THE ANALYSIS OF A CAUSAL MODEL OF SOCIAL MEDIA MANAGEMENT STRATEGIES ON THE ORGANIZATIONAL PERFORMANCE OF SMALL-LISTED ENTERPRISES IN CHINA, WITH CUSTOMER ENGAGEMENT AS A MEDIATOR

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DECLARATION

I, Zhang Chenglei (Student ID# 6319200012), hereby certify that the work embodied in this dissertation entitled " The Analysis of a Causal Model of Social Media Management Strategies on Organizational Performance of Small-listed Enterprises in China, with Customer Engagement as a Mediator" is result of original research and has not been submitted for a higher degree to any other university or institution.

Zhang Chenglei

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Abstract

Title	:	The Analysis of a Causal Model of Social Media Management Strategies on the Organizational Performance of Small-listed Enterprises in China, with Customer Engagement as a Mediator
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The social media landscape has experienced rapid changes and quickly adaption to societal expectations. This study examines the impact of social media management strategies on the performance of small-listed enterprises in China. This research primarily focuses on the mediating role of customer engagement through a mixed-methods approach, using quantitative and qualitative research methods.

The quantitative analysis collected data from 400 survey questionnaires distributed among 34 small-listed enterprises. These enterprises were located across China's Eastern, Southern, Western, Northern, and Central regions. The research employed SPSS 26.0 and Amos 24.0 software to analyze the data. The stages of analysis included preprocessing, reliability and structural validity tests, convergent validity, descriptive statistics, and correlation analysis. A Structural Equation Model (SEM) was developed to test the hypotheses, and the results revealed: 1) Social media management strategies positively influence organizational performance indirectly through customer engagement at 0.946; 2)

Customer engagement has a moderate direct effect on organizational performance at 0.366; and 3) Social media management strategies have a direct positive impact on organizational performance at 0.649.

Executives from 10 listed enterprises in China were used for qualitative research. The qualitative component involved in-depth interviews covering all regions of China. The interview findings validated the results of the quantitative analysis.

The research provides valuable insights for small-listed enterprises in China that seek to enhance organizational performance and customer engagement. The study also provides suggestions and strategic guidance for developing future social media management strategies in similar enterprises.

Keyword: causal model, social media management strategies, customer engagement, organizational performance, small-listed enterprises

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Zhang Chenglei

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CHAPTER 1
INTRODUCTION

1.1 Background of the problem

1. Research background in China and abroad

Research background in China: Currently, the thriving social media environment offers consumers a more accessible avenue for acquiring brand-related information. The 49th Statistical Report on Internet Development in China, published by the China Internet Network Information Center (CNNIC), reveals that by December 2021, the number of instant messaging users in China had risen by 25.55 million compared to the previous year, totaling 1.007 billion, which equates to approximately 97.5% of all internet users. Platforms such as WeChat, QQ, Weibo, TikTok, and various other social media tools constitute this segment. Notably, the daily active users of WeChat Mini Programs surpassed 450 million, with a yearly growth rate of 41% in the number of active Mini Programs.

Furthermore, the New Media Content Ecology Data Report, issued by the WeChat Big Data Statistics Agency in 2021, indicates that from January to December of that year, the average WeChat official account published approximately 37 articles monthly. Similarly, the monthly active content distributed on platforms like TikTok, Kwai, Bilibili, WeChat Video, and Little Red Book exhibited consistent growth. According to Weibo's annual financial report for 2021, the monthly active user base of Weibo reached 573 million in December 2021, marking an increase of 52 million from the same period in the previous year, with average daily active users totaling 249 million, up by 24 million. Evidently, social media has emerged as a pivotal medium for consumers to access information and engage in communication.

During the new product launch event in January 2022, the vice president of Tencent WeChat Business Group emphasized that the number of genuine enterprises and organizations on WeChat had surpassed 10 million, with over 180 million active users.

Additionally, statistics from Jingxing Interactive, an officially authorized service provider of Sina, indicate that by December 2020, Weibo had authenticated more than 1.5 million enterprise Blue V accounts. The "2021 TikTok Private Domain Management White Paper" reveals that by July 2021, the total count of TikTok enterprise accounts had reached 8 million, accompanied by a steady rise in both followers and content views for these accounts. These trends suggest that an increasing number of enterprises are actively leveraging platforms like Weibo, WeChat official accounts, TikTok, and other social media outlets to construct their brand images and endeavor to gain favor among consumers.

For instance, Xiaomi has established a blog matrix consisting of more than 60 official accounts, including Xiaomi Mobile Phone, Xiaomi TV, Xiaomi Smart Ecosystem, Xiaomi Band, Xiaomi Company, and Xiaomi Router. Xiaomi's WeChat public account matrix includes accounts like Xiaomi Mobile Phone, Xiaomi Mall, and Redmi Mobile Phone. Huawei’s blog matrix consists of over 40 official accounts, such as Huawei Terminal, Huawei China, Huawei Mobile Phone, Huawei Pollen Club, and Huawei Computing. These official accounts post at least one update related to the brand every day, with follower counts in the millions.

Globally: Social media encompasses a suite of web-based tools grounded in web technology and ideological principles, enabling users to generate and disseminate content among themselves (Kaplan and Haenlein, 2010). Various forms exist within this realm, such as blogs, microblogs, social networking sites, media-sharing platforms, bookmarking and voting sites, review sites, forums, and virtual environments (Zarella, 2010). A pivotal characteristic of social media is its reliance on user-created content, proven to be more impactful than traditional marketing in shaping user attitudes and behaviors (Thackeray et al., 2008).

Initially, businesses viewed the adoption of social media as unsuccessful; however, this perception swiftly evolved as social media's significance grew. Notably, over 4 billion individuals are now internet users, with more than 3 billion actively engaging on social media platforms (Chaffey, 2018). Consequently, organizations must grasp how to harness social media to direct traffic to their corporate websites (Weinberg, 2009).

The inception of social media can be traced to LinkedIn in 2003, followed by Myspace and Facebook in 2004, YouTube in 2005, and Twitter in 2006. Within a decade, social media has amassed billions of users globally (Barker et al., 2016). Prior to organizations recognizing the potential of social media, individuals were already utilizing platforms like Facebook and blogs (Gonzalez et al., 2015). Subsequently, the pervasive use of social media extended to businesses, becoming an integral part of their strategies. For example, Facebook's vice president for small businesses has noted the effectiveness of paid advertisements on the platform, urging companies to focus on their Facebook pages to expand their business and bolster marketing efforts (Loten et al., 2014). Furthermore, 86% of the top 100 companies on the Fortune 500 list use at least one social media platform, while 28% employ all available platforms (Tsitsi et al., 2013).

Consequently, firms leverage social media to market their products through innovative approaches, where each platform fulfills a unique role that cannot be easily replicated by others.

2. The literature review on social media and customer loyalty.

Social media is regarded as an emerging marketing tool for promoting branded products and services, serving as a novel communication pathway that facilitates the development of relationships between brands and consumers (Hsu, 2012). The term "social media marketing" encompasses the practical application of social networks for marketing purposes. It is prevalent in the business-to-consumer (B2C) sector, particularly since the concept of social media has been extensively examined within this context (Hanna et al., 2011; Kaplan and Haenlein, 2010; Kietzmann et al., 2011; Trusov et al., 2009, 2010). Weber (2009) contends that marketers have transitioned from being message broadcasters targeting specific groups to becoming entities that collaborate with customers and engage in virtual communities. Furthermore, the utilization of social media is expanding into the business-to-business (B2B) sector (Bernof, 2009; Ramos, 2009).

Notably, a shift in power has already occurred, driven by the Internet's capacity to amplify consumer voices significantly. Consequently, companies can no longer dictate

communication terms; instead, they must earn a place in the conversation by being relevant to customers (Fournier and Avery, 2011).

Consumers are increasingly leveraging social media not only to gather information about products and services but also to establish connections with the companies they patronize and other customers who may offer valuable perspectives on those companies (Garretson, 2008). Businesses are acknowledging the prowess of the Internet—an open, low-cost, ubiquitous network that mitigates or even eliminates geographic and physical barriers—as a platform for co-creating value with customers. This is due to the Internet's interactivity, extensive reach, consistency, speed, and flexibility (Shawhney et al., 2011). Collectively, these attributes form a foundation for enhancing customer engagement.

Among the diverse and continually evolving social media platforms, Facebook stands out as the most prominent (Nielsen, 2012). Businesses can create Facebook brand pages to provide individuals, businesses, and organizations with tailored information on specific purposes, audiences, and topics, thereby marketing, promoting, and educating about products and services (Cvijikj and Michahelles, 2011; Goorha and Ungar, 2012). These brand pages enable companies and celebrities to interact with community members, ultimately fostering brand awareness and loyalty among them (Bagozzi and Dholakia, 2006; Ruiz-Mafe et al., 2014).

3. The literature review of customer engagement on organizational performance.

Scholars have offered various definitions of customer engagement from diverse perspectives, yet a consensus definition remains elusive. From a resource-based and knowledge-oriented standpoint, numerous academics have adopted the research conducted by Fang et al., defining customer engagement as the inclusion of representative consumers in R&D processes across various stages, aimed at acquiring external resources and knowledge, thereby enhancing new products' market adaptability. These engaged customers encompass both existing consumers with prior experience with the enterprise's offerings and potential customers who require the products and services but have yet to exhibit purchasing behavior. As network information technology advances rapidly,

customer involvement now spans all phases of creative development, production design, prototype evaluation, and marketing, exhibiting comprehensive and integrated characteristics. During their participation, customers provide pertinent knowledge, insights, and suggestions for technological and product innovations, co-develop products with enterprises, and offer feedback on new product usage. Regarding the role of customers in the innovation process, scholars hold diverse views. Ennew and Binks emphasize information sharing, responsible conduct, and interpersonal engagement in customer involvement. Yao Shanji and Wang Yonggui identify three primary roles for customers in corporate innovation: information provisioning, collaborative development, and customer-driven innovation. Zhang Jie and Cai Hong propose that customer engagement in the digital realm can be categorized into interactive information provisioning and online collaborative creation. Social media, serving as a communication platform in the Web 2.0 environment and integrated with AI and big data to usher in the Web 3.0 era dominated by mobile social networks, introduces new dynamics: accelerated data-driven customer knowledge absorption, reduced peer-to-peer interaction costs, and enhanced brand communication. Dubbed customer-generated media, social media elevates customers' innovative roles, fostering a greater propensity for user-driven creativity.

Upon reviewing the literature, it becomes evident that small-listed enterprises are pivotal in contemporary business environments, fostering job creation, innovation, and economic expansion. In the digital epoch, social media has emerged as a potent instrument for small-listed enterprises, facilitating consumer engagement, branding, marketing, and customer interactions. However, previous research primarily focused on the effects of social media usage on organizational performance, with limited exploration into how small-listed enterprises can effectively deploy social media management strategies to enhance performance. Consequently, there is a pressing need to delve deeper into the impact of these strategies on the organizational performance of small-listed enterprises.

In conclusion, small-listed enterprises confront both opportunities and challenges in leveraging social media in the digital age. An investigation into the influence of social media management strategies on their organizational performance can offer tailored

guidance for these enterprises to optimize social media utilization for achieving their business goals.

1.2 Significance of the problem

The primary significance of this paper's research encompasses two dimensions: firstly, its theoretical contributions, and secondly, its practical implications in real-world contexts.

Regarding the theoretical significance, it is evident that the academic sphere has witnessed numerous accomplishments in monographs, projects, and scholarly articles focusing on organizational performance. While the majority of these studies examine perspectives centered on enterprise development, there remains a scarcity of in-depth analyses concerning the influence of social media management strategies on the performance of small, publicly traded enterprises. This paper integrates Social Exchange Theory, Media Richness Theory, and User Gratification Theory with the development trajectory of such enterprises, aiming to enhance their performance and competitiveness through rigorous research. The findings and data presented here serve as foundational materials for future research endeavors and contribute to advancing the theoretical frameworks of the aforementioned theories. Furthermore, this work fosters the progression of related disciplines, such as management science.

In terms of practical significance, this paper delves into the effects of social media management strategies on organizational performance, providing Small-listed Enterprises' managers with a holistic understanding of their corporate strategies and insights into the shortcomings of current social media management approaches. This, in turn, aids in refining strategic management. Additionally, examining the impact of customer engagement reveals how social media strategies influence customer involvement, enabling managers to devise more effective strategic plans and progressively elevate enterprise performance. The practical ramifications are manifested in several ways:

Digital Transformation: As digital technology advances rapidly, Small-listed Enterprises confront the imperative of digital transformation. Investigating the

consequences of social media management strategies on business performance aids companies in engaging with contemporary consumers and aligning with the demands of the digital era.

Competitive Landscape: Operating within highly competitive markets, Small-listed Enterprises seek innovative strategies to distinguish themselves from competitors. An effective social media management strategy can elevate a business's market presence and broaden its reach to a larger target audience, thereby enhancing its competitive stance.

Changes in consumer behavior: Consumers' purchasing behavior has changed, and they are increasingly looking for product information, reviews, and recommendations on social media. Small-listed Enterprises need to adapt to this trend and connect with consumers through social media management strategies.

Interaction and participation: social media provides Small-listed Enterprises with the opportunity to interact and participate directly with customers, which helps to build brand loyalty, improve satisfaction, and trigger word-of-mouth spread among customers.

Resource constraints: Compared with large enterprises, Small-listed Enterprises usually have limited resources for marketing. Social media management strategies can help companies achieve broad market impact at a lower cost.

