org/10.2753/PSS0885-3134320303>
- Trainor, K. J., Andzulis, J. (Mick), Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *Journal of Business Research*, 67(6), 1201–1208. <https://doi.org/10.1016/j.jbusres.2013.05.002>
- Trochim, W. M., & Donnelly, J. P. (2001). Research methods knowledge base.
- Tsai, S. (2013). Discussing Brand Information on Social Networking Sites: Implications for Global Brand Marketing. *Journal of Organizational Computing and Electronic Commerce*, 23(4), 372–391. <https://doi.org/10.1080/10919392.2013.837794>
- Tsai, W.-H. S., & Men, L. R. (2013). Motivations and Antecedents of Consumer Engagement With Brand Pages on Social Networking Sites. *Journal of Interactive Advertising*, 13(2), 76–87. <https://doi.org/10.1080/15252019.2013.826549>
- Tsimonis, G., & Dimitriadis, S. (2014). Brand strategies in social media. *Marketing Intelligence & Planning*, 32(3), 328–344. <https://doi.org/10.1108/MIP-04-2013-0056>

- van der Wurff, R. (2011). Are News Media Substitutes? Gratifications, Contents, and Uses. *Journal of Media Economics*, 24(3), 139–157.
<https://doi.org/10.1080/08997764.2011.601974>
- van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer Engagement Behavior: Theoretical Foundations and Research Directions. *Journal of Service Research*, 13(3), 253–266.
<https://doi.org/10.1177/1094670510375599>
- Vasalou, A., Joinson, A. N., & Courvoisier, D. (2010). Cultural differences, experience with social networks and the nature of “true commitment” in Facebook. *International Journal of Human-Computer Studies*, 68(10), 719–728.
- Venkatesh, V., & Davis, F. D. (2000). A theoretical extension of the technology acceptance model: Four longitudinal field studies. *Management Science*, 46(2), 186–204.
- Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly*, 425–478.
- Virkus, S. (2008). Use of Web 2.0 technologies in LIS education: experiences at Tallinn University, Estonia. *Program: Electronic Library and Information Systems*, 42(3), 262–274. <https://doi.org/10.1108/00330330810892677>
- Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer Engagement: Exploring Customer Relationships Beyond Purchase. *The Journal of Marketing Theory and Practice*, 20(2), 122–146.
<https://doi.org/10.2753/MTP1069-6679200201>
- Vrocharidou, A., & Efthymiou, I. (2012). Computer mediated communication for social and academic purposes: Profiles of use and University students’ gratifications. *Computers & Education*, 58(1), 609–616.
<https://doi.org/10.1016/j.compedu.2011.09.015>
- Vuori, V., & Okkonen, J. (2012). Refining information and knowledge by social media applications: Adding value by insight. *VINE*, 42(1), 117–128.
<https://doi.org/10.1108/03055721211207798>
- Wang, T., Yeh, R. K.-J., Chen, C., & Tsydypov, Z. (2016). What drives electronic word-of-mouth on social networking sites? Perspectives of social capital and self-determination. *Telematics and Informatics*, 33(4), 1034–1047.
<https://doi.org/10.1016/j.tele.2016.03.005>

