



## **Social Media for Customer Relationship Management Measuring Engagement Quality as Moderating**

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### **Abstract**

**Background:** The increasing use of social media has transformed customer relationship management (CRM) by enhancing engagement quality. However, the extent to which social media influences engagement quality and CRM remains underexplored. This study examines the relationships between social media usage, engagement quality, and CRM to provide insights into their interconnected dynamics.

**Methods:** This study employs a cross-sectional research design with a descriptive and explanatory approach. Data were collected from 110 respondents in Kathmandu Valley using a convenient sampling method.

**Results:** The demographic analysis showed that the sample consisted predominantly of males (65.5%) and students (45.5%), with a mean age of 27.84 years. Descriptive statistics revealed moderate engagement with social media (mean scores ranging from 2.85 to 3.49), engagement quality (2.72 to 3.29), and CRM (2.64 to 3.54). Correlation analysis indicated significant positive relationships between social media and engagement quality ( $r = 0.432, p < 0.01$ ), social media and CRM ( $r = 0.409, p < 0.01$ ), and engagement quality and CRM ( $r = 0.541, p < 0.01$ ), suggesting that enhanced engagement quality mediates the impact of social media on CRM.

**Conclusion:** The findings highlight the critical role of social media in fostering engagement quality and strengthening CRM practices. Businesses and organizations should leverage social media strategies to enhance customer interactions, ultimately improving CRM effectiveness.



Future studies could explore causal relationships and sector-specific variations to provide more granular insights.

**Novelty:** This study contributes to the existing literature by empirically demonstrating the interrelationships between social media, engagement quality, and CRM within a Nepalese context. The findings offer practical implications for businesses aiming to optimize digital engagement strategies for enhanced customer relationships.

**Keywords:** Customer Relationship Management, Engagement, Quality, Social Media

## **Introduction**

In the digital age, businesses have increasingly turned to social media as a powerful tool for customer engagement and relationship management. Social media platforms, such as Facebook, Twitter, Instagram, and LinkedIn, have transformed traditional marketing strategies by providing companies with direct, real-time interactions with consumers (Paquette, 2013). Unlike conventional customer relationship management (CRM) systems that primarily focus on transactional records and structured customer data, Social Media Customer Relationship Management (Social CRM) integrates social media engagement into CRM strategies, allowing businesses to cultivate deeper relationships with customers (Pitafi & Mumtaz, 2024). Social CRM enables organizations to track customer interactions, personalize communication, and build brand loyalty by leveraging the vast amount of customer-generated data available on social media platforms. It allows businesses to listen to customer opinions, respond to feedback, and tailor their marketing efforts based on real-time insights (Rosário & Dias, 2023). While the effectiveness of Social CRM is often assessed through customer interactions, the mere presence of engagement does not necessarily translate into meaningful relationships. A key factor influencing the success of Social CRM is engagement quality the depth, authenticity, and impact of customer interactions with a brand. Many businesses measure engagement through basic metrics such as likes, shares, comments, and follower counts (Shrestha et al., 2025). However, these quantitative measures fail to capture the qualitative aspects of engagement, such as emotional connection, trust, and long-term commitment. Higher engagement quality leads to stronger customer relationships, while superficial or low-quality interactions may not yield the desired CRM outcomes (Parajuli et al., 2022).

Despite the growing emphasis on Social CRM, there remains a limited understanding of how engagement quality influences the relationship between social media and customer relationship management (Acharya et al., 2024; Mishra et al., 2021). While previous studies have extensively examined the direct impact of social media on CRM, many have primarily focused on engagement frequency and volume rather than the quality of engagement as a moderating factor. This research seeks to address the following gaps:

Perception of social media in shaping customer response and purchasing behavior: While social media serves as a key channel for brand communication, its influence on consumer decision-making varies based on content quality, interaction authenticity, and trust (Urrego, Pineda, &



Restrepo, 2024). Understanding how customers perceive social media interactions is crucial for businesses aiming to optimize their Social CRM strategies.

Nature of the relationship between social media and CRM: While it is widely acknowledged that social media enhances CRM outcomes, the specific dynamics of this relationship, such as how different forms of engagement contribute to customer retention, satisfaction, and loyalty require further exploration (Saeed, Asif, Akhrif, & Moroojo, 2023).