1.3 Research Question

The study, while finding theoretical support to the research question stated above, should also find possible answers to the following:

1. How can organizational performance be influenced through customer engagement, starting from a social media management strategy?

2. What are the factors of Customer Engagement that affect the Organizational Performance of China's Small-listed Enterprises?

3. What is the model for enhancing the organizational performance of small-listed companies in China through customer engagement, starting from social media management strategies?

1.4 Objective

This study aims to explore the impact of social media management strategies on organizational performance in Chinese Small-listed Enterprises. To this end, the study has sought to focus on three specific objectives, namely:

1. To investigate the impact of Social Media Management Strategies on Customer Engagement of Small-listed Enterprises in China, and whether it can indirectly impact Organizational Performance through Customer Engagement.

2. To investigate the impact of Customer Engagement on Organizational Performance.

3. To investigate the impact of Social Media Management Strategies on Organizational Performance.

1.5 Scope of the study

1. Scope of area

The research object of this paper is mainly small-listed enterprises in China, which has not been involved in medium and large enterprises. In addition, the research object is limited to domestic enterprises in China and foreign enterprises have not been involved, which has certain limitations.

2. Scope of population

As of June 2024, there are 34 small-listed enterprises in China, with a total number of employees of 94143. Divided into East China, South China, West China, North China, and Central China regions. This study selects the small-listed enterprises in these five regions and the final sample size selected is 400.

3. Scope of Content

This paper attempts to find out the influencing factors of social media management strategies of Chinese small-listed enterprises on organizational performance, with customer participation as the mediating variable. However, there may be other types of mediating variables in the influence of social media management strategies on organizational performance, and only selecting customer participation may ignore some other influencing factors.

4. Scope of time

The research will begin in August 2023 and finish in October 2024.

1.6 Expected results

This research examines the effects of social media management approaches on the organizational performance of small, publicly traded enterprises in China. Utilizing customer engagement as an intermediary variable, it is postulated that effective social media management strategies can enhance customer engagement, thereby influencing organizational performance positively. The objective is to develop a novel framework of social media management strategies to assist Chinese small, publicly traded enterprise leaders in enhancing their organizational performance. The findings of this study can provide insights for other enterprises as well. Both large corporations in China and small, publicly traded enterprises internationally can apply the social media management strategies and customer engagement principles presented in this paper to bolster their organizational performance. Furthermore, the outcomes of this research can serve as a guide for future scholars seeking to unravel the fundamental relationship between the core aspects of social media management and the assessment of organizational performance.

1.7 Definition

1. Social media: Social media constitutes a platform on the internet for content creation and sharing, grounded in user connections. It serves as an instrument and forum for individuals to exchange opinions, perspectives, experiences, and viewpoints. Currently, it primarily encompasses social networking sites, short-video platforms, blogs, and

applications such as WeChat. Renowned social media platforms globally encompass Facebook, YouTube, TikTok, and WeChat, among others.

2. Social media management strategies: A social media management strategy encompasses a comprehensive set of approaches and plans aimed at efficiently managing and advancing brand, business, or personal objectives across social media platforms. These strategies are tailored to leverage the unique attributes of various social media channels to attain specific marketing, communication, or operational goals. They encompass acquisition strategies as well as safeguarding measures.

3. Customer Engagement: Customer engagement entails the proactive involvement of consumers in interacting with content, expressing opinions, and communicating with brands or fellow users on social media and interactive platforms. Activities such as commenting, liking posts, sharing content, voting, posting updates, and uploading media fall under this category. It serves as a pivotal indicator for assessing the success of social media campaigns, mirroring users' interest and engagement with the brand or community.

4. Organizational Performance: Organizational performance signifies the extent to which an organization fulfills its stated objectives and mission. It serves as a yardstick to evaluate the proficiency and success of an organization across all facets of its endeavors, operations, governance, and outcomes. This metric encompasses not merely financial benchmarks but also non-financial elements, including employee morale, customer loyalty, and innovation capacity, among others.

5. Social Exchange Theory: Social Exchange Theory represents a sociological and psychological perspective that elucidates social interactions and relationships as transactions entailing the exchange of resources, advantages, and expenditures among individuals or groups. According to this framework, individuals make decisions and form relationships based on a rational assessment of the potential benefits and associated risks.

6. Media Richness Theory: Media richness theory examines the impact of cognition, emotion, and conduct during human interactions with media. This theory posits

that media usage influences individuals based on the information density, or richness, presented within the media. A higher media richness corresponds to more intense cognitive, emotional, and behavioral reactions during media consumption. Media richness theory enhances our understanding of the interplay between individuals and media and offers theoretical insights for the design of media content and communication strategies. For instance, to bolster advertising effectiveness, the design of advertisements could incorporate multimedia elements to enrich the advertising.

7. User and Gratification Theory: The Uses and Gratifications Theory is a communication framework that emphasizes the motives behind individuals' active selection of specific media and how they obtain satisfaction, pleasure, and fulfillment through their media engagement. According to this theory, individuals are not merely passive recipients of media content; rather, they actively choose and interact with media to meet their needs and aspirations.

CHAPTER 2
LITERATURE REVIEW

The detail in this chapter would be separated into 5 parts as follows:

2.1 Social Media Management Strategies Theory

2.1.1 Social Media Engagement

2.1.2 Content Strategy

2.1.3 Impression Management Strategy

2.2 Customer Engagement Theory

2.2.1 Information Provided

2.2.2 Interpersonal Interaction

2.2.3 User Innovation

2.3 Organizational Performance Theory

2.3.1 Market Performance

2.3.2 Customer Performance

2.3.3 Interior Performance

2.4 Related Literature

2.4.1 The effect of Social Media Management Strategies on Organizational Performance

2.4.2 The effect of Social Media Management Strategies on Customer Engagement

2.4.3 The effect of Customer Engagement on Organizational Performance

2.5 Conceptual Framework

2.5.1 Conceptual Framework

2.5.2 Operational definition

2.5.3 Explanation of Hypothesis

2.1 Social Media Management Strategies Theory

Scholars often refer to social media as an online community where individuals can establish social networks and produce content, encompassing textual posts, digital imagery, videos, and all data stemming from online interactions (Obar & Wildman, 2015).

Kaplan and Haenlein (2010) categorized social media into six types based on the levels of self-expression and media richness. These categories encompass blogs, collaborative ventures like Wikipedia, content-focused communities such as Douban, social networking sites (e.g., Facebook), virtual social worlds, and virtual gaming environments like Honor of Kings. In contrast to these openly accessible platforms, enterprise social media (ESM) serves as a closed platform for employee collaboration, information dissemination, workplace issue resolution, and emotional bonding within organizations. ESM is exclusively for internal use, disconnected from the public, customers, and other external stakeholders, thereby limiting its scope of influence. This study transcends ESM, exploring the implications of employees' dual engagement with internal and external entities through social media and the underlying factors.

With advancements in information technology and mobile networks, novel social media platforms emerge continually. In the digital era, social media has permeated every facet of life and work. Users, for instance, can consume news, acquire knowledge, forge friendships through interactions, and derive entertainment on social networks. Recently, the surge in social commerce has propelled brand marketing, product R&D, technological advancements, and organizational management shifts. Social media offers a distinctive augmentation to traditional strategic knowledge management (Archer-Brown & Kietzmann, 2018). Numerous organizations leverage social media to encourage user-generated content (UGC), transcending geographical and organizational boundaries to enhance creativity sourcing and management processes, thereby fostering efficient innovation and accelerating business value growth. To harness its benefits, organizations must deliberately oversee the adoption and utilization of social media.

The enforcement of corporate social media management policies and subsequent changes influence organizational facets including personnel, culture, processes, technology, and other corporate policies. Embracing social media as a comprehensive business strategy, rather than solely a marketing outlet, enables organizations to identify social media applications with the utmost business value. While social media is widely acknowledged as a marketing tool, a distinction exists between social media management and marketing strategies. Recognizing this distinction aids organizations in strategy implementation and value creation. Social media marketing strategy entails the systematic utilization of social media by organizations to propel strategic marketing endeavors toward achieving marketing objectives (Tafesse & Wien, 2018). Conversely, social media management strategy takes a holistic organizational view, identifying areas where social media can contribute to business goals or address broader challenges (Fuchs, 2013).

From the research, it can be inferred that social media management strategy encompasses a broader scope than social media marketing strategy. At both the organizational and employee levels, social media utilization can attain the company's localized or overarching objectives, manifesting in several ways: (1) The present group encompasses both internal and external facets of the enterprise, with social media marketing strategy primarily targeting customers (external entities). (2) Enhanced resource allocation: social media serves as a pivotal factor in boosting efficiency and reducing costs within organizations, including facilitating managerial communication, establishing virtual teams to decrease travel expenses, and engaging customers via social media rather than call centers. (3) Innovation promotion: The user-controlled nature of social media fosters a shift in user mindset, flattens the corporate hierarchy virtually, and encourages the emergence of innovative ideas and creativity. (4) Competitive intelligence: It aids companies in analyzing competitors, guiding online, offline, and collective activities with customers and stakeholders, and addressing competitive pressures. Consequently, in this study, corporate social media strategy is defined as "a deliberate planning process aimed at generating user-created content, which establishes unique and valuable competitive positions, fueled by a spectrum of internet applications" (Effing & Spil, 2016).

Regarding the Business Strategy Practice for Social Media Management: Since the emergence of social media in the early 2000s, accompanied by the advent of social networks, WeChat, short videos, social e-commerce, and other platforms, numerous organizations have concentrated on establishing influence on these channels and exploring potential business ventures. Early adopters have been driven by the daily expansion of their customer base through these platforms and inspired by the growing trend among similar businesses. Consequently, companies have extensively established their presence on social media channels. Conversely, more conservative firms refrain from utilizing these channels due to ignorance or the potential business (and in some instances, regulatory) risks posed by social media. For those adopting a social media management strategy, the challenge lies in effectively normalizing its implementation and achieving beneficial business outcomes. Undecided organizations require positive correlations between social media and business performance to motivate the gradual development of their social media management strategy. Current research on social media management strategies indicates that while professionals increasingly recognize the nature and dynamics of social media and its impact on corporate competitiveness, literature reveals a lack of a strategic design process for successful social media implementation. Without such a process, organizations cannot fully leverage social media. Acknowledging this urgency, scholars have introduced various social media management strategy concepts focusing on different social media aspects.

For instance, Kietzmann et al. (2011) formulated the "Honeycomb of Social Media," comprising seven functional components: (1) Presence, representing user availability on the platform; (2) Relationship, signifying reciprocal interactions between users; (3) Reputation, reflecting the degree of user acquaintance; (4) Groups, when users form communities; (5) Identity, the level of user self-presentation; (6) Conversation, user communication methods; and (7) Sharing, the exchange of information among users. These components delineate user engagement with social media. Tafesse and Wien (2018) devised a strategy leveraging social media for marketing, while Mills and Plunger (2015) proposed a prescription-based management process focusing on developing, managing, and measuring online service branding and customer relationship management strategies

in social media. However, these frameworks omit assessing the readiness, development, and implementation of social media within organizations, lacking essential elements for a comprehensive strategy.

Fuchs (2013) suggested a two-step approach for managing social media in organizations. Firstly, develop a social media management strategy considering organizational structure, personnel, implementation procedures, governance, business process alterations due to social media, technologies to be employed, and associated risks. Secondly, plan and disseminate the strategy internally and externally. Building on this, Ogbuji and Papazafeiropoulou (2016) detailed the step-by-step implementation process of a social media strategy, considering corporate objectives.

In the digital era, social media's role in business management has grown increasingly significant. With the widespread proliferation of the Internet globally, social media has emerged as a crucial bridge between businesses and consumers. Therefore, companies must devise apt social media management strategies to effectively engage with their target audiences and elevate their brand image.

Firstly, the formulation of a social media management strategy should align seamlessly with the overarching business goals. Beyond being a mere marketing vehicle, social media serves as a pivotal conduit for businesses to engage with consumers. Consequently, during the strategy development phase, enterprises must contemplate leveraging social media to foster consumer interactions, comprehend audience demands, and incorporate feedback to enhance products or services. Moreover, through such engagements, companies can nurture brand loyalty and augment their identity among consumers.

Secondly, the devising of social media strategies within business management necessitates tailoring to the distinct attributes of various platforms. Each social media outlet boasts unique user demographics and functionalities, prompting enterprises to select platforms that align with their target audience's profile and craft corresponding strategies. Illustratively, a company targeting younger demographics might opt for visually appealing,

personalized content on platforms like Instagram or TikTok, whereas one focusing on professionals might publish industry insights and perspectives on LinkedIn. Furthermore, through targeted advertisements or strategic partnerships, businesses can broaden their audience reach and elevate brand recognition.

Furthermore, the social media strategy in business management must be intrinsically tied to content creation. Content constitutes the linchpin of any social media strategy, as high-quality content captures the attention and fosters engagement among the target audience. Firms should discern the interests and requirements of their target demographic and craft pertinent content accordingly. This content may encompass product introductions, tutorials, industry trends, and sharing tips. Additionally, collaborating with influencers can amplify content reach, as partnering with reputable individuals or entities facilitates a stronger connection with the target audience and enhances brand visibility.

Beyond content creation, business management's social media strategies must prioritize engagement and customer service. Social media offers a direct interaction platform with consumers, necessitating prompt responses to user inquiries and feedback, coupled with solution provision. Positive consumer interactions cultivate a favorable reputation, fortifying consumer trust and brand loyalty. Furthermore, social media emerges as a vital channel for understanding target audience needs and trends. By aggregating user feedback and analyzing data, companies can swiftly adapt their product or service strategies to market demands.