- Wang, X. (2013). Applying the integrative model of behavioral prediction and attitude functions in the context of social media use while viewing mediated sports. *Computers in Human Behavior*, 29(4), 1538–1545. <https://doi.org/10.1016/j.chb.2013.01.031>
- Wang, X., Yu, C., & Wei, Y. (2012). Social Media Peer Communication and Impacts on Purchase Intentions: A Consumer Socialization Framework. *Journal of Interactive Marketing*, 26(4), 198–208. <https://doi.org/10.1016/j.intmar.2011.11.004>
- Warren, A. M., Sulaiman, A., & Jaafar, N. I. (2014). Social media effects on fostering online civic engagement and building citizen trust and trust in institutions. *Government Information Quarterly*, 31(2), 291–301. <https://doi.org/10.1016/j.giq.2013.11.007>
- Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009a). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Review*, 35(2), 102–106. <https://doi.org/10.1016/j.pubrev.2009.01.006>
- Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009b). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Review*, 35(2), 102–106. <https://doi.org/10.1016/j.pubrev.2009.01.006>
- we are social. (2014). Global Social. Digital & Mobile Statistics, Jan 2014. we are social. Retrieved from <http://wearesocial.sg/>
- Webster, J., & Ahuja, J. S. (2006). Enhancing the design of web navigation systems: the influence of user disorientation on engagement and performance. *Mis Quarterly*, 661–678.
- Webster, J., & Watson, R. T. (2002). Analyzing the past to prepare for the future: Writing a literature review. *Management Information Systems Quarterly*, 26(2), 3.
- Whelan, S., Davies, G., Walsh, M., & Bourke, R. (2010). Public sector corporate branding and customer orientation. *Journal of Business Research*, 63(11), 1164–1171. <https://doi.org/10.1016/j.jbusres.2009.10.013>
- Whiting, A., & Williams, D. (2013). Why people use social media: a uses and gratifications approach. *Qualitative Market Research: An International Journal*, 16(4), 362–369. <https://doi.org/10.1108/QMR-06-2013-0041>

- Whitney Quesenbery. (2001, April). What Does Usability Mean: Looking Beyond "Ease of Use" - Whitney Interactive Design [What Does Usability Mean: Looking Beyond "Ease of Use"]. Retrieved November 30, 2016, from <http://www.wqusability.com/articles/more-than-ease-of-use.html>
- William H. Dutton. (n.d.). The Oxford Handbook of Internet Studies - Google Books. Retrieved November 17, 2014, from http://www.google.ae/books?hl=en&lr=&id=zXryMw4uVPoC&oi=fnd&pg=PA151&dq=boyd+%26+ellison+2007&ots=S7tlKsZi3v&sig=fk7DW_5AOPn3IZmBBVBPcZxAkes&redir_esc=y#v=onepage&q=boyd%20%26%20ellison%202007&f=false
- Wolfsfeld, G., Segev, E., & Sheaffer, T. (2013). Social Media and the Arab Spring: Politics Comes First. *The International Journal of Press/Politics*, 18(2), 115–137. <https://doi.org/10.1177/1940161212471716>
- Workman, M. (2014). New media and the changing face of information technology use: The importance of task pursuit, social influence, and experience. *Computers in Human Behavior*, 31, 111–117. <https://doi.org/10.1016/j.chb.2013.10.008>
- Wu, I.-L. (2013). The antecedents of customer satisfaction and its link to complaint intentions in online shopping: An integration of justice, technology, and trust. *International Journal of Information Management*, 33(1), 166–176. <https://doi.org/10.1016/j.ijinfomgt.2012.09.001>
- Wu, Y.-C. J., Chang, W.-H., & Yuan, C.-H. (2014). Do Facebook profile pictures reflect user's personality? *Computers in Human Behavior*. <https://doi.org/10.1016/j.chb.2014.11.014>
- Yang, H. (2013). Market Mavens in Social Media: Examining Young Chinese Consumers' Viral Marketing Attitude, eWOM Motive, and Behavior. *Journal of Asia-Pacific Business*, 14(2), 154–178. <https://doi.org/10.1080/10599231.2013.756337>
- Yang, T. A., Kim, D. J., & Dhalwani, V. (2008). Social networking as a new trend in e-marketing. In *Research and Practical Issues of Enterprise Information Systems II* (pp. 847–856). Springer. Retrieved from http://link.springer.com/chapter/10.1007/978-0-387-76312-5_7
- Yi, M., Oh, S. G., & Kim, S. (2013). Comparison of social media use for the U.S. and the Korean governments. *Government Information Quarterly*, 30(3), 310–317. <https://doi.org/10.1016/j.giq.2013.01.004>