Moderating role of engagement quality: Few studies have examined how engagement quality influences the effectiveness of social media-driven CRM. It is unclear whether high-quality engagement strengthens the relationship between social media and CRM or whether poor engagement quality weakens customer trust and loyalty (Rane, Achari, & Choudhary, 2023).

### Research Objectives

1. To assess the perception of Social media on customers response and buying behavior.
2. To examine the relationship between social media and CRM.
3. To analyze Engagement quality as moderating variable between social media and customer relationship management

### Conceptual Framework

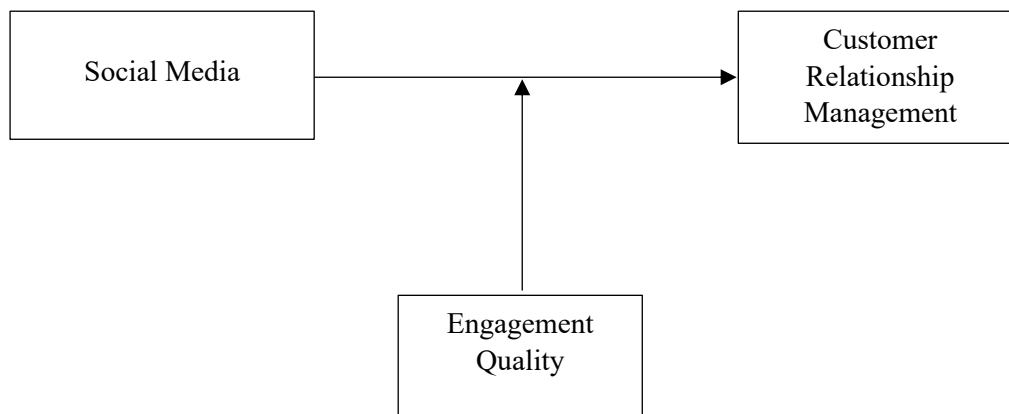


Figure 1: Conceptual Framework

The conceptual framework illustrates the interconnected relationship between Social Media, Engagement Quality, and Customer Relationship Management (CRM). At its core, the framework suggests that Social Media serves as a foundational tool that influences both Engagement Quality and CRM. Social media platforms enable businesses to interact with customers, gather feedback, and build relationships, which directly impacts the quality of engagement. High-quality engagement, in turn, enhances CRM by fostering stronger, more personalized relationships with customers. This improved CRM leads to increased customer satisfaction, loyalty, and retention. The framework implies a cyclical relationship where



effective use of social media drives better engagement, which subsequently strengthens CRM practices, creating a positive feedback loop that benefits businesses in building long-term customer relationships.

### **Research Methodology**

This study adopts a cross-sectional time horizon and employs both descriptive and explanatory research designs to explore the relationships between social media, engagement quality, and customer relationship management (CRM) (Mahat & Aithal, 2022). Data was collected from 110 respondents in the Kathmandu Valley, representing individuals from various occupational backgrounds (Karki, Mello, Neupane, Shrestha, & Mahat, 2024). The convenient sampling method was utilized to gather responses, ensuring accessibility and ease of data collection. Prior to data collection, respondents were informed about the study's objectives, and their consent was obtained to ensure ethical compliance.

To assess the reliability of the measurement scales, Cronbach's Alpha was calculated for each construct. For social media, the reliability coefficient was 0.680 across five items, indicating acceptable internal consistency. Similarly, engagement quality demonstrated a reliability coefficient of 0.704 across four items, reflecting a satisfactory level of consistency. Lastly, the customer relationship management scale yielded a Cronbach's Alpha of 0.634 across five items, which, while slightly lower, is still considered acceptable for exploratory research (Mahat & Aithal, Socio-culture and Women Career Development: References to Government Agencies of Nepal, 2022). These reliability tests confirm that the measurement tools used in the study are sufficiently consistent for analyzing the relationships between the key variables. Overall, the methodology ensures a structured and reliable approach to understanding the impact of social media and engagement quality on CRM practices.

### **Literature Review**

The role of social media in enhancing Customer Relationship Management (CRM) has been widely explored in academic research. According to Elena (2016), social media plays a pivotal role in modernizing CRM into Social CRM (SCRM), which aligns with technological advancements and evolving customer expectations. Their study highlights how businesses leveraging social media witness improvements in customer satisfaction, brand loyalty, and profitability. By integrating social media into CRM strategies, companies can foster stronger customer engagement and drive sales. The authors emphasize that adopting SCRM is essential for businesses to remain competitive, as it enhances customer service, engagement, and overall brand equity. This transition to SCRM is not just a trend but a necessity in today's digital landscape.