Lastly, corporate management's social media strategy must emphasize brand image building. Social media holds immense potential for communicating brand identity. Firms should articulate their core values, culture, and strengths on social media to resonate with their target demographic. Additionally, a company's social media communications influence its brand image. Hence, employees must exercise discretion in their postings to uphold a professional image.

In conclusion, a social media strategy is indispensable in contemporary business management. Firms should integrate social media into their holistic strategy, craft

platform-specific strategies, and intertwine them with content creation. The focus should also be on engagement, customer service, and brand image cultivation. By employing social media judiciously and effectively, companies can forge stronger connections with their target audiences and secure a competitive edge in the fiercely competitive market landscape.

2.1.1 Social Media Engagement

In 1984, Wernefelt introduced the "Resource-Based View of the Firm," emphasizing that enterprises possess distinct tangible and intangible resources, which can be transformed into unique competencies. These resources are characterized by their immobility and difficulty in replication across different enterprises. These unique resources and competencies constitute the foundation for sustainable competitive advantage among enterprises. The core concept of this resource-centric theory views the enterprise as an amalgamation of resources, emphasizing their attributes and strategic elements to elucidate the enduring strengths and distinctions of enterprises (Wernerfelt, 1984).

The resource-based theory underscores the disparity in resources as a pivotal factor contributing to variations in profitability among enterprises. Consequently, enterprises endowed with superior resources attain economic gains primarily due to this disparity. For a resource to qualify as a source of competitive advantage, it must fulfill five criteria: value, scarcity, non-replicability, irreplaceable by alternatives, and acquisition at a cost below its intrinsic worth. However, the genuine basis of an enterprise's advantage hinges on three attributes: value, non-replicability, and self-enhancement potential.

The competitive edge of enterprises stems from their unique resources, which yield economic returns. Motivated by financial gains, enterprises unable to secure economic rents inevitably strive to emulate those with superior resources, fostering resource convergence and the eventual erosion of rents. Hence, the persistence of competitive advantage and economic rent implies that even leading enterprises' unique resources may ultimately be emulated by competitors.

Recently, the resource-based theory has gained traction in research examining the influence of enterprise resources on performance. Notably, with the advancement and implementation of information technology, scholars have recognized management information technology as a distinctive resource for enterprises, potentially becoming a source of competitive advantage (Mata, 1995). Beyond proficient IT skills (human IT capital), Ross and colleagues contend that a reusable technology platform (technology assets) and robust collaboration between IT and business unit management (relational assets) influence an organization's capacity to leverage IT for strategic ends.

Drawing on the resource-based theory, Bharadwaj and colleagues categorize enterprise information technology into IT infrastructure, human IT capital, and IT-supported intangible assets. They observe that enterprises with robust IT capabilities often exhibit superior performance in profitability and cost-related metrics (Bharadwaj, 2000). More recently, with the ascendancy of social media technology, the resource-based theory has been utilized to assess the impact of enterprises' social media capabilities. Wang and colleagues have demonstrated that the integration of social media capabilities with customer relationship management significantly boosts enterprise performance (Zhan, 2017).

Furthermore, the resource-based theory underscores the pivotal role of heterogeneous resources in shaping enterprise strategic decisions, yet it neglects the influence of shifting external environments on enterprise strategy. This oversight stems from the assumption that resources are static and immobile, thereby limiting the theory's applicability. To investigate the ramifications of dynamic environments on enterprises and dissect competition within such contexts, the concept of dynamic capability theory was introduced. This theory emerged as a response to the evolving traits of market environments. It pertains to an enterprise's capacity to swiftly introduce products to the market, capitalize on evolving business opportunities, and continually establish, adapt, and reconfigure both internal and external resources and knowledge to attain a competitive edge.

Dynamic capability theory contends that markets are inherently dynamic, and firms vary in their proficiency to acquire and deploy resources, rather than solely in their resource endowments. These disparities account for the differing performances of firms over time. Capabilities themselves are dynamic, enabling businesses to devise strategies that align with evolving market conditions by innovatively reconfiguring and transforming existing resources. Social media capability is recognized as a dynamic capability of enterprises, and its significance in managing corporate customer relationships and enhancing performance has been extensively acknowledged by scholars (Zhan, 2017).

2.1.2 Content Strategy

The cornerstone of social media operations lies in the creation of high-quality content. To engage and captivate the target audience, content on social media platforms must be captivating, informative, and aligned with their interests. Alongside textual content, a variety of media formats, including images and videos, should be extensively utilized. An exemplary case is the beauty brand Sephora, which has garnered a vast following through its meticulously crafted beauty tutorials and product review videos.

Mohr and Nevin (1990) delineated interaction strategies between enterprises and consumers into four dimensions: frequency, direction, form, and content, with content strategy serving as the primary criterion for categorizing these strategies. Prior research had also classified content strategies. For example, Sheth (1976) suggested a tripartite classification of content strategies—self-oriented, task-oriented, and interaction-oriented—based on differing interaction styles. Subsequently, Kohler (2011) proposed a similar categorization, distinguishing between social interaction and task-oriented interaction. Task-oriented interaction is centered on fulfilling specific tasks or obligations, whereas social interaction entails communication primarily comprising social-level information.

With the proliferation of the Internet and advancements in network communication technology, domestic scholars have increasingly integrated their research on content strategies with social media platforms. Regarding the content strategies of enterprises'

official microblogs, numerous scholars have categorized them in their studies. Cheng Xuefen (2012) classified interactive content strategies of microblogs into two types: emotional microblogs and tool microblogs. Notably, Yan Xing and Chang Yaping (2013) conducted the most extensive research on the content strategies of enterprises' official Weibo accounts. They adopted Kohler et al.'s classification standard for Weibo content strategies and further refined each type through grounded analysis of Sina Weibo enterprise data. Social interactive content strategies were subdivided into general knowledge, professional knowledge, and emotional communication, whereas task-oriented interactive content strategies were categorized into product interaction, co-creation activities, and corporate image interaction.

Building upon Yan Xing and Chang Yaping's classification standards, many domestic scholars have further explored enterprise official microblog content strategies. For instance, Yu Weiping (2015) analyzed the content strategies of case enterprises' official microblogs from the perspective of product categories, using Yan Xing and Chang Yaping's classification standards. This exploration investigated the effectiveness of content strategies for official microblogs across enterprises with differing product categories.

2.1.3 Impression Management Strategy

The foundational and enduring aspect of impression management is personal impression management. Numerous studies have relied on Goffman's conceptualization of this phenomenon. According to him, impression management unfolds during interactions, where individuals endeavor to exert control over others' perceptions throughout the encounter. Through their conduct, individuals convey their intentions, aiming to steer others' actions in alignment with their desires (Goffman, 1959). Schlenker and Dillard, from the lens of personal impression management, contend that it entails individuals crafting, sustaining, and safeguarding their social standing via a series of tactics (Schlenker, 1980; Dillard, 2000).

As research into impression management has progressed, the theoretical framework has broadened. Jones and colleagues extended the scope of impression management into

psychology, viewing it as conduct where individuals prioritize self-focus and strive to elicit emotional reactions from others. Preference for being liked over ignored or disliked reflects a psychological drive for self-presentation (Jones, 1982). From a psychological perspective, Schlenker further proposed that personal impression management represents the mental state in which individuals, consciously or unconsciously, strive to manage their image in both real and imagined social exchanges (Schlenker, 1981).

In the 1980s, Baumeister elucidated impression management from a behavioral angle, suggesting it as conduct aimed at engaging with others to establish and bolster one's internal image in their minds (Baumeister, 1982). Tetlock and colleagues also interpreted impression management strategies behaviorally, asserting them as tactics employed to secure social admiration (Tetlock, 1985). Both Tedeschi and Schlenker approached impression management from the perspective of situational definition. Tedeschi's understanding emphasizes the process, seeing it as a means or process through which individuals plan, adopt, and execute specific self-image signals, continually engaging in social interactions (Tedeschi, 1981). Conversely, Schlenker viewed impression management as a conscious or unconscious attempt to regulate the impressions communicated in real or imagined social settings, introducing the expectation-value model (Schlenker, 1981).

As research intensified, the investigation of impression management transcended from the individual to the organizational level. Scholars have offered diverse definitions of organizational impression management based on their insights and research aims. For example, Elsbach and Sutton conducted research on organizational impression management, emphasizing how organizations actively shape their social ties and public persona, and how they justify occurrences that may undermine their image, to regulate organizational behavior's legitimacy (Elsbach, 1992). Wang Ruilan defined impression management as a proactive managerial behavior, specifically as a novel technique and approach to establish, maintain, consolidate, and repair an organization's positive image, thereby controlling its objectives and execution for maximum benefit (Wang Ruilan, 2012).

Current scholarly endeavors categorize organizational impression management strategies into two primary types: protective and acquired. This classification framework has garnered widespread acceptance among academics. The present paper is dedicated to summarizing acquired impression management strategies exclusively.

Drawing from Goffman's work, acquired impression management is viewed as a process where individuals endeavor to cultivate an idealized self-perception in the minds of others (Goffman, 2008). Song Linfei further delineated these acquired strategies into four categories: mystifying, idealizing, remedial, and misinterpreting performances. Mystifying performance entails fostering a sense of admiration by maintaining a strategic distance. The idealizing strategy hinges on concealing imperfections to consistently project a favorable image. Remedial strategies address unforeseen circumstances, whereas misinterpreting strategies involve creating misleading impressions to fulfill egotistical desires or procure advantages (Song Linfei, 1997).

Mohamed introduced a distinction between indirect and direct impression management strategies. Direct strategies involve individuals actively managing information related to their organizational attitudes. These can be subclassified as ingratiation, deterrence, self-promotion, exemplification, and solicitation, aligning with acquired impression management. Conversely, indirect strategies pertain to organizational efforts to mitigate losses stemming from crises, akin to protective impression management (Mohamed, 1999).

Certain scholars define acquired impression management as an endeavor to elicit positive perceptions from others, aiming to secure praise and recognition. In the realm of personal impression management, acquired strategies encompass ingratiation, self-promotion, deterrence, solicitation, and exemplification. As research evolves, organizational impression management has emerged as a focal point. The classification of organizational acquired strategies mirrors that of individual strategies. Ingratiation entails boosting the attractiveness of oneself through praising others, complying with them, demonstrating humility, and favoring them (Rosenfeld, 1997). Within organizations, self-promotion strategies signify competitive self-advancement. Deterrence strategies invoke

fear by juxtaposing oneself against competitors, projecting an image of danger, power, and influence. Exemplification involves influencing others through moral demonstrations (Leary, 1990), while solicitation strategies leverage vulnerability to exert influence (An Taoyan, 2014).

Research on impression management in accounting primarily adopts a social responsibility lens. Zhao Min categorizes impression management behaviors in voluntary information disclosure into active and passive forms. Firms employ comprehensive information dissemination tactics, such as crafting disclosure content and selecting apt language, to construct a desired corporate image—termed active impression management (Zhao Min, 2007). The core principles of this approach resonate closely with acquired impression management.

Table 2. 1 Summary of researchers' variables of Social Media Management Strategies effecting to Customer Engagement.

Theory and academic conceptual reference / **Independent Variable: Social Media Management Strategies effecting to Customer Engagement.(China & International)**	Obar & Wildman(2015)	Kaplan and Haenlein (2010)	Archer-Brown & Kietzmann(2018)	Tafesse & Wien(2018)	Fuchs(2013)	Effing & Spil(2016)	Kietzmann et al. (2011)	Tafesse and Wien (2018)	Mills and Plangger (2015)	Fuchs (2013)	Ogbuji and Papazafeiropoulou (2016)	Wernerfelt(1984)	**Summary of my research**
Social Media Management Strategies	√	√	√	√	√	√	√	√	√	√	√		√
Social Media Engagement	√			√					√			√	√
Content Strategy		√							√			√	√
Impression Management Strategy			√			√							√

Theory and academic conceptual reference / Independent Variable: Social Media Management Strategies effecting to Customer Engagement.(China & International)	Mata(1995)	Bharadwaj(2000)	Zhan(2017)	Mohr and Nevin(1990)	Sheth (1976)	Later, Kohler (2011)	Cheng Xuefen (2012)	Yan Xing and Chang Yapping (2013)	Yu Weiping (2015)	Goffman(1959)	Schlenker(1980)	Jones(1982)	**Summary of my research**
Social Media Management Strategies							√			√	√	√	√
Social Media Engagement	√	√	√										√
Content Strategy	√			√	√	√	√	√	√				√
Impression Management Strategy		√			√					√	√	√	√

Theory and academic conceptual reference / **Independent Variable: Social Media Management Strategies effecting to Customer Engagement.(China & International)**	Schlenker(1981)	Baumeister(1982)	Tetlock(1985）	Tedeschi(1981)	Wang Ruilan(2012)	Goffman(2008)	Song Linfei(1997)	Mohamed(1999)	An Taoyan(2014)	Zhao Min(2007)	**Summary of my research**
Social Media Management Strategies					√	√				√	√
Social Media Engagement							√	√		√	√
Content Strategy									√		√
Impression Management Strategy	√	√	√	√	√	√	√	√	√	√	√

2.2 Customer Engagement Theory

Scholars have defined the concept of customer participation from various perspectives, yet a consensus on a unified definition remains elusive. Drawing from the resource-based and knowledge-based viewpoints, numerous academics adhere to the research conducted by Fang and others (Fang, 2008), defining customer participation as the engagement of representative consumers in various stages of new product research and development (R&D) to acquire external resources and knowledge, thereby enhancing the alignment of new products with market demands. The individuals involved in enterprise innovation encompass both experienced users of the enterprise's products and potential consumers who have a demand for the enterprise's offerings but have yet to make a purchase (Zhang Zheng, 2019). With the swift evolution of network information technology, customer participation now spans the entire spectrum of creative conception, production design, prototype evaluation, and commercialization, exhibiting holistic characteristics. Throughout this engagement, customers contribute pertinent knowledge, suggestions, and ideas for technological and product advancements, often collaborating with enterprises and providing feedback on new product experiences (Zhang Jie, 2020).