- Yu, J., Hu, P. J.-H., & Cheng, T.-H. (2015). Role of Affect in Self-Disclosure on Social Network Websites: A Test of Two Competing Models. *Journal of Management Information Systems*, 32(2), 239–277.
<https://doi.org/10.1080/07421222.2015.1063305>
- Zakat Fund. (2016, February 23). مؤسسة صندوق الزكاة. Retrieved April 30, 2017, from <https://www.zakatfund.gov.ae/zfp/web/default.aspx>
- Zavattaro, S. M., & Sementelli, A. J. (2014). A critical examination of social media adoption in government: Introducing omnipresence. *Government Information Quarterly*, 31(2), 257–264. <https://doi.org/10.1016/j.giq.2013.10.007>
- Zee Latif. (2015). Social Media Usage In The UAE- Social Brands, Statistics & Predictions. Retrieved April 22, 2015, from <http://inbound.weareneesh.com/neeshblog/social-media-usage-in-the-uae-the-biggest-social-brands-statistics-and-predictions>
- Zhang, H., Lu, Y., Gupta, S., & Zhao, L. (2014). What motivates customers to participate in social commerce? The impact of technological environments and virtual customer experiences. *Information & Management*, 51(8), 1017–1030. <https://doi.org/10.1016/j.im.2014.07.005>
- Zhang, H., Lu, Y., Wang, B., & Wu, S. (2015). The impacts of technological environment and co-creation experiences on customer participation. *Information & Management*, 52(4), 468–482.
<https://doi.org/10.1016/j.im.2015.01.008>
- Zhang, H., Zhang, K. Z., Lee, M. K., Feng, F., Whitley, E. A., & Ou, C. (2015). Brand loyalty in enterprise microblogs: influence of community commitment, IT habit, and participation. *Information Technology & People*, 28(2).
- Zhang, K. Z. K., Zhao, S. J., Cheung, C. M. K., & Lee, M. K. O. (2014). Examining the influence of online reviews on consumers' decision-making: A heuristic-systematic model. *Decision Support Systems*, 67, 78–89.
<https://doi.org/10.1016/j.dss.2014.08.005>
- Zhao, L., Hua, T., Lu, C.-T., & Chen, I.-R. (2016). A topic-focused trust model for Twitter. *Computer Communications*, 76, 1–11.
<https://doi.org/10.1016/j.comcom.2015.08.001>
- Zheng, L. (2013). Social media in Chinese government: Drivers, challenges and capabilities. *Government Information Quarterly*, 30(4), 369–376.
<https://doi.org/10.1016/j.giq.2013.05.017>

Zheng, X., Cheung, C. M. K., Lee, M. K. O., & Liang, L. (2015). Building brand loyalty through user engagement in online brand communities in social networking sites. *Information Technology & People*, 28(1), 90–106. <https://doi.org/10.1108/ITP-08-2013-0144>

Zolkepli, I. A., & Kamarulzaman, Y. (2015). Social media adoption: The role of media needs and innovation characteristics. *Computers in Human Behavior*, 43, 189–209. <https://doi.org/10.1016/j.chb.2014.10.050>

Appendix

The Questionnaire

Impact of using the Social Media Marketing on the relationship with customers in the public sector: The Zakat Fund case study

أثر استخدام التسويق في مواقع الإعلام الإجتماعي على العلاقة مع المتعاملين في القطاع الحكومي: دراسة لحالة صندوق الزكاة.

Dear Respondent:

عزيزي المشارك/ عزيزتي المشاركة:

You are kindly invited to participate in a survey titled (Impact of using the Social Media Marketing on the relationship with customers in the public sector " The Zakat Fund Case Study ". Please note that participation in this survey . is restricted to those who are 18 years old or above.

أدعوك للمشاركة في مسح بحثي بعنوان " أثر استخدام التسويق في مواقع الإعلام الإجتماعي على العلاقة مع المتعاملين في القطاع الحكومي: دراسة لحالة صندوق الزكاة." (يرجى ملاحظة أن المشاركة في هذا المسح محصورة بمن يبلغون الثامنة عشر من العمر فما فوق).

Currently , I am enrolled in the Doctorate degree Program at the United Arab Emirates` University, and in the process of writing my doctorate dissertation. The purpose of the survey is to identify the factors having impact on using the social media sites in marketing . Consequently, outcomes of this survey will be used in recommending proper tools and policies to marketing professionals and decision makers in order to promote public sector customers interaction and being influenced by the accounts of the government departments on the social media sites. Through your active participation in this survey . I hope to conclude the optimum means to satisfy the needs of the public sector customers through social media .