Vera-Perez et al. further elaborate on the shift from traditional CRM to SCRM, noting that conventional CRM systems focus on transactional efficiency and profit maximization but fail to address the interactive and dynamic nature of modern customer relationships. The emergence of social media has transformed how businesses communicate with customers,



making SCRM a more participative, real-time, and personalized approach. This shift underscores the importance of integrating social media into CRM strategies to meet the demands of today’s digitally connected consumers.

The influence of social media on consumer behavior is another critical area of study. Chung and Lee (2010) discuss how platforms like Facebook, Twitter, and YouTube have become integral to shaping consumer perceptions and decision-making. Social networks enable users to share experiences, opinions, and information, creating a dynamic environment where businesses can engage with their audience. These platforms provide businesses with valuable insights into consumer preferences, enabling them to tailor their strategies accordingly. However, the challenge lies in creating content that resonates with the audience, as irrelevant or overly promotional material can lead to disengagement.

Adhikari and Khanal (2021) provide a localized perspective, examining the impact of social media on business practices in Nepal. They note that the rise of mobile internet has significantly increased social media adoption, with platforms like Facebook and Instagram becoming essential tools for customer interaction. By integrating social media with CRM systems, businesses in Nepal can respond to customer queries in real-time and build more engaged relationships. However, the authors highlight a research gap in comparative studies that explore the integration of social media into CRM systems across different regions and industries.

Greenberg (2009) emphasize the transformative nature of social media in redefining customer interactions. Greenberg describes social media as a platform for information production, consumption, and exchange, while Andzulis et al. introduce the concept of CRM 2.0, where every customer interaction is seen as a collaborative effort between the company and the customer. This shift highlights the need for businesses to adopt a more customer-centric approach, leveraging social media to create meaningful and personalized experiences.

Gümüş (2012) explores how consumer interests drive engagement on social media platforms, providing businesses with valuable insights to enhance brand visibility and interaction. Through focus group discussions, Gümüş identifies that consumers follow brands for updates, product news, and discounts but may unfollow due to irrelevant or politically charged content. This underscores the importance of creating authentic and value-driven content to sustain long-term engagement.

## Results

Table 1: Demographic Information

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	72	65.5	65.5	65.5
	Female	36	32.7	32.7	98.2
	Others	2	1.8	1.8	100.0
	Total	110	100.0	100.0	



Occupation						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Students	50	45.5	45.5	45.5	
	Business	13	11.8	11.8	57.3	
	Teacher	12	10.9	10.9	68.2	
	service	14	12.7	12.7	80.9	
	IT person	15	13.6	13.6	94.5	
	Engineer	5	4.5	4.5	99.1	
	Doctor	1	.9	.9	100.0	
	Total	110	100.0	100.0		
Descriptive Statistics						
		N	Minimum	Maximum	Mean	Std. Deviation
Age		110	17.00	56.00	27.8364	9.07414

The data provides a demographic and descriptive overview of the sample population, which consists of 110 respondents.

The majority of respondents are male (65.5%), followed by female (32.7%), and a small percentage identify as others (1.8%). This indicates that the sample is predominantly male, which may influence the generalizability of the findings depending on the context of the study. The respondents come from diverse occupational backgrounds. The largest group is students (45.5%), followed by IT professionals (13.6%), service sector employees (12.7%), business professionals (11.8%), teachers (10.9%), engineers (4.5%), and doctors (0.9%). This distribution suggests that the sample is heavily represented by students, which could reflect a younger or more academically inclined population.

The age of respondents ranges from 17 to 56 years, with a mean age of 27.84 years and a standard deviation of 9.07. This indicates that the sample is relatively young, with most respondents likely in their late 20s. The wide range and standard deviation suggest some variability in age, but the mean age points to a younger demographic overall.