Regarding the roles and methods of customer participation in enterprise innovation, scholars hold diverse perspectives. Ennew and Binks (1999) outline customer participation as encompassing information sharing, accountable behavior, and interpersonal engagement. Yao Shanji and Wang Yonggui (2011) argue that customers primarily fulfill roles in information provision, joint development, and customer-driven innovation. Zhang Jie and Cai Hong (2020) suggest that, in the digital realm, customer participation can be categorized into interactive information sharing and online creative participation. Social media, as a user communication platform in the Web 2.0 era and integrated with artificial intelligence and big data in Web 3.0, fosters new characteristics in customer participation. These include accelerated knowledge absorption, reduced sharing costs, enhanced brand promotion, and a more prominent role for customers in innovation, leading to increased user willingness to innovate (Liu Hailong, 2019).

Building on prior research and the attributes of customer engagement in social media contexts, this paper defines customer participation as leveraging social media to engage in enterprise innovation activities by offering innovation-related information and creativity, collaborating with enterprises, or innovating independently, while assisting in new product testing and promotion. Furthermore, this paper categorizes customer engagement into three dimensions: information provision, interpersonal engagement, and user-driven innovation.

Within academia, there is a general agreement that customer participation positively impacts enterprise innovation performance. Xie Minglei and Liu Desheng (2020) contend that fostering customer participation is a potent strategy for small and medium-sized enterprises (SMEs) to overcome resource constraints and advance new product R&D. In the Web 3.0 era of mobile social networking, social media has emerged as the primary channel for customer innovation participation. Effective guidance of customer engagement and utilization of dispersed customer knowledge and resources hinges on SMEs' mastery of social media (Jing Ningning, 2017). Ke Ling (2019) emphasizes SMEs' reliance on social media for performance enhancement through strengthened social media orientation. Nguyen's (2015) research from a sustainable innovation perspective highlights the critical role of SMEs' flexibility in leveraging social media for external resource absorption and utilization, indirectly influencing innovation stability and continuity. From a resource-based perspective, Lin Shujin et al. (2019) regard social media as a manifestation of corporate strategic resources and capabilities, proposing a framework for social media orientation and capability-building. This study posits that social media orientation and capability comprehensively reflect SMEs' proficiency in leveraging and controlling social media.

2.2.1 Information Provided

The perspective grounded in knowledge asserts that the variety and diversity of a company's knowledge base dictate the level of its innovative capacity. Customers contribute to corporate innovation by furnishing information, thereby broadening the scope of enterprise knowledge (Verona, 1999). In the realm of social media, cloud computing technologies markedly decrease operational costs for small and medium-sized enterprises related to data management. These enterprises can subsequently refine

and categorize customer data sourced from social media platforms, encompassing web browsing activities and transaction histories. By employing structured analysis, enterprises can more swiftly acquire diverse types of knowledge pertinent to innovation, carried by customers, thereby mitigating information stickiness between enterprises and customers and bolstering the independent innovation model of enterprises (Ningning Jing, 2017). The ubiquitous nature of social media information enables enterprises to access not only explicit knowledge imparted by customers, but also various forms of implicit knowledge embedded within customer relationship networks. This tacit knowledge enhances the heterogeneous experiences of enterprises, fosters organizational learning, and establishes a robust foundation for enterprise innovation (GARG, 2020). Chen and Liu (2020) contend that a robust enterprise knowledge base can elevate the responsiveness of enterprises to market shifts, augment their capacity to recognize opportunities and develop novel products, and facilitate the improvement of enterprises' conversion rates of scientific and technological achievements.

2.2.2 Interpersonal Interaction

Meng Tao and Liu Min (2015) characterized interpersonal interaction within the social media context as a novel interaction pattern formed by customers through various communities or third-party platforms established by enterprises or customers themselves. This interaction encompasses exchanges of information and knowledge among enterprises, other customers, and those involved in related product or service innovation. Consequently, social media-based interpersonal interaction comprises both enterprise-to-enterprise and customer-to-customer interactions. This research posits that both forms of interaction can positively influence innovation performance.

Regarding enterprise interaction, firstly, during the information provision phase, such interactions provide enterprises with direct feedback on user needs and preferences, allowing them to tailor and adjust their innovation strategies and content accordingly (Li, 2018). Secondly, in the creative conception and design phase, frequent and intimate interactions among enterprises facilitate the absorption of customer knowledge and information, as well as the accumulation and stockpiling of innovation resources. Lastly, during the marketing and promotion phase, a strong customer-

enterprise interaction fosters emotional bonds, enhances customer loyalty and support for the enterprise, and thereby contributes to the successful marketing of new products to a certain extent (Meng Tao, 2015).

In terms of customer interaction, on one hand, existing customers share their positive experiences with their preferred brands with other customers, attracting potential new customers and facilitating the expansion of the enterprise innovation relationship network (Shawky, 2020). On the other hand, customer-to-customer interaction promotes the word-of-mouth dissemination of new products, accelerates the diffusion of new products to some degree, and reduces the time required for enterprises' innovation achievements to gain market acceptance (Jie Zhang, 2020).

2.2.3 User Innovation

In the realm of customer engagement, a subset of customers distinguished by their capital, knowledge, and technical prowess emerge as the vanguard users for enterprises. Social media, alternately referred to as user-generated media, prompts users to showcase their original or innovative content. Consequently, the interactive nature, immediacy, and cost-effectiveness of social media have spurred the rise of an increased number of vanguard users (Hailong Liu, 2019). Leveraging their capabilities, these vanguard users engage in new product research and development, contributing to enterprise innovation through capital, knowledge, and technology, thereby manifesting user-driven innovation behaviors (Yao Shanji, 2011).

In contrast to typical users, vanguard users anticipate the broader needs of the future market. During the information gathering phase, they offer richer and more precise market demand insights, enhancing the quality of enterprise product innovation and accelerating the innovation process. In the creative conceptualization and idea development stage, vanguard users refine their concepts based on online interactive content, making their creativity more viable. For enterprises, these ideas hold significant value in terms of novelty and technical practicality, and the benefits of low-cost information dissemination and acquisition on social media facilitate the absorption of these ideas by enterprises (Jie Zhang, 2020).

During the design and production phase, utilizing their extensive product knowledge and life experiences, users expand the utilization of existing products, enhance and innovate upon them, or independently create new products using available technologies tailored to their needs. This autonomous innovation provides enterprises with invaluable product development data, reduces the workload associated with product development, and conserves enterprise resources (Liu Jingyan, 2020).

Table 2. 2 Summary of researchers' variables of Customer Engagement effecting Organization Performance.

Theory and academic conceptual reference / **Independent Variable: Customer Engagement effecting to Organization Performance.(China & International)**	Fang(2008)	Zhang Zheng(2019)	Zhang Jie(2020)	ENNEW(1999)	Yao Shanji(2011)	Zhang Jie and Cai Hong(2020)	Liu Hailong(2019)	Xie Minglei and Liu Desheng (2020)	Jing Ningning(2017)	Ke Ling (2019)	Nguyen (2015)	Lin Shujin et al. (2019)	**Summary of my research**
Customer Engagement	√	√	√	√	√	√	√	√	√	√	√	√	√
Information Provided			√				√				√		√
Interpersonal Interaction								√				√	√
User Innovation	√				√	√							√

Theory and academic conceptual reference / Independent Variable: Customer Engagement effecting to Organization Performance.(China & International)	Verona(1999)	GARG(2020)	Chen&Liu(2020)	Meng Tao and Liu Min (2015)	Li(2018)	Meng Tao(2015)	Shawky(2020)	Zhang Jie(2020)	Hailong Liu(2019)	Yao Shanji(2011)	Liu Jingyan, 2020	**Summary of my research**
Customer Engagement			√	√			√	√				√
Information Provided	√	√	√							√	√	√
Interpersonal Interaction				√	√	√	√	√				√
User Innovation	√				√			√	√	√	√	√

2.3 Organizational Performance Theory

Performance serves as a pivotal metric in assessing an organization's success. Despite lacking a universally acknowledged definition, it broadly encapsulates an enterprise's overall accomplishment over a defined period. Excellent performance is vital for a business's sustainability and expansion, benefiting not just the enterprise but also the industry and the national economy at large. Organizational performance constitutes a multifaceted index system that evaluates an enterprise's efficacy, highlighting its achievements and potential. It encompasses outcomes, conduct, and

competencies, assessing development capacity, profitability, and operational efficiency.

Evaluation of organizational performance can be based on outcomes, conduct, and competencies, and it can be further categorized into subjective and objective, short-term and long-term performance, as well as various types such as innovation, financial, market, profitability, and relationship performance. Innovation performance quantifies the value derived from an enterprise's innovative endeavors, encompassing product and production process advancements. Conversely, financial performance assesses the impact of corporate strategy on operational outcomes, reflecting cost control, asset management, and shareholder return components.

Typically, organizational performance is represented by a suite of indicators designed to measure corporate efficiency and effectiveness (Fortuin, 1988). These measurement indicators can be divided into multi-indicator and single-indicator methods, most commonly administered through questionnaires. They encompass gains in market share within a specified period, net profits, and the disparity between organizational performance and competitors across four dimensions, namely revenue growth and return on investment (Oh, 2012). Additional indicators include the average proportion of exports (including services) in total enterprise sales over the past two years, the average growth rate of enterprise sales during this period, the overall market competitiveness of enterprise products, the overall achievement of the enterprise's profit target, and the evaluation results of five aspects, such as the average pre-tax profit rate on total assets over the past two years, which collectively determine the level of organizational performance (Li Zhengwei, 2003).

Single-indicator measurement of organizational performance can be categorized into two aspects. One focuses on observing the distribution of diversified corporate assets and their income-generating capacity, exemplified by indicators like return on assets (ROA) and return on investment (ROI). For instance, Weng assessed organizational performance using ROA, return on equity (ROE), and related indicators. The other aspect emphasizes the enterprise's ability to fulfill stakeholder expectations. Chung and colleagues measured the performance level of the target enterprise using abnormal returns and Tobin's q-ratio as indicators (Chung, 2014).

In the realm of organizational performance, scholars from both domestic and international backgrounds infrequently provide a clear-cut definition in their research endeavors. Depending on the unique characteristics of various industries, these scholars adopt diverse methodologies for categorizing organizational performance. Storey and Kelly (2001) delineated it into three primary facets: financial metrics, customer-related outcomes, and internal enterprise efficiency. Wang Chun (2007) further segmented it into financial achievements, competitive standing, and quality indicators. Tang Chengkun and Xu Ming (2016) echoed a similar classification, distinguishing it as financial performance, customer performance, and internal operational effectiveness.

This study proposes that organizational performance encapsulates the capacity and extent to which enterprises develop novel services or enhance existing ones to better align with customer demands. It is structured into three dimensions: market performance, customer performance, and internal operational performance. Market performance encompasses sales volumes of service offerings, market penetration, competitive prowess, and corporate reputation. Customer performance involves customer satisfaction levels and loyalty. Internal operational performance, on the other hand, comprises process enhancements, service quality, and innovation capabilities.

2.3.1 Market Performance

Market behavior and overall performance encompass the activities and trends observed in financial markets, including stock exchanges, bond markets, and various investment platforms. This provides a comprehensive view of the market's strength, trajectory, and prevalent patterns.

A multitude of factors contribute to shaping market performance, such as economic indicators, geopolitical occurrences, corporate profitability, interest rate fluctuations, and investor attitudes. Various indices, like the Dow Jones Industrial Average or the S&P 500, serve as tools to quantify and evaluate market performance.

Assessment of market performance often revolves around its bullish or bearish nature. A bullish market is marked by upward price movements, high investor optimism, and robust economic growth. Conversely, a bearish market exhibits falling prices, investor pessimism, and economic decline.

Robust market performance is frequently viewed as a harbinger of economic vitality, reflecting increased corporate profits, elevated consumer spending, and widespread market optimism. This environment fosters corporate investment, enabling firms to secure capital at advantageous rates and realize higher yields.

On the other hand, weak market performance can signify economic fragility, as it mirrors diminishing corporate profits, decreased consumer spending, and heightened market uncertainty. This may lead to decreased investment activities, job reductions, and economic slowdown.

Market performance is rigorously scrutinized by investors, traders, economists, and policymakers, given its impact on stakeholders such as individual investors, pension funds, mutual funds, and governmental bodies. It plays a pivotal role in shaping investment decisions, asset allocation strategies, and portfolio management practices.

It is crucial to acknowledge that market performance does not always mirror the true condition of the economy. Markets can be swayed by short-term dynamics, such as investor sentiment or speculative activities, leading to volatility and distorted trends. Hence, when evaluating market performance, it is imperative to consider both immediate fluctuations and enduring economic fundamentals.