أعمل حالياً على نيل درجة الدكتوراه من جامعة الإمارات العربية المتحدة و بصدد كتابة اطروحتي الخاصة، التي تهدف إلى تحديد العوامل المؤثرة في التسويق باستخدام مواقع الإعلام الإجتماعي. ووفقاً لذلك، سوف يتم استثمار نتائج هذا التقييم في تقديم التوصيات حول الأدوات والسياسات المثمرة للخبراء في مجال التسويق وصناع القرار وذلك بهدف تعزيز مشاركة المتعاملين مع القطاع الحكومي وتأثرهم بحسابات المؤسسات الحكومية على مواقع الإعلام الإجتماعي، من خلال مشاركتك القيمة، أمل في التوصل إلى أفضل السبل التي يمكنها تلبية احتياجات المتعاملين مع القطاع الحكومي عبر مواقع الإعلام الإجتماعي،

Enclosed with this letter you 'll find a brief questionnaire including various sets of questions about your attitude towards Zakat Fund account on the social media sites.

حيث ستجد مع هذه الرسالة استبيان يطرح مجموعة متنوعة من الأسئلة حول موقفك تجاه حساب صندوق الزكاة في مواقع الإعلام الإجتماعي.

Please take few minutes of your time to answer each question on the survey as completely and accurately as possible. Your responses will be processed with full confidentiality .Data will be analysed on the group level only. No one other than the researcher will review your personal responses to this questionnaire.

أرجوا أن تمنح بضع دقائق من وقتك للإجابة على كل سؤال في الاستبيان بشكل كامل ودقيق بقدر الإمكان. ولضمان خصوصيتكم، سيتم التعامل مع إجاباتكم بطريقة سرية، بينما سيتم تحليل البيانات على مستوى المجموعة فقط، كما أنه لن يتم الاطلاع على إجاباتك الشخصية على هذا الاستبيان من قبل أي كان سوى الباحث.

If you have any questions regarding the survey or would like to receive a copy of the survey outcomes

إذا كانت لديك أية أسئلة بخصوص الدراسة، أو كنت تود الحصول على نسخة من نتائج المسح ، يرجى

kindly contact me by email at :
201290023@uaeu.ac.ae.

التواصل على عنوان البريد الإلكتروني التالي:
201290023@uaeu.ac.ae

Kindly note that participation in the survey is voluntary, accordingly you may withdraw at any time. If you opted to be a part of the survey , please ensure that you respond to each of the following questions.

يرجى الملاحظة أن المشاركة في الدراسة طوعية، وأنه بإمكانك الانسحاب منها متى شئت . إذا قررت أن تكون جزءا من هذه الدراسة يرجى التكرم بالرد على كل من الأسئلة التالية.

Thanks for taking the time to assist me in my educational endeavours.

شاكرا لكل منحي وقتك الثمين و مساعدتي في إتمام هذه الدراسة الأكاديمية.

Sincerely,

مع فائق الاحترام والتقدير:

Sultan Al Remeithi

سلطان الرميثي

Who may participate in this questionnaire?

من هم الأشخاص المستهدفون للمشاركة في هذا الإستبيان ؟

The following questions should be answered by Zakat Fund followers on social media sites.

ينبغي الإجابة على الأسئلة الواردة أدناه من قبل متابعي حساب مؤسسة صندوق الزكاة على مواقع الإعلام الاجتماعي