**Social media**

Table2: Perception on Social Media

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Sm1	110	1.00	5.00	3.1545	1.05087
Sm2	110	1.00	5.00	3.0091	1.07084
Sm3	110	1.00	5.00	2.8545	1.04781
Sm4	110	1.00	5.00	3.4909	1.20203
Sm5	110	1.00	5.00	3.2455	1.09365



The descriptive statistics provided offer a summary of data collected from 110 respondents regarding their perceptions or behaviors related to social media, as measured by five items (Sm1 to Sm5). Each item was rated on a scale from 1.00 to 5.00, with higher values likely indicating stronger agreement or more frequent engagement. The mean scores for the items range from 2.8545 (Sm3) to 3.4909 (Sm4), suggesting that respondents generally rated Sm4 the highest and Sm3 the lowest. The standard deviations, which measure the variability of responses, are relatively consistent across items, ranging from 1.04781 (Sm3) to 1.20203 (Sm4). This indicates that responses for Sm4 were slightly more dispersed compared to the other items. Overall, the data suggests moderate levels of engagement or agreement with the social media-related statements, with some variability in how respondents perceived or interacted with different aspects of social media.

**Engagement Quality**

Table 3: Perception on Engagement Quality

<b>Variables</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Eeq1	110	1.00	5.00	2.7273	1.30566
Eeq2	110	1.00	5.00	3.2909	.97063
Eeq3	110	1.00	5.00	3.1364	1.07922
Eeq4	109	1.00	5.00	2.9817	1.23964
Eeq5	110	1.00	5.00	2.9091	1.17735

The descriptive statistics for Engagement Quality provide insights into how 110 respondents rated their perceptions or experiences related to the quality of engagement, as measured by five items (Eeq1 to Eeq5). Each item was scored on a scale from 1.00 to 5.00, with higher values likely indicating better quality or stronger agreement. The mean scores range from 2.7273 (Eeq1) to 3.2909 (Eeq2), suggesting that respondents rated Eeq2 the highest and Eeq1 the lowest. The standard deviations, which reflect the spread of responses, vary across items, with Eeq1 showing the highest variability (1.30566) and Eeq2 the lowest (.97063). This indicates that responses for Eeq1 were more dispersed, while Eeq2 had more consistent ratings. Overall, the data suggests moderate perceptions of engagement quality, with some variability in how respondents evaluated different aspects of the construct. Notably, Eeq4 has a slightly smaller sample size (N=109), which may indicate a missing response for one participant.

**Customer Relationship Management**

Table 4: Perception on CRM

<b>Variables</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Crm1	110	1.00	5.00	3.5455	1.00125
Crm2	110	1.00	5.00	3.2000	1.23259



Crm3	110	1.00	5.00	3.1636	1.18498
Crm4	110	1.00	5.00	2.6455	1.24581

The descriptive statistics for Customer Relationship Management (CRM) provide an overview of how 110 respondents rated their perceptions or experiences related to CRM, as measured by four items (Crm1 to Crm4). Each item was scored on a scale from 1.00 to 5.00, with higher values likely indicating stronger agreement or more positive experiences. The mean scores range from 2.6455 (Crm4) to 3.5455 (Crm1), suggesting that respondents rated Crm1 the highest and Crm4 the lowest. The standard deviations, which indicate the variability of responses, are relatively consistent across items, ranging from 1.00125 (Crm1) to 1.24581 (Crm4). This shows that responses for Crm4 were slightly more dispersed compared to the other items, while Crm1 had the most consistent ratings. Overall, the data suggests moderate to positive perceptions of CRM, with respondents generally rating Crm1 (likely representing a specific aspect of CRM) more favorably than Crm4. This variability may reflect differences in how respondents perceive or experience various dimensions of customer relationship management.

**Correlations**

Table 5: Correlation between Independent and Independents variables

		Social media	Engagement quality	Customer relationship
Social media	Pearson Correlation	1	.432**	.409**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
Engagement quality	Pearson Correlation	.432**	1	.541**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
Customer relationship management	Pearson Correlation	.409**	.541**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

\*\* . Correlation is significant at the 0.01 level (2-tailed).





The correlation matrix reveals significant positive relationships between Social Media, Engagement Quality, and Customer Relationship Management (CRM). Social media shows a moderate positive correlation with both engagement quality ( $r = .432, p = .000$ ) and CRM ( $r = .409, p = .000$ ), indicating that higher levels of social media use or effectiveness are associated with better engagement quality and stronger CRM practices. The strongest relationship exists between engagement quality and CRM ( $r = .541, p = .000$ ), suggesting that improved engagement quality is closely linked to more effective customer relationship management. All correlations are statistically significant at the 0.01 level, highlighting the interconnected nature of these variables. These findings imply that enhancing one area, such as social media strategies, may positively influence engagement quality and CRM outcomes, underscoring their importance in organizational or business contexts.