In summary, market performance offers profound insights into the vitality and direction of financial markets, functioning as a gauge for the overall economy. An understanding of market performance aids investors in making well-informed decisions and managing risks efficiently.

2.3.2 Customer Performance

Customer effectiveness pertains to the capacity of a consumer to attain their intended results through the utilization of a product or service. Various indicators, including customer satisfaction, loyalty, recurrent purchases, and endorsements, serve as measures of this effectiveness.

Among the foremost indicators of customer effectiveness is satisfaction. Customers who are satisfied are more inclined to persist with the product or service,

offer favorable evaluations, and suggest it to others. A high level of satisfaction suggests that the product or service aligns with or surpasses customer expectations.

Customer loyalty constitutes another vital dimension of customer effectiveness. Loyal customers consistently make purchases from a specific brand or company, demonstrating a sustained commitment. They often possess a greater lifetime value and are prone to become advocates for the brand. Cultivating customer loyalty necessitates the consistent provision of value and the fulfillment of customer needs.

Recurrent purchases stand as a robust indicator of customer effectiveness. When customers repeatedly engage with a company, it signifies that they perceive value in the product or service and are inclined to continue investing in it. These repeat transactions contribute positively to the company's revenue streams and financial standing.

Customer referrals also hold a prominent position in assessing customer effectiveness. Satisfied customers who introduce others to a product or service function as brand ambassadors. Their positive testimonials assist in drawing in new customers and broadening the customer base. Referral marketing can represent an economical strategy for acquiring new customers and augmenting overall customer effectiveness.

To bolster customer effectiveness, companies must prioritize the delivery of exceptional service, comprehend customer needs and preferences, and perpetually refine their product or service offerings. The systematic collection and analysis of customer feedback can illuminate areas ripe for improvement. Furthermore, offering tailored experiences and fostering robust customer relationships can nurture loyalty and elevate overall customer effectiveness.

2.3.3 Interior Performance

Interior efficacy pertains to the operational characteristics and functionalities of the interior areas within a building or room. It encompasses diverse factors, including spatial arrangement, aesthetic design, functionality, and occupant comfort.

An integral facet of interior efficacy is the spatial arrangement. The arrangement should be efficient and practical in terms of movement flow and functionality. A

thoughtfully designed arrangement facilitates seamless navigation and accessibility to various parts of the space. Considerations such as the intended use of the space, the activities conducted therein, and the number of users should be taken into account.

Another crucial aspect of interior efficacy is the aesthetic design and appearance of the space. The design should be visually engaging and foster a positive ambiance. It should embody the style, theme, or intended purpose of the space. The selection of colors, materials, and finishes can significantly influence the overall efficacy of the interior space. For instance, lighter hues can give the illusion of a larger space, while specific materials can bolster acoustics or improve thermal insulation.

Functionality is also a pivotal consideration in interior efficacy. The space should be tailored to meet the demands and specifications of its users. This entails providing suitable storage solutions, furniture, and equipment. The positioning and configuration of these elements should be ergonomically sound and user-centric. Lighting, ventilation, and acoustics should also be taken into consideration to foster a comfortable and conducive environment.

Occupant comfort is another significant aspect of interior efficacy. A well-designed interior space should promote the well-being and comfort of its inhabitants. This can be achieved through the incorporation of ergonomic furniture, appropriate lighting, sufficient temperature regulation, and effective acoustics. Offering cozy seating, suitable workspaces, and tranquil zones can greatly elevate the performance and satisfaction of the users.

In conclusion, interior efficacy encompasses the spatial arrangement, aesthetic design, functionality, and occupant comfort of interior spaces. A successful interior efficacy optimizes space utilization, augments productivity, fosters well-being and cultivates an aesthetically pleasing environment. It is indispensable for creating spaces that are not only visually captivating but also functional and comfortable for their users.

Interior performance encompasses the holistic efficiency and utility of an indoor area within a building or room, including factors like spatial arrangement, design aesthetics, functionality, and occupant comfort.

An integral aspect of interior performance pertains to spatial arrangement. This arrangement must be both efficient and effective in facilitating movement and functionality. A thoughtfully designed layout facilitates seamless navigation and accessibility to various parts of the space. Key considerations include the intended use of the space, the activities conducted therein, and the anticipated number of users.

Another vital component of interior performance is the design and aesthetic appeal of the space. The design should be visually engaging and foster a positive ambiance. It should mirror the style, theme, or intended use of the space. The selection of colors, materials, and finishes can significantly influence the overall effectiveness of the interior space. For instance, lighter hues can create the illusion of a larger space, while specific materials can enhance acoustics or improve thermal insulation.

Functionality is also a pivotal factor in interior performance. The space should be tailored to meet the needs and demands of its users. This involves providing suitable storage solutions, furniture, and equipment. The positioning and arrangement of these elements should be ergonomically sound and user centric. Furthermore, lighting, ventilation, and acoustics should be meticulously planned to foster a comfortable and productive atmosphere.

Occupant comfort is another fundamental aspect of interior performance. A well-conceived interior space should prioritize the well-being and ease of its inhabitants. This can be achieved through the use of ergonomically designed furniture, appropriate lighting, effective temperature control, and superior acoustics. Providing comfortable seating, adequate workspaces, and serene zones can substantially elevate user performance and satisfaction.

In conclusion, interior performance integrates spatial arrangement, design aesthetics, functionality, and occupant comfort. A successful interior performance maximizes space utilization, boosts productivity, fosters well-being, and cultivates an aesthetically harmonious environment. It is imperative for creating spaces that are not only visually attractive but also functional and conducive to user comfort.

Table 2. 3 Summary of researchers' variables of Social Media Management Strategies effecting to Organization Performance.

Theory and academic conceptual reference / **Independent Variable: Social Media Management Strategies effecting to Organization Performance.(China & International)**	Cai Xuehui(2018)	Delaney(1996)	Fortuin(1988)	Oh(2012)	Li Zhengwei(2003)	Chung(2014)	Storey and Kelly(2001)	Wang Chun(2007)	Tang Chengkun and Xu Ming (2016)	**Summary of my research**
Organizational Performance	√	√	√	√	√	√	√	√	√	√
Market Performance	√			√		√	√			√
Customer Performance				√	√			√		√
Interior Performance		√						√		√

2..4 Related Literature

2.4.1 Effect of social media management strategies on organization performance.

Janek Benthaus and colleagues (2016) investigated the effects of social media management (SMM) strategies on public opinion, uncovering that effective SMM instruments augment employee productivity and foster greater user engagement. In a similar vein, Novi Fitriani and team (2023) discovered that social media positively impacts performance by reaching targeted demographics through digital marketing strategies, albeit without customer management moderating this relationship. Rodrigo Martin-Rojas et al. (2023) underscored the pivotal strategic role of social media in enhancing entrepreneurship and performance among Spanish SMEs, with organizational resilience serving as a vital intermediary. A meta-analysis by Zhenyuan Liu and others (2023) corroborated the substantial positive influence of social media on organizational performance across various dimensions, with moderating variables such as firm size and industry classification further bolstering this connection.

Furthermore, Dogan-Sudas Hatice and co-authors (2022) exhibited that social CRM bolsters the bond between customer relationship management and organizational performance in emerging economies. Lijuan Bai (2019) emphasized the beneficial impacts of social media involvement on corporate performance, particularly through diverse marketing content. Evans Kwabena Asare (2020) observed that platforms like Facebook and Instagram exert a notable influence on corporate performance. Studies conducted by Junxuan Zhu (2020) and Ming Fang along with Xiufeng Gao (2022) focused on the influence of social media strategies on innovation and cross-border e-commerce, respectively, while Sikandar Ali Qalati (2021) demonstrated that social media aids SMEs in developing countries in enhancing customer engagement and minimizing marketing expenses.

In summary, a review and analysis of both domestic and international research indicate that as primary social media users, relevant research on the business value of social media participation primarily focuses on the effects of user engagement on purchase intentions or corporate reputation. However, there are still certain shortcomings that necessitate further exploration. The majority of research

methodologies rely on questionnaires. Additionally, some studies delineate users' social media engagement and ascertain its ramifications on corporate economic performance and movie box office success through behaviors such as "likes," "comments," or "shares" under corporate social media accounts. Nevertheless, the influence of user engagement, driven by varying motivations and objectives, on personal and corporate social media pages remains unexamined.

Currently, domestic and international research findings on the influential factors of social media and its impact on performance have affirmed that social media utilization significantly positively impacts all facets of enterprise performance, highlighting the significance of digital technology and social media as fundamental driving forces of organizational performance. Much of the prior research on the nexus between social media use and organizational performance has concentrated on developed countries and large enterprises. Even when small businesses have been examined, there is scant research on their social media adoption, and they currently confront a highly volatile and arduous business environment. Therefore, additional insights are imperative to better elucidate how small businesses can achieve superior organizational performance and what factors influence this outcome.

Table 2. 4 Summary related literature review of Social Media Management Strategies on Organization Performance.

Researcher	Studied factors	Research finding
Janek Benthaus et al. (2016)	Social Media Management Strategies	Strategic SMM is effective in the public perception of social media users, and SMM tools can promote the work of employees
Novi Fitriani et al. (2023)	Performance Management; Customer management	Technological innovation can help businesses maximize profits, and social media has a positive impact on performance
Wilfred W.F. Lau(2017)	Performance Management; Organizational resilience	As measured by cumulative grade point average, the use of social media for academic purposes did not significantly predict academic achievement,

		while the use of social media for non-academic purposes (especially video games) and social media multitasking had a significantly negative relationship with the prediction of academic achievement
Zhenyuan Liu et al. (2023)	Performance Management; Organizational performance	The significant positive impact of social media on organizational performance in terms of finance, innovation, society and operations
DOGAN-SUDAS Hatice et al. (2022)	Performance Management; social media customer relationship management ; firm performance	CRM has a positive impact on the business performance of large enterprises in emerging markets, and the strength of the relationship between CRM and business performance increases when social CRM is used
Lijuan Bai (2019)	Performance Management	Enterprises can significantly improve their performance by participating in social media, in which different types of marketing content of enterprises have a significant positive effect on corporate performance, and the social media exposure of corporate general managers has a positive impact on corporate performance
Evans Kwabena Asare(2020)	Performance Management	Social media pages have a positive and significant impact on company performance,with Facebook, LinkedIn, Instagram and Twitter having a greater impact on company performance than other social media
Junxuan Zhu (2020)	Performance Management; Social Media Management Strategies	The use of social media by employees has a positive impact on organizational

		performance. The impact is that the use behavior of social media changes work characteristics, thereby accumulating organizational capital and finally promoting organizational performance
Ming Fang and Xiufeng Gao (2022)	Performance Management	The application of social media by small and medium-sized cross-border e-commerce enterprises has a great promotion effect on their development; The ability to reintegrate and construct internal and external resources plays an intermediary role in the relationship between social media and corporate performance, and has a significant positive impact on corporate performance
Sikandar Ali Qalati (2021)	Performance Management; Small and Medium-Sized Enterprises	SM enables smes in developing countries to effectively connect with customers, business partners and other stakeholders on a more personal level, significantly impacting their performance in reducing the cost of customer service and overall marketing activities

2.4.2 Effect of Social Media Management Strategies on Customer Engagement

Viktorija Kulikovskaja's research in 2023 revealed that digital services are increasingly pivotal in bolstering customer engagement, with relational content exhibiting a more potent mediation effect on marketing outcomes compared to other content forms. Concurrently, Syed Asim Shah and Muhammad Haroon Shoukat (2021) observed a positive link between social media utilization and university reputation, facilitated by SCRM capabilities and enhanced customer engagement. Saleh Bazi

(2023) underscored the significance of customer engagement in nurturing brand loyalty and affection for luxury fashion brands, while Yue Xu (2023) explored how various WeChat post attributes influenced engagement, noting that sales-oriented content spurred more comments, whereas non-sales content fostered sharing and liking.

Abdullah M. Baabdullah (2019) pinpointed social Customer Relationship Management (SCRM) as a crucial driver of customer engagement, gaining traction among marketing scholars. Xiang Jianchi's study in 2023 indicated that brand live broadcast experiences, especially those that are interactive and entertaining, positively influenced customer participation. Lin Mengfei (2017) demonstrated that social media plays a central role in facilitating user innovation strategies. Liu Jia's work in 2023 revealed that content strategy's impact on customer engagement varies based on product type. Jin Zhuohui (2021) delved into the influence of perceived value from social media influencers on customer engagement, while Zhu Jiali (2017) examined how WeChat fosters customer participation, offering strategies to enhance organizational performance through mobile social media.

Summarizing and analyzing the domestic and international research landscape, it is evident that social media management strategies have extensively influenced customer behavior across various industries, presenting unprecedented opportunities for enterprises and governments. These strategies impact customer cognition, emotions, and actions. Jin Zhuohui and colleagues (2021) contended that the perceived value of social media influences positively shapes customer behavior, urging enterprises to conduct comprehensive assessments of social media's impact on customer cognition. Saleh Bazi and others (2023) emphasized that entertainment enhances customer engagement and serves as a bridge between content marketing and customer engagement for luxury fashion brands, highlighting that engagement fosters brand loyalty and affection, thereby influencing customer emotions. Viktorija Kulikovskaja's (2023) research indicated that enterprises acknowledge the growing potential of digital services in augmenting customer participation. Lin Mengfei (2017) proposed leveraging social media platforms to bolster customer innovation. Xiang Jianchi (2023), in the context of the experience economy with the rise of live streaming and e-

commerce, suggested that the rapid evolution of social media further strengthens consumer self-awareness and significantly boosts customer participation behavior.