First: Background Information

أولاً: المعلومات الأساسية

Q.1	Please put a tick mark in the appropriate box	يرجى اختيار الإجابة الملائمة								
1.1	Gender الجنس	<input type="checkbox"/> male ذكر	<input type="checkbox"/> female أنثى							
1.2	Age Category by year الفئة العمرية	<input type="checkbox"/> 18-24	<input type="checkbox"/> 25-34	<input type="checkbox"/> 35-44	<input type="checkbox"/> 45-54	<input type="checkbox"/> 54-55	<input type="checkbox"/> 55-64	<input type="checkbox"/> more than 65		
1.3	Educational Qualifications المؤهلات الدراسية	<input type="checkbox"/> Below Secondary school لم أكمل المرحلة الثانوية	<input type="checkbox"/> Secondary school certificate holder أحمل شهادة الثانوية العامة	<input type="checkbox"/> Diploma holder أحمل شهادة الدبلوم	<input type="checkbox"/> Bachelor's degree holder أحمل درجة البكالوريوس	<input type="checkbox"/> Master's degree holder أحمل درجة الماجستير	<input type="checkbox"/> Doctorate degree holder أحمل درجة الدكتوراه			
1.4	Experience in using social media sites (in months) بداية إستخدامك لمواقع الإعلام الاجتماعي (بالشهر)	<input type="checkbox"/> Less than 3 أقل من 3 شهور	<input type="checkbox"/> 3-5 بين 3 و 5 شهور	<input type="checkbox"/> 6 to 12 بين 6 و 12 شهر	<input type="checkbox"/> Over 12 أكثر من 12 شهر					
1.5	On average, how many days (per week) you use social media sites? بالمتوسط, عدد الساعات التي تقضيها (كل أسبوع) في متابعة مواقع الإعلام الاجتماعي	<input type="checkbox"/> Less than 6 أقل من 6 ساعات	<input type="checkbox"/> 6-10 بين 6 و 10 ساعات	<input type="checkbox"/> Over 10 أكثر من 10 ساعات						
1.6	On average, duration of using social media sites each time by day. بالمتوسط عدد المرات التي تتابع فيها مواقع الإعلام الاجتماعي كل يوم.	<input type="checkbox"/> Less than 3 أقل من 3 مرات	<input type="checkbox"/> 4-7 بين 4 و 7 مرات	<input type="checkbox"/> Over 7 أكثر من 7 مرات						
1.7	I follow Zakat Fund account on أتابع حساب صندوق الزكاة بإستخدام التطبيق التالي	<input type="checkbox"/> Twitter تويتر	<input type="checkbox"/> Instagram إنستغرام	<input type="checkbox"/> Facebook فيسبوك						
1.8	Income Level دخلك الشهري	<input type="checkbox"/> less than 10,000 (أقل من) 10,000	<input type="checkbox"/> 10,000-19,000	<input type="checkbox"/> 20,000-29,000	<input type="checkbox"/> 30,000-39,000	<input type="checkbox"/> 40,000-49,000	<input type="checkbox"/> 50,000-59,000	<input type="checkbox"/> 60,000-69,000	<input type="checkbox"/> 70,000-79,000	<input type="checkbox"/> 80,000 (أكثر من)
1.9	Nationality الجنسية	Choose from the list		أختر من القائمة						

Using the scale provided below, please. استخدم المقياس الوارد أدناه لبيان مدى موافقتك / عدم موافقتك على كل من الجمل
indicate the level of agreement / موافقتك / عدم موافقتك على كل من الجمل
disagreement with each of the following statements. التالية :

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة

2.1	Zakat Fund account on social media attracts my attention.	حساب صندوق الزكاة على وسائل الإعلام الاجتماعي يثد انتباهي	1	2	3	4	5
2.2	Zakat Fund account on social media has an exciting content.	حساب صندوق الزكاة على وسائل الإعلام الاجتماعي يحوي مواد مثوقة.	1	2	3	4	5
2.3	Zakat Fund account on social media has attractive posts.	منشورات حساب صندوق الزكاة على وسائل الإعلام الاجتماعي تتصف بالجاذبية.	1	2	3	4	5
2.4	I enjoy following Zakat Fund account on social media.	استمتع بمتابعة حساب صندوق الزكاة على وسائل الإعلام الاجتماعي .	1	2	3	4	5
2.5	Zakat Fund account on social media is entertaining.	حساب صندوق الزكاة على وسائل الإعلام الاجتماعي مُسلي.	1	2	3	4	5
2.6	Generally, Zakat Fund account on social media satisfies my personal needs.	بشكل عام، حساب صندوق الزكاة على وسائل الإعلام الاجتماعي يلبي إحتياجاتي الشخصية.	1	2	3	4	5
3.1	Through Zakat Fund account on social media, I can express myself freely.	من خلال حساب صندوق الزكاة على وسائل الإعلام الاجتماعي ، يمكنني التعبير عن نفسي بحرية.	1	2	3	4	5
3.2	I consider Zakat Fund account on social media as a place for socialization.	أعتبر أن حساب صندوق الزكاة على مواقع الإعلام الاجتماعي هو مكان للتواصل الاجتماعي مع الآخرين.	1	2	3	4	5
3.3	Through Zakat Fund account on social media, I communicate with people that share the same interests of mine.	يجمعني حساب صندوق الزكاة على مواقع الإعلام الاجتماعي مع أشخاص يشاركونني نفس الإهتمامات.	1	2	3	4	5
3.4	Zakat Fund account on social media sites offers useful information about Zakat.	حساب صندوق الزكاة على مواقع الإعلام الاجتماعي يعرض معلومات مفيدة حول فريضة الزكاة.	1	2	3	4	5
3.5	Zakat Fund account on social media enables me to expand my social network.	حساب صندوق الزكاة على مواقع الإعلام الاجتماعي يمكنني من توسيع شبكة علاقاتي الاجتماعية.	1	2	3	4	5
3.6	Through Zakat Fund account on social media , I share information with others.	خلال حساب صندوق الزكاة على مواقع الإعلام الاجتماعي يمكنني مشاركة معلوماتي مع الآخرين.	1	2	3	4	5