**Engagement Quality as Moderating Between Social Media and Customer Relationship**

Table 6: Measuring Moderating effect between Independent and Dependent Variables

Model Summary <sup>b</sup>								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.568 <sup>a</sup>	.323	.310	.70758	1.187			
a. Predictors: (Constant), Moderating(Social media× Engagement quality), Social Media								
b. Dependent Variable: customer relationship								
ANOVA <sup>a</sup>								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	25.501	2	12.751	25.467	.000 <sup>b</sup>		
	Residual	53.572	107	.501				
	Total	79.073	109					
a. Dependent Variable: customer relationship								
b. Predictors: (Constant), Moderating(Social media× Engagement quality), Social Media, Social Media								
Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.477	.305		4.844	.000		



Social Media	.315	.172	.271	1.83	.01	.288	3.47
Moderating(Social media× Engagement quality)	.074	.034	.320	2.157	.033	.288	3.473
a. Dependent Variable: customer relationship							

The Model Summary provides an overview of the regression model's performance in predicting Customer Relationship Management (CRM) using Social Media and the interaction term Moderating (Social Media × Engagement Quality) as predictors. The model's R value is 0.568, indicating a moderate correlation between the predictors and the dependent variable (CRM). The R Square value of 0.323 shows that approximately 32.3% of the variance in CRM is explained by the predictors. The Adjusted R Square (0.310) adjusts for the number of predictors and confirms that the model explains a significant portion of the variance. The Standard Error of the Estimate (0.70758) indicates the average deviation of the observed values from the predicted values, suggesting a relatively good fit. The Durbin-Watson statistic (1.187) is close to 2, indicating no severe autocorrelation in the residuals, which is a positive sign for the model's reliability.

The ANOVA table assesses the overall significance of the regression model. The F-statistic (25.467) is significant at the 0.000 level, indicating that the model as a whole is statistically significant and that the predictors collectively contribute to explaining the variance in CRM. The Regression Sum of Squares (25.501) represents the variance explained by the model, while the Residual Sum of Squares (53.572) represents the unexplained variance. The Total Sum of Squares (79.073) is the total variance in the dependent variable.

The Coefficients table provides details about the individual predictors in the model. The Constant (1.477) is the predicted value of CRM when all predictors are zero. Social Media has an unstandardized coefficient (B) of 0.315, meaning that for every one-unit increase in Social Media, CRM increases by 0.315 units, holding other factors constant. This relationship is significant (p = 0.010). The Moderating (Social Media × Engagement Quality) term has a coefficient of 0.074, indicating that the interaction between Social Media and Engagement Quality positively influences CRM, and this effect is also significant (p = 0.033). The Standardized Coefficients (Beta) show the relative contribution of each predictor, with the interaction term (Beta = 0.320) having a stronger influence than Social Media alone (Beta = 0.271). The Collinearity Statistics (Tolerance and VIF) indicate no severe multicollinearity, as both predictors have acceptable values (Tolerance > 0.1 and VIF < 10).

In conclusion, the results clearly demonstrate a moderating effect, where Engagement Quality moderates the relationship between Social Media and CRM. This implies that organizations or businesses aiming to improve CRM through social media should also focus on enhancing



engagement quality, as it plays a critical role in strengthening the impact of social media on customer relationship outcomes.

## **Conclusion**

The findings of this study underscore the transformative role of AI in reshaping human resource management within Nepal's federal system. By integrating AI-driven tools, organizations can enhance efficiency, optimize decision-making, and bridge skill gaps. However, the adoption process requires strategic planning, investment in infrastructure, and continuous training to align with evolving technological advancements. The study highlights the necessity of balancing AI implementation with ethical considerations, ensuring transparency, and fostering employee adaptability.

Furthermore, the moderating effects of age and gender reveal disparities in AI acceptance, emphasizing the need for tailored policies that accommodate diverse workforce dynamics. The study contributes to the growing discourse on AI in HRM by offering empirical insights into its impact on workforce engagement, performance, and societal transformation. Policymakers and industry leaders must collaborate to create a regulatory framework that supports AI integration while safeguarding employee well-being.

Future research should explore longitudinal impacts, sector-specific AI adoption strategies, and cross-country comparisons to refine AI-driven HRM models. Ultimately, the study positions AI as a catalyst for modernizing Nepal's public administration, fostering a data-driven HR ecosystem, and preparing organizations for a more technologically advanced future.



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