However, despite the contributions of domestic and foreign scholars, the study of social media's influence on customer behavior still exhibits certain deficiencies that require addressing. Future investigations can focus on several key areas:

Firstly, the effects of social media management strategies on customer behavior may manifest in various dimensions, each producing distinct outcomes that warrant deeper analysis. Secondly, a more comprehensive exploration and innovation of how social media management strategies shape customer behavior is necessary. Customers utilize diverse expression methods when interacting on social media, yet no definitive conclusion has been reached regarding whether differing content influences consumers' behavior towards interactive brands. Lastly, various social media management strategies could differently impact customer cognition, emotions, and actions. The question of whether these disparities affect customer behavior and alignment with social media practices merits further discussion.

Table 2. 5 Summary related literature review of Social Media Management Strategies on Customer Engagement

Researcher	Studied factors	Research finding
Viktorija Kulikovskaja (2023)	Customer engagement，Customer loyalty Word-of-mouth Social media	Businesses recognize the growing potential of digital services to enhance customer engagement behavior
Syed Asim Shah, Muhammad Haroon Shoukat(2021)	Social customer relationship management capabilities; social media technologies use; self-congruity theory	A new integrated SCRM model was developed that mediates between SMT usage and university reputation, while customer engagement mediates between online brand communities and customer loyalty
Saleh Bazi(2023)	Customer engagement Luxury brand Content marketing Entertainment Scale development	Entertainment influences customer engagement and is also an intermediary between content marketing and customer engagement for

		luxury fashion brands, suggesting that customer engagement promotes brand loyalty and brand love
Yue Xu(2023)	Social media Post characteristics Customer engagement WeChat	Outer features have a positive effect on reading, while inner features encourage more likes, shares, and comments
Abdullah M. Baabdullah(2019)	SCRM, Social Media, Customer Engagement, Jordan	Social CRM has long been a focus of marketing scholars and practitioners and is considered a key determinant of customer engagement, which in turn affects customer relationship performance
Jianchi Xiang(2023)	Brand live experience; Relationship quality perception; Customer participation behavior	The three dimensions of brand live broadcast experience have a significant positive impact on customer participation behavior, in which interactive experience and entertainment experience can significantly positively affect customer participation behavior by affecting the perception of relationship quality
Mengfei Lin (2017)	Social media; Customer innovation; Innovation toolbox; Creative competition	The social media platform is proposed to strengthen customer innovation behavior
Jia Liu (2023)	Social media; Content marketing; Customer participation; Brand loyalty; Product type	Product type has a significant moderating effect on the influence of content marketing on customer participation, and the influence of different dimensions of content marketing on customer participation is significantly different according to product type
Zhuohui Jin (2021)	Social media influencers; Perceived value; Customer	Social media influencers' perceived value has a

	fit behavior; Quasi-social relations; Cognitive need	positive impact on customer fit behavior
Jiali Zhu (2017)	Mobile social; Customer participation; Driving factor	This paper constructs a research framework through the driving factors of customer participation behavior in mobile social network platforms and the multi-dimensional aspects of customer participation and deeply understands the rules of improving customer participation in enterprises' marketing activities on mobile social platforms

2.4.3 Effect of Customer Engagement on Organization Performance

From a social media lens, Zhao Li, Sun Jianxin, and Zhang Ling (2020) investigated the beneficial effects of customer engagement on the innovation performance of SMEs, with a particular emphasis on the moderating roles of social media orientation and capability. Likewise, Guan Huiguo, Chen Da, and Geng Chuangchuang (2018) discovered that customer involvement, encompassing co-production and information sharing, positively influences enterprise innovation outcomes. Jiang Nan and colleagues (2023) explored the intermediary function of customer participation in service innovation performance, highlighting the significance of incentive methodologies. Sun Jianxin (2021) delved into user-driven innovation in manufacturing enterprises, constructing a framework linking customer engagement to organizational innovation outcomes. Hu Youlin and Han Qinglan (2018) formulated a theoretical model elucidating the part played by customer participation in value co-creation and innovation performance, with a focus on the interplay between product-service combinations and organizational innovation.

Liu Jingyan and Liu Xingyan (2022) analyzed the intermediary role of knowledge transfer in the influence of customer engagement on service innovation performance within the tourism e-commerce sector. Shi Fangfang (2020) studied the correlation between customer engagement, employee innovation, and service innovation in the human resource service industry, emphasizing the role of employee innovative conduct. Zhang Jie and Cai Hong (2020) examined the moderating effect of

social capital on customer engagement and new product development in virtual communities. Rima H. Binsaeed (2023) validated that customer engagement acts as a mediator between CRM capabilities and innovation performance in Saudi SMEs. Additionally, Ana Castillo (2021) found that social media-induced customer engagement enhances film performance through personal and interactive contributions, emphasizing the synergistic effects of both engagement forms.

In summation, by reviewing and analyzing the current research status domestically and internationally, it is evident that customer engagement has influenced organizational performance across various industries. These include the internet industry, exemplified by Guan Huiguo (2018) and others; manufacturing, represented by Jiang Nan (2023) and Sun Jianxin (2021); tourism, studied by Liu Jingyan and Liu Xingyan (2022); and the film industry, highlighted by Ana Castillo (2021) and colleagues. Their research on the impact of customer engagement on organizational performance predominantly focuses on indirect effects, which can be both positive and negative.

However, the studies by domestic and foreign scholars on social media and customer behavior exhibit certain shortcomings and limitations that require further attention. Future research can focus on the following aspects: Firstly, the industries studied are relatively narrow, lacking comprehensive coverage, especially regarding the entire population of small-listed enterprises in China. Secondly, the research primarily concentrates on the indirect impact of customer engagement on organizational performance, with minimal exploration of direct effects. Lastly, the scope of dependent variables is limited, predominantly focusing on innovation performance, suggesting that research on organizational performance necessitates further exploration.

Table 2. 6 Summary related literature reviewed of Customer Engagement on Organization Performance

Researcher	Studied factors	Research finding
Zhao Li, Sun Jianxin, and Zhang Ling (2020)	Customer Engagement, Enterprise Innovation Performance	Customer participation has a significant positive impact on SMEs innovation performance, two variables of social media play a positive moderating role.

Guan Huiguo, Chen Da, Geng Chuang Chuang (2018)	Customer Engagement, Enterprise Innovation Performance	Their research found that customer participation (cooperative production, interaction between enterprises, and information sharing) on social media platforms has a positive impact on enterprise innovation performance.
Jiang Nan (2023) et al	Individual Customer Engagement, Organizational Customer Engagement, Enterprise Service Innovation Performance	They found that customer participation plays a complete mediating role between external incentive and service innovation performance, and a partial mediating role between internal incentive and service innovation performance.
Sun Jianxin(2021)	Customer Engagement, Technological Innovation Performance	In his research, he found that users' independent innovation had no significant impact on enterprises' green technology innovation performance.
Hu Youlin and Han Qinglan (2018)	Customer Engagement, Value co-creation, Innovation effect, Innovation Performance	Their research found that customer participation has a significant positive effect on financial performance and strategic performance in product service innovation performance. However, they did not study the direct impact of customer engagement on innovation performance.
Liu Jingyan and Liu Xingyan (2022)	Customer Engagement, Knowledge Transfer, Service Innovation Performance	They found that in the context of tourism e-commerce platforms, the mechanism of "customer engagement-knowledge transfer-service innovation performance" is still valid, and the mediating effect of knowledge transfer is significant.

Shi Fangfang (2020)	Customer Engagement, Employee innovation behavior, Organizational Innovation Atmosphere, Service Innovation Performance	Her research results show that Customer Engagement in the human resource service industry has a significant positive impact on employee innovation behavior and service innovation performance.
Zhang Jie and CAI Hong (2020)	Customer Engagement, Social capital, and other theories, New product development performance	Their research results show that only part of the three dimensions of customer participation in virtual social capital have an impact on new product development performance.
Rima H. Binsaeed(2023) et al	Customer Engagement, Customer relationship management, Innovation Performance	The findings revealed that CRMCs positively predict customer engagement and innovation performance. Customer Engagement directly affects innovation performance and acts as a mediator as well.
Ana Castillo(2021) et al	Social Media Management, Customer Engagement, Film Performance	The empirical analysis shows that personal input and interactive input are positively correlated with film performance, and the positive effects of personal input and interactive input on film performance are complementary.

2.5 Conceptual Framework, Operational Definition, Hypothesis, and Explanation of Hypothesis

2.5.1 Conceptual Framework

Independent Variable Mediate Variable Dependent Variable

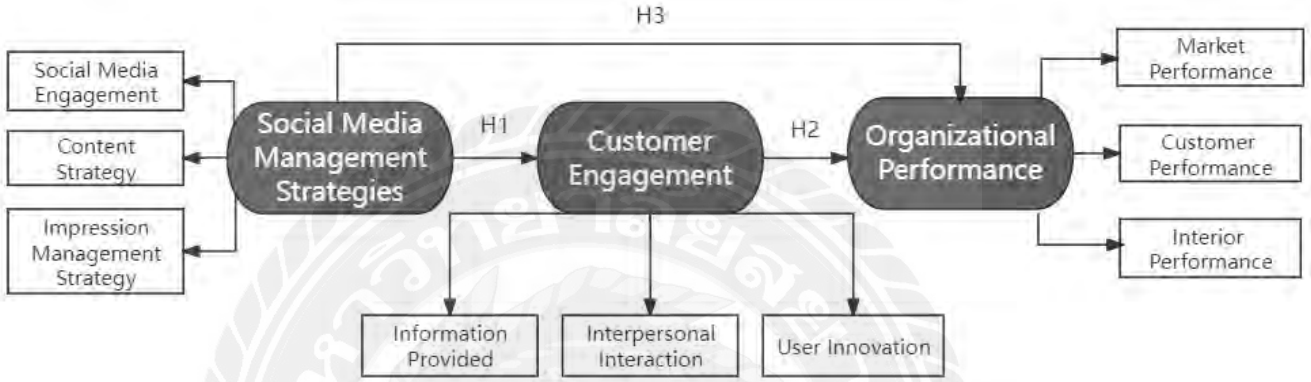

Figure 2. 1 The Conceptual Framework

From the above framework, a number of hypotheses can listed as follows:

Hypothesis 1: Social Media Management Strategies have an indirect effect on Organizational Performance through Customer Engagement.

Hypothesis 2: Customer Engagement has a direct effect on Organizational Performance.

Hypothesis 3: Social Media Management Strategies have a direct effect on Organizational Performance.

Hypothesis 1: Theoretical Foundation: The basis for this hypothesis stems from Customer Engagement Theory and Social Exchange Theory. According to Customer Engagement Theory, the implementation of social media management strategies enables businesses to intensify customer interactions, leading to heightened engagement. Serving as a conduit for communication and interaction, social media facilitates the exchange of information between customers and businesses, fostering heightened awareness and emotional ties to the company's offerings. Conversely, Social Exchange Theory asserts that a "value exchange" process emerges in customer-business interactions. When customers perceive superior service quality, they are more inclined

to participate in the company's endeavors, ultimately bolstering organizational performance. Consequently, social media management strategies indirectly elevate organizational performance by fostering customer engagement.

Hypothesis 2: Theoretical Underpinning: This hypothesis finds support in Relationship Marketing Theory and Customer Relationship Management (CRM) Theory. Relationship Marketing Theory underscores the importance of cultivating long-term, stable customer relationships to bolster customer loyalty, which subsequently enhances organizational performance. CRM Theory elaborates that deep customer engagement, including interaction, feedback, and sharing, directly enhances a company's brand image, market competitiveness, and operational efficiency. Customer engagement not only expands a company's market presence but also provides insightful feedback for product and service optimization, directly contributing to organizational performance. Empirical research has demonstrated a substantial positive correlation between customer engagement and financial and strategic performance across various contexts, including social media and e-commerce platforms.

Hypothesis 3: Theoretical Framework: This hypothesis rests on the Resource-Based View (RBV) and Dynamic Capabilities Theory. The RBV proposes that businesses can effectively amalgamate internal and external resources through social media management strategies, augmenting their competitive edge and directly enhancing organizational performance. Social media management strategies, as pivotal resources for businesses, augment brand recognition and fortify customer interactions, thereby increasing market share and profitability. Dynamic Capabilities Theory underscores the significance of companies' ability to continuously enhance their competitiveness and market performance by agilely adapting to market dynamics (such as refining and optimizing social media strategies), which directly stimulates organizational performance.

2.5.2 Operational Definition

2.5.2.1 Social Media Management Strategies

Social media management strategies encompass the methodologies and techniques employed by businesses and individuals to efficiently oversee and enhance

their presence across social media platforms. These strategies are tailored to accomplish precise goals, including boosting brand recognition, fostering engagement with the intended audience, augmenting website traffic, securing leads, and ultimately, facilitating conversions and sales.

2.5.2.2 Social Media Engagement

Social media engagement pertains to the extent of interaction, involvement, and connection individuals maintain with content on social media platforms. It assesses the active participation of users in discussions, their sharing of posts, liking of content, commenting, and other forms of engagement with articles, videos, or any content type on these platforms. For businesses, organizations, and individuals, such interaction is vital in nurturing relationships, enhancing visibility, and cultivating a community centered around their brand or interests.