Using the scale provided below, please, استخدم المقياس الوارد أدناه لبيان مدى موافقتك / عدم موافقتك على كل من الجمل التالية :

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة

4.1	Zakat Fund account on social media gives me a sense of connection with society.	حساب صندوق الزكاة على مواقع الإعلام الاجتماعي يمنحني الإحساس بالتواصل مع المجتمع.	1	2	3	4	5
4.2	I feel I belong to Zakat Fund account on social media.	أشعر أنني أنتمي إلى حساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5
4.3	I never suffer from interpersonal problems by following Zakat Fund account on social media sites	لا أتعرض للمشاكل بسبب متابعة حساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5
4.4	When browsing Zakat Fund account on social media sites, I forget complications of everyday life.	مع حساب صندوق الزكاة على وسائل الإعلام الاجتماعي أنسى تعقيدات الحياة اليومية.	1	2	3	4	5
4.5	Zakat Fund account on social media gives me a sense of connection with those interested in Zakat affairs.	حساب صندوق الزكاة على وسائل الإعلام الاجتماعي يمنحني الشعور بالارتباط مع المهتمين بشؤون الزكاة.	1	2	3	4	5
5.1	The social media electronic platform used by The Zakat Fund is understandable to me.	التطبيق الإلكتروني لوسائل الاعلام الاجتماعي الذي يستخدمه صندوق الزكاة مفهوم بالنسبة لي.	1	2	3	4	5
5.2	I am skilful at interacting with Zakat Fund account on social media sites.	أنا ماهر في التفاعل مع حساب صندوق الزكاة عبر مواقع التواصل الاجتماعي .	1	2	3	4	5
5.3	Zakat Fund account on social media sites is flexible to interact with.	حساب صندوق الزكاة على مواقع التواصل الاجتماعي يتصف بالمرونة.	1	2	3	4	5
5.4	Learning to interact with the Zakat Fund account on social media is effort free..	من السهل تعلم طريقة التفاعل مع حساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5
5.5	Generally, using social media is easy for me.	بشكل عام؛ استخدام مواقع الإعلام الاجتماعي سهل بالنسبة لي.	1	2	3	4	5

استخدم المقياس الوارد أدناه لبيان مدى موافقتك / عدم موافقتك على كل من الجمل التالفة :
 Using the scale provided below, please, indicate the level of agreement / disagreement with each of the following statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة

6.1	I feel comfortable while commenting on or sharing ideas with Zakat Fund on social media.	أشعر بالإطمئنان تجاه حساب صندوق الزكاة على مواقع الإعلام الاجتماعي عند كتابة تعليقاتي أو تبادل الأفكار غيره .	1	2	3	4	5
6.2	I believe the information offered by Zakat Fund account on social media is genuine .	أعتقد أن حساب صندوق الزكاة على مواقع التواصل الاجتماعي يقدم معلومات صحيحة .	1	2	3	4	5
6.3	I can rely on Zakat Fund account on social media for the information about the Zakat Fund services.	يمكنني الاعتماد على حساب صندوق الزكاة على مواقع الإعلام الاجتماعي عندما أحتاج لمعلومات حول خدمات صندوق الزكاة.	1	2	3	4	5
6.4	Zakat Fund account on social media provides accurate information about Zakat Fund services.	يوفر حساب صندوق الزكاة معلومات دقيقة حول خدمات الصندوق.	1	2	3	4	5
6.5	Zakat Fund account on social media satisfies best interests of its followers.	يلبي حساب صندوق الزكاة على مواقع الإعلام الاجتماعي إهتمامات متابعيه.	1	2	3	4	5
7.1	I continuously browse Zakat Fund account posts on social media sites.	بصورة مستمرة، أقوم بمتابعة منشورات حساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5
7.2	I usually repost/retweet Zakat Fund posts on social media sites through my timeline.	أقوم عادة بتدوير (إعادة نشر) منشورات حساب صندوق الزكاة على مواقع الإعلام الاجتماعي لتظهر على صفحة حسابي الشخصي في مواقع الإعلام الاجتماعي .	1	2	3	4	5
7.3	I usually share / quote Zakat Fund posts with my followers.	عادة ما أقبس منشورات حساب صندوق الزكاة على مواقع الإعلام الاجتماعي لأشارك فيها من يتابعني على حسابي في مواقع الإعلام الاجتماعي	1	3	3	4	5
7.4	Regularly. I Like /mention Zakat Fund posts on social media sites.	أقوم ، بانتظام ، بوضع علامة الإعجاب (أو الإشارة) على منشورات حساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5
7.5	Normally, I post comments on Zakat Fund account posts on social media sites.	عادة ما أقوم بالتعليق على منشورات حساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5
7.6	I used to spend a certain time on Zakat Fund account on social media sites.	تعودت على قضاء وقت معين لمتابعة حساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5

Using the scale provided below, please, استخدم المقياس الوارد أدناه لبيان مدى موافقتك / عدم موافقتك على كل من الجمل التالفة :

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة

8.1	When I want up-to-date information about Zakat fund services, I resort to the Zakat Fund account on social media sites.	عندما أود تحديث معلوماتي حول خدمات صندوق الزكاة أقوم بتصفح حساب الصندوق على مواقع الإعلام الاجتماعي .	1	2	3	4	5
8.2	Zakat Fund account on social media sites is my main channel for the information about Zakat Fund.	يعتبر حساب صندوق الزكاة على مواقع الإعلام الاجتماعي قناة رئيسية للمعلومات حول صندوق الزكاة.	1	2	3	4	5
8.3	Zakat Fund account on social media sites gives me a positive impression about Zakat Fund.	حساب صندوق الزكاة على مواقع الإعلام الاجتماعي يمثل لدي صورة إيجابية عن صندوق الزكاة .	1	2	3	4	5
8.4	Being a follower of Zakat Fund account makes me feel more connected to Zakat Fund.	متابعتي لحساب صندوق الزكاة على مواقع الإعلام الاجتماعي جعلتني أكثر ارتباطاً بصندوق الزكاة.	1	2	3	4	5
8.5	I check Zakat fund account on social media sites when I miss their posts on my timeline.	أتفقد حساب صندوق الزكاة على مواقع الإعلام الاجتماعي عندما لا تظهر لي منشورات الصندوق ضمن منشورات الحسابات التي أتابعها.	1	2	3	4	5
9.1	I am so keen to interact with (e.g., comment, ask, and answer questions) about Zakat Fund services.	أرغب في التفاعل مع حساب صندوق الزكاة على مواقع الإعلام الاجتماعي (من خلال التعليق والإستفسار والإجابة عن التساؤلات).	1	2	3	4	5
9.2	I use my personal account on social media to post information about Zakat.	أستخدم حسابي الشخصي لنشر معلومات حول صندوق الزكاة.	1	2	3	4	5
9.3	I recommend Zakat Fund account to other social media users.	أوصي مستخدمي مواقع الإعلام الاجتماعي بمتابعة حساب صندوق الزكاة.	1	2	3	4	5
9.4	I like to pass along information about Zakat Fund on my social media account to promote Zakat Fund.	أقوم بنشر معلومات حول صندوق الزكاة من خلال حسابي على مواقع الإعلام الاجتماعي بهدف الترويج لصندوق الزكاة.	1	2	3	4	5
9.5	I look forward to discuss my opinions on social media about the Zakat Fund with others who share the same interest with me.	أتطلع لمناقشة رأيي المتعلق بصندوق الزكاة على مواقع الإعلام الاجتماعي من يشاركني إهتمامهم بصندوق الزكاة.	1	2	3	4	5
9.6	I feel self-satisfied when other community members share my ideas	ينتابني شعور بالراحة عندما يتداول الآخرون على مواقع الإعلام الاجتماعي منشوراتي حول صندوق الزكاة.	1	2	3	4	5

Using the scale provided below, please. استخدم المقياس الوارد أدناه لبيان مدى موافقتك / عدم موافقتك على كل من الجمل التالية :
indicate the level of agreement/ disagreement with each of the following statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة

10.1	I will committed to Zakat Fund account if it goes through difficult times on social media sites.	ساكون ملازم لحساب صندوق الزكاة إذا مر بأوقات صعبة على مواقع الإعلام الاجتماعي.	1	2	3	4	5
10.2	I want to show other followers on social media my loyalty to Zakat Fund.	أريد أن أظهر ولاني لحساب صندوق الزكاة أمام من يتابعني على مواقع الإعلام الاجتماعي.	1	2	3	4	5
10.3	Through my social media account I say only positive things about the Zakat Fund account.	عبر حسابي على مواقع التواصل الاجتماعي ؛ أنا لا أقول سوى الأشياء الإيجابية عن صندوق الزكاة.	1	2	3	4	5
10.4	Whenever necessary, I can interpret (explain) Zakat Fund posts on social media site to others.	كلما لزم الأمر، يمكنني توضيح (شرح) منشورات حساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5
10.5	I encourage my followers on social media to contribute positively to support Zakat Fund account.	أشجع من يتابعني على مواقع الإعلام الاجتماعي للمساهمة بإيجابية في دعم حساب صندوق الزكاة.	1	2	3	4	5
10.6	I advocate the Zakat Fund account on social media sites when users of other social media sites criticize it.	إذا تعرض حساب صندوق الزكاة على مواقع الإعلام الاجتماعي للإنتقاد من قبل مستخدمين آخرين؛ سأقوم بالدفاع عنه.	1	2	3	4	5
11.1	I am always keen to communicate with the Zakat Fund outside the scope of social media sites.	أنا متحمس للتواصل مع صندوق الزكاة خارج نطاق مواقع التواصل الاجتماعي .	1	2	3	4	5
11.2	I will resort to Zakat Fund whenever I need to pay my Zakat.	سأقوم باختيار صندوق الزكاة لدفع زكاتي.	1	2	3	4	5
11.3	I will recommend Zakat Fund to other people outside social media sites.	خارج نطاق مواقع الإعلام الاجتماعي ؛ سأقوم بنصح الآخرين بدفع زكاتهم المستحقة من خلال صندوق الزكاة.	1	2	3	4	5
11.4	I will participate in Zakat Fund events (e.g. conferences, networking events, ceremonies and exhibitions).	مستعد للمشاركة في الفعاليات التي ينظمها صندوق الزكاة (مثل المؤتمرات وندوات التعارف والاحتفالات والمعارض).	1	2	3	4	5
11.5	I will show my appreciation to Zakat Fund employees when I meet them.	إذا التقيت بأحد موظفي صندوق الزكاة سأعبر له عن إمتناني للدور الذي يقوم به الصندوق.	1	2	3	4	5
11.6	Overall, I find myself engaged to Zakat Fund because I am engaged to Zakat Fund account on social media sites.	بشكل عام، أجد نفسي متوصلا مع صندوق الزكاة نتيجة لإرتباطي بحساب صندوق الزكاة على مواقع الإعلام الاجتماعي .	1	2	3	4	5