2.5.2.3 Content Strategy

A social media content strategy encompasses the actions taken by enterprises or individuals to execute marketing promotions on social networking platforms. This involves the creation and dissemination of engaging and informative content on social media, aimed at capturing the attention and fostering interaction among target audiences, thereby enhancing brand recognition and boosting sales, among other objectives.

2.5.2.4 Impression Management Strategy

An impression management strategy entails a concerted effort by individuals or organizations to mold or direct how they are perceived by others. This involves the strategic selection and presentation of information, conduct, or appearance in order to cultivate a positive impression, bolster credibility, or attain a specific result. Impression management techniques can be applied across diverse settings, including job interviews, public addresses, networking occasions, and social engagements. Typically, they involve portraying oneself as capable, agreeable, reliable, or informed, thereby influencing others' perceptions and viewpoints.

2.5.2.5 Customer Engagement

Customer engagement entails the perpetual interactions and the nurturing of relationships between a company and its clientele. It encompasses the establishment of profound connections, the comprehension of customer preferences and requirements, and the active inclusion of customers within the brand experience. The objective of customer engagement is to cultivate loyalty, satisfaction, and advocacy by delivering value and tailored experiences, promoting customer input and involvement, and establishing a resilient emotional bond with the brand.

2.5.2.6 Information Provided

The term "Information Provided" pertains to data, facts, specifics, guidelines, or any other form of knowledge imparted to an individual. This information can originate from diverse sources, including individuals, books, websites, media outlets, reports, or any mode of communication. The aim of furnishing information is to educate, inform, or aid individuals in comprehending a specific subject, making informed decisions, resolving issues, or accomplishing tasks. Accuracy, reliability, and relevance of the imparted information are paramount to ensure it effectively fulfills its intended objectives.

2.5.2.7 Interpersonal Interaction

Interpersonal interaction denotes the communication, sharing of information, and the comprehensive relationship existing between two or more people. It encompasses the manner in which individuals engage with each other, both through verbal and non-verbal means, across diverse social milieus such as personal ties, friendships, familial bonds, professional environments, and community settings. Interpersonal interaction involves mutual comprehension, the exchange of thoughts and feelings, and the establishment of connections with others through active listening, conversational engagement, empathy, and mutual respect. It holds a pivotal role in the formation and sustenance of relationships and is indispensable for effective communication and social cohesion.

2.5.2.8 User Innovation

User innovation refers to the process through which users of a product or service actively participate in developing new ideas, solutions, or improvements to existing

offerings. It involves users identifying problems, coming up with creative solutions, and sharing their ideas with others to enhance or modify a product or service according to their own needs and preferences.

2.5.2.9 Organizational Performance

Organizational performance refers to how well an organization is achieving its goals and objectives. It is an assessment of the overall effectiveness and efficiency of the organization in delivering its products or services, managing its resources, and meeting the needs and expectations of its stakeholders.

2.5.2.10 Market Performance

Market performance refers to the overall performance and behavior of a specific market or group of assets within a market. It is an assessment of how well the market or assets have performed in terms of their returns, volatility, and overall profitability. Market performance is often measured and analyzed to evaluate the success or failure of investments and to make predictions about future market behavior. Factors that can affect market performance include economic conditions, political events, investor sentiment, and industry trends.

2.5.2.11 Customer Performance

Customer performance refers to the evaluation and measurement of how well a customer or a group of customers are performing in terms of their satisfaction, loyalty, engagement, and overall experience with a product, service, or brand. It assesses the customers' behavior, attitudes, and preferences, along with their interactions with the organization, to determine if they are meeting their expected outcomes and if their needs and expectations are being fulfilled. Customer performance metrics often include customer satisfaction ratings, repeat purchases, customer feedback, and retention rates. It helps organizations understand and enhance their customers' experience, identify areas for improvement, and make informed decisions to better serve their customers.

2.5.2.12 Interior Performance

Interior performance refers to the functionality and effectiveness of the interior design and components in a building or space. It involves the evaluation and

optimization of various aspects such as lighting, acoustics, thermal comfort, air quality, ergonomics, and other factors that contribute to a comfortable and productive indoor environment. Interior performance aims to create spaces that enhance the well-being, satisfaction, and efficiency of the occupants, ensuring their comfort, safety, and productivity. This can be achieved through careful design, selection, and placement of materials, fixtures, and systems that meet the specific requirements and goals of the space.

2.5.3 Explanation of Hypothesis

2.5.3.1 Hypothesis 1: Social Media Management Strategies have an indirect effect on Organizational Performance through Customer Engagement.

2.5.3.1.1 Meaning of Hypothesis

More Social Media Management Strategies are better managed through Customer Engagement, which will help improve Organizational Performance. This hypothesis means that Social Media Management Strategies help to promote Customer Engagement, thereby creating favorable conditions for improving Organizational Performance

2.5.3.1.2 Reason of Hypothesis

Through Customer Engagement, Social Media Management Strategies help enterprises better provide customers with valuable information, increase interpersonal interaction, understand user innovation, and help enterprises improve Organizational Performance. Through social media management strategies, enterprises can provide interactive platforms, increase customer participation, real-time response and interaction, and stimulate customer engagement enthusiasm through incentive and reward mechanisms, thus directly affecting customer participation degree and willingness to participate, to achieve the improvement of Organizational Performance.

2.5.3.1.3 Hypothesis's Supporting theory or research.

The primary aspects supporting the relationship between Social Media Management Strategies (SMMS) and Customer Engagement are encapsulated as follows: A synthesis and examination of both domestic and international research

reveals that SMMS have exerted a broad influence on customer engagement behavior across various industries, offering enterprises and governments unprecedented opportunities. At the behavioral level of customer engagement, SMMS impact customer cognition, emotions, and actions. Jin Zhuohui and colleagues (2021) argue that the perceived value of social media has a beneficial effect on customer adaptation behavior, prompting a more holistic assessment of social media's impact on customer cognition by enterprises. Saleh Bazi and team (2023) assert that entertainment influences customer engagement and serves as an intermediary between content marketing and customer engagement for luxury fashion brands, suggesting that engagement fosters brand loyalty and affection, thereby affecting customer emotions. In his research, Viktorija Kulikovskaja (2023) discovered that enterprises acknowledge the growing potential of digital services in augmenting customer participation behavior. Lin Mengfei (2017) proposed leveraging social media platforms to enhance customer innovation behavior. Xiang Persist (2023) contends that in the era of the experience economy, fueled by the rise of live streaming and delivery, the rapid evolution of social media further amplifies consumer self-awareness and significantly positively impacts customer engagement behavior.

2.5.3.2 Hypothesis 2: Customer Engagement has a direct effect on Organizational Performance.

2.5.3.2.1 Meaning of Hypothesis

Customer Engagement can improve customer satisfaction, build brand loyalty, and provide valuable feedback and suggestions for enterprise innovation and improvement, which are crucial for enterprise development and organizational performance improvement.

2.5.3.2.2 Reason of Hypothesis

User participation encompasses various dimensions, namely information provision, interpersonal interaction, and user-driven innovation, each contributing distinctively to organizational performance enhancement:

Information provision entails users assisting organizations in gaining a deeper understanding of market demands and user feedback through the provision of pertinent

information. This facilitates more precise decision-making, product or service refinement, and consequently, performance improvement.

Interpersonal interaction signifies the communication and engagement among users, fostering problem-solving and innovation through collective discussion and collaboration within user communities. By fostering user cooperation and knowledge exchange, organizations can enhance their capacity for innovation and problem-solving, ultimately leading to performance enhancement.

User-driven innovation occurs when users proactively generate novel ideas, requirements, or solutions that benefit the organization in refining its products or services. This form of innovation aids organizations in staying abreast of market changes, fulfilling user needs, and boosting competitiveness and performance.

2.5.3.2.3 Hypothesis's Supporting theory or research.

Theories and research supporting the relationship between Customer Engagement and Organizational Performance mainly include the following aspects: Through the summary and analysis of the research status at home and abroad, it can be found that customer engagement has had an impact on organizational performance in different industries. Among them are the Internet industry, such as Guan Huiguo (2018) et al. There are manufacturing industries, such as Jiang Nan (2023) and Sun Jianxin (2021); There are tourism studies, such as those of Liu Jingyan and Liu Xingyan (2022); There is also the film industry, such as Ana Castillo (2021) et al. Their research on the impact of customer engagement on organizational performance mainly focuses on indirect effects, and these effects are both positive and negative.

2.5.3.3 Hypothesis 3: Social media management strategies have a direct effect on organizational performance.

2.5.3.3.1 Meaning of Hypothesis

The more social media management strategies are better applied and managed, the more they affect improving organizational performance. This hypothesis means that social media management strategies directly and significantly affect the extent to which they improve organizational performance. The application of social media management strategies can enable enterprises to increase productivity and improve organizational

performance. Through the use of social media engagement, content strategy and impression management strategy, enterprises can greatly enhance their customer impression and brand value, thus improving organizational performance.

2.5.3.3.2 Reason of Hypothesis

The hypothesis posits that organizations with effective application and management of social media management strategies are likely to have a positive impact on improving organizational performance. It suggests that the effective application and management of social media management strategies can be indicative of， and even contribute to， the improvement of organizational performance. This hypothesis underscores the importance of aligning social media management strategies with organizational performance.

2.5.3.3.3 Hypothesis's Supporting theory or research.

The primary theories and research underpinning the connection between Social Media Management Strategies and Customer Engagement encompass several key facets. An analysis of both domestic and international research trends reveals that the utilization of social media exerts a notable positive influence across multiple dimensions of enterprise performance. For instance, Novi Fitriani and colleagues (2023) observed that technological advancements can propel enterprises to attain optimal profitability, with social media management strategies playing a favorable role in enhancing performance. Similarly, Rodrigo Martin-Rojas and team (2023) demonstrated that the implementation of social media tools positively impacts the entrepreneurial prowess of small and medium-sized enterprises (SMEs). Their findings further underscore the strategic significance of organizational resilience, which acts as a potent mediator in boosting corporate performance. EVANS KWABENA ASARE (2020) also noted a favorable and substantial impact of social media platforms on organizational performance.

CHAPTER 3
RESEARCH METHODOLOGY

The research study “The Analysis of a Causal Model of Social Media Management Strategies on the Organizational Performance of Small-listed Enterprises in China, with Customer Engagement as a Mediator”, is a study of effective management methods using mixed study methods (Quantitative Research and Qualitative research). It is mainly based on quantitative research, supplemented by qualitative research. To aim to know Management factors affecting Organizational Performance of Small-listed Enterprises in China.

By studying the concept of management. This study uses the strategic model to study the effect of social media management strategies adopted by Chinese small-listed enterprises on organizational performance through customer participation. By analyzing prediction model, consistency, and social media management strategies, this paper comprehensively analyzes three dimensions of social media management strategies. These three dimensions are the social media engagement dimension, content strategies dimension, impression management strategies dimension, and how they affect organizational performance through an intervening variable: customer engagement, which will lead to the conclusion and suggestion in the research can be properly applied to the effective management of other enterprises in China and even all enterprises in China.

The details in this chapter will be separated into 5 parts as follows:

3.1 Research Design

3.2 Population and Sample

3.3 Research tools

3.4 Data Collection Strategy and Procedure

3.5 Data Analysis

3.6 Research Ethics

3.7 Research reporting

3.1 Research Design

This research will use quantitative research as a major methodology and use Qualitative research to support the results from the major research. Steps to do as the research will be as follows:

3.1.1 Documentary Research

In the realm of documentary research, a thorough exploration of academic literature, encompassing articles, journals, dissertations, and digital resources, is conducted to investigate the intricate relationship between social media management and the organizational performance of Small-listed Enterprises in China. This study examines how social media management strategies, which are characterized by engagement, content formulation, and impression management tactics, shape organizational performance. Special emphasis is placed on the distinctive cultural backdrop of China, examining its influence on the adoption and efficacy of the strategic framework for social media management. Furthermore, strategic management practices within Small-listed Enterprises are closely scrutinized to comprehend how they are nurtured within the ambit of social media management. The research endeavors to integrate these components to provide a holistic perspective on how social media management strategies influence the organizational performance of Small-listed Enterprises in China, offering invaluable insights for devising effective management strategies in this rapidly evolving industry.

3.1.2 Empirical Research

In an empirical study of "the strategic model of social media Management affecting to organizational performance of Small-listed Enterprises in China", this study conducted a comprehensive survey involving 94,143 employees across 34 Small-listed Enterprises in China. The central focus was on the Strategic Model of Social Media Management, particularly its components such as social media engagement, content strategies, and impression management tactics, and their ramifications on the organizational performance of these enterprises. The research employed a mixed-methods approach, combining both quantitative and qualitative techniques. The survey

and associated performance data provided a broad quantitative overview, while ten key interviews with executives and staff in the management departments of Small-listed Enterprises in China were conducted to gather qualitative insights. In-depth interviews and observations were utilized to gather qualitative data for analysis and interpretation, further enriching the findings obtained from the questionnaire survey.

3.2 Population and Sample

3.2.1 Population

Research Population and Institutions: The survey is conducted nationwide in China, and these are China's small-listed enterprises, which all entered the Asian top 200 in 2023, distributed in 12 provinces and 5 regions in China, with a total of 34 companies in operation. Among them, 15 are in East China, 11 in South China, 3 in Southwest and Northwest China, and 2 in North China. Central China is the central region of the 3. As shown in Table 3.1, there are 34 small-listed enterprises in China, with a total number of employees of 94143.

Table 3. 1 Information of all small-listed enterprises in China and the total number of employees (Top 200 in Asia by 2023)

Serial number	Name of Enterprise	Industry	Province	Area	Employees
1	Yangzhou Yangjie Electronic Technology Co., Ltd	Semiconductors	Jiangsu	East	5147
2	Jingjin Equipment Co., Ltd	Manufacturing	Shandong	East	5131
3	Zhejiang Jiuzhou Pharmaceutical Co., Ltd	Pharmaceuticals	Zhejiang	East	4602
4	Ningbo Xusheng Auto Technology Co., Ltd	Manufacturing	Zhejiang	East	4392
5	Ningbo Sunrise Elc Technology Co., Ltd	Electronic components	Zhejiang	East	3061
6	Ovctek China Co., Ltd	Medical equipment	Anhui	East	2902
7	Shanghai Hanbell Precise Machinery Co., Ltd	Manufacturing	Shanghai	East	2241
8	Zhejiang Dingli Machinery	Manufacturing	Zhejiang	East	2056

9	Konfoong Materials International Co., Ltd	Semiconductors	Zhejiang	East	1836
10	Shanghai Huace Navigation Technology Co., Ltd	Aerospace & Defense	Shanghai	East	1734
11	Jiangsu Pacific Quartz Co., Ltd	Manufacturing	Jiangsu	East	1571
12	Eurocrane (China) Co., Ltd	Manufacturing	Jiangsu	East	1349
13	Donghua Testing Technology Co., Ltd	Inspection services	Jiangsu	East	645
14	Anji Microelectronics Technology Co., Ltd	Semiconductors	Shanghai	East	394
15	Sinofibers Technology Co., Ltd	Manufacturing	Jiangsu	East	364
16	Mainland Headwear Holdings Co., Ltd	Textile	Hongkong	South	9382
17	Shenzhen Kstar Science and Technology Co., Ltd	Technology	Guangdong	South	3818
18	China Kepei Education Group	Education	Guangdong	South	3583
19	Consun Pharmaceutical Group Co., Ltd	Pharmaceuticals	Guangdong	South	3009
20	Shenzhen Sinexcel Electric Co., Ltd	Inspection services	Guangdong	South	1685
21	Lion Rock Group Co., Ltd	Media	Hongkong	South	1683
22	POCO Holding Co., Ltd	Manufacturing	Guangdong	South	1579
23	Shenzhen Lifotronic Technology Co., Ltd	Medical equipment	Guangdong	South	1375
24	Town Ray Holdings Co., Ltd	Consumer durables	Hongkong	South	1044
25	Zengame Technology Holding Co., Ltd	Entertainment	Guangdong	South	524
26	Plover Bay Technologies Co., Ltd	Electronic components	Hongkong	South	202
27	Qianhe Condiment & Food Co., Ltd	Food	Sichuan	West	2702
28	Eoptolink Technology Co., Ltd	Manufacturing	Sichuan	West	1719
29	Sunresin New Materials Co., Ltd	Chemicals	Shanxi(陕西)	West	1311
30	Thunder Software Technology Co., Ltd	Software & services	Beijing	North	13232
31	China Leon Inspection Holding Co., Ltd	Inspection services	Beijing	North	2528

32	Yankershop Food Co., Ltd	Food	Hunan	Middle	3527
33	Hubei Feilihua Quartz Glass Co., Ltd	Manufacturing	Hubei	Middle	2179
34	Hunan Jiudian Pharmaceutical Co., Ltd	Pharmaceuticals	Hunan	Middle	1636
Total	34				94143

(Source: Forbes, Aug. 2023)

Table 3.1 shows the number of employees total of 94143 in China's small-listed enterprises. The sample size is sufficient and representative. Therefore, the Yamane Formula, $n=N/(1+Ne^2)$, e=0.05, was used to determine the confidence level and sampling error.

$$n = \frac{N}{1 + Ne^2} = \frac{94143}{1 + 94143 * 0.05^2} = 398.3$$

According to the formula, the minimum sample size of participants in the final survey is 398.3, so 400 employees are taken as the sample size. The questionnaires planned to be used in this study are more than 400 questionnaires. The above table is categorized by five regions and provinces, resulting in the following table:

Table 3. 2 Total number of small-listed enterprises in China and employees listed in East, South, West, North, Middle region, Small-listed enterprises, China.

Area	**Province**	**Number of Enterprises**		**Employees**
East	Shanghai	3	15	4369
	Jiangsu	5		9076
	Shandong	1		5131
	Zhejiang	5		15947
	Anhui	1		2902
South	Guangdong	7	11	15573
	Hongkong	4		12311
West	Sichuan	2	3	4421
	Shanxi(陕西)	1		1311
North	Beijing	2	2	15760
Middle	Hubei	1	3	2179
	Hunan	2		5163
Total		34		94143

A representative selection of sample size: This survey selects the eastern, southern, western, northern, and Central regions. The provinces with the largest number of registered and small-listed enterprises in the central region are represented by Zhejiang Province in the east with 5 enterprises with 15947 employees, Guangdong Province in the south with 7 enterprises with 15573 employees, Sichuan Province in the west with 4421 employees in 2 enterprises, Beijing in the north with 2 enterprises with 15760 employees, and Hunan Province in central China with 2 enterprises with 5163 employees.

Table 3. 3 The largest number of Province's Small-listed enterprises (SLE) employees are listed in China's East, South, West, North, and Middle regions.

Area	Province	Number of Companies/Name		employees	total
East	Zhejiang	5	Zhejiang Jiuzhou Pharmaceutical Co., Ltd	4602	15947
			Ningbo Xusheng Auto Technology Co., Ltd	4392	
			Ningbo Sunrise Elc Technology Co., Ltd	3061	
			Zhejiang Dingli Machinery	2056	
			Konfoong Materials International Co., Ltd	1836	
South	Guangdong	7	Shenzhen Kstar Science and Technology Co., Ltd	3818	15573
			China Kepei Education Group	3583	
			Consun Pharmaceutical Group Co., Ltd	3009	
			Shenzhen Sinexcel Electric Co., Ltd	1685	
			POCO Holding Co., Ltd	1579	
			Shenzhen Lifotronic Technology Co., Ltd	1375	
			Zengame Technology Holding Co., Ltd	524	
West	Sichuan	2	Qianhe Condiment & Food Co., Ltd	2702	4421
			Eoptolink Technology Co., Ltd	1719	
North	Beijing	2	Thunder Software Technology Co., Ltd	13232	15760
			China Leon Inspection Holding Co., Ltd	2528	
Middle	Hunan	2	Yankershop Food Co., Ltd	3527	5163

			Hunan Jiudian Pharmaceutical Co., Ltd	1636	

A selection of representative samples from the overall dataset was conducted as follows: First, statistical data from provinces hosting the highest numbers of small-scale listed enterprises across the Eastern, Southern, Western, Northern, and Central regions of China were gathered. Subsequently, the enterprise with the largest workforce in Zhejiang Province in the East (4602 employees) was chosen as the first survey sample. Next, the company with the highest employee count in Guangdong Province in the South (3818 employees) was selected as the second sample. In the West, the enterprise with the largest staff strength in Sichuan Province (2702 employees) was designated as the third sample. In the Northern region, the number of employees at the prominent enterprise in Beijing (13232 employees) was included as the fourth component of the survey sample. Lastly, the company with the highest number of employees in Hunan Province in the Central region (3527 employees) was chosen as the fifth sample. Collectively, the total number of employees across these samples amounted to 27,881 individuals, forming the basis for questionnaire analysis.

Table 3. 4 The largest number of I Small-listed enterprises (SLE) employees are listed in Zhenjiang, Guangdong, Sichuan, Beijing and Hunan regions.

Area	**Province**	**Number of Companies/Name**		**employees**
East	Zhejiang	1	Zhejiang Jiuzhou Pharmaceutical Co., Ltd	4602
South	Guangdong	1	Shenzhen Kstar Science and Technology Co., Ltd	3818
West	Sichuan	1	Qianhe Condiment & Food Co., Ltd	2702
North	Beijing	1	Thunder Software Technology Co., Ltd	13232
Middle	Hunan	1	Yankershop Food Co., Ltd	3527
Total		5		27881

3.2.2 Sample for Quantitative Research

The sample utilized in this study comprises the aggregate employee count of China's small-listed enterprises, spanning five geographical regions: Eastern, Western, Southern, Northern, and Central, with data compilation conducted by Forbes. To ascertain the appropriate sample size from a total population of 27,881 individuals, the researchers employed Taro Yamane's pre-established table, specifying a 95% confidence interval and a 5% margin of error. This approach yielded a sample size of

400 participants. The determination of this sample size was facilitated by utilizing a method outlined in a form developed by Taro Yamane (1967), which maintained a 95% confidence level and a maximum error rate of 5%.

$$n = \frac{N}{1 + Ne^2}$$

where n = sample size

N = population size

e = Probability of allowable error.

$$n = \frac{27881}{1 + 27881(0.05)^2}$$

$$n = 397.7$$

In this research, the number of participants was adjusted to 400 to enhance reliability, utilizing a sampling technique. Purposive sampling involves selecting samples based on the researchers' discretion and aligning the characteristics of the enrolled group with the study's objectives. Selecting a specific sample necessitates knowledge, as well as expertise, and experience in the relevant field. The sample was drawn from the overall workforce of the General Management Department.

Initially, the distribution pattern of small, listed enterprises across China is outlined as follows: 15 in the eastern region, 11 in the south, 3 in the west, 2 in the north, and 3 in the central region. Subsequently, the province with the highest employee count in each region was chosen Zhejiang Province in the east with 5 enterprises, Guangdong Province in the south with 7 enterprises, Sichuan Province in the west with 2 companies, Beijing in the north with 2 enterprises, and Hunan Province in the central region also with 2 enterprises. Ultimately, the total sample was sourced from the company with the largest employee count in these five provinces (Zhejiang, Guangdong, Sichuan, Beijing, and Hunan).

Specifically, Zhejiang Jiuzhou Pharmaceutical Co., Ltd. in the eastern Zhejiang Province boasts the highest employee count of 4602, representing 16% of the total sample of 27,881 individuals, necessitating the distribution of 64 questionnaires. In the southern Guangdong Province, Shenzhen Kstar Science and Technology Co., Ltd. has

3818 employees, accounting for 14% of the total sample, requiring 56 questionnaires. Qianhe Condiment & Food Co., Ltd. in western Sichuan Province has 2702 employees, comprising 10% of the total sample, warranting 40 questionnaires. Thunder Software Technology Co., Ltd. in Beijing's northern region employs 13,232 individuals, which is 47% of the total sample, necessitating the distribution of 188 questionnaires. Finally, Yankershop Food Co., Ltd. in central Hunan Province employs 3527 people, accounting for 13% of the total sample, requiring 52 questionnaires. These findings are summarized in Table 3.5.

Table 3. 5 Population and specific sample using purposive sampling, classified by each small-listed enterprise (SLE) in East, South, West, North, and Middle regions, China.

Area	Province	Companies Name	employees	percentage	Questionnaires
East	Zhejiang	Zhejiang Jiuzhou Pharmaceutical Co., Ltd	4602	16%	64
South	Guangdong	Shenzhen Kstar Science and Technology Co., Ltd	3818	14%	56
West	Sichuan	Qianhe Condiment & Food Co., Ltd	2702	10%	40
North	Beijing	Thunder Software Technology Co., Ltd	13232	47%	188
Middle	Hunan	Yankershop Food Co., Ltd	3527	13%	52
Total	5	5	27881	100%	400

Representativeness of the sample: Gallup, a statistician, was once successful in predicting the outcome of an election with only a small sample of 50,000 (1/200 of The Literary Digest) with the right statistical sampling method (Roosevelt was more likely to be elected than Landon). The Literary Digest distributed 10 million questionnaires and collected about 2.4 million to predict the 1936 U.S. presidential election (Alf Landon defeated Roosevelt), but the results were inconsistent with the predictions,

resulting in a defeat to Gallup. The sample error of the Literary Digest statistics was due to two factors: first, the sample was not representative, it did not accurately identify suitable research subjects, and in 1936 people who could install telephones or subscribe to Literary Digest magazine were relatively wealthy, while Literary Digest magazine ignored many low- income people who did not have telephones and did not belong to any club. Due to the political and economic divisions at the time, most voters with low incomes voted for Roosevelt, and a smaller proportion of the voters voted for Mr. Landon, which made the statistics inaccurate. Second, the sample size is huge, resulting in the sample size capacity is not accurate enough, and only 2.4 million questionnaires were recovered, not to mention the huge cost, whether the difference in the number of subgroups is real, or it is impossible to verify whether it is caused by sampling error.

By learning Gallup's statistical sampling method, we included samples from five regions in southeast, northwest, and central China. Specifically, we selected the provinces with the largest number of small-listed enterprises in each region, and then chose the enterprises with the highest number of employees from those provinces. We adopted a small sample approach and ensured that all these samples were employees of small-listed enterprises that are competitive and innovative in China. Notably, these enterprises are all ranked within the top 200 in Asia. The data was updated to August 2023. The questionnaire was distributed to the employees of these selected small-listed enterprises, representing the overall target of the institute's research.

Accuracy of sample size: To ensure the validity of the questionnaire, the sample size in a single simple random sample survey depends on the precision required for the study. To determine sample size from statistical methods, three factors need to be considered: Estimate of the overall standard deviation (σ): This can be obtained by referring to previous similar surveys, pilot studies, secondary sources, or based on the judgment of professional researchers. Allowable margin of error (E) for sampling: to be determined in consultation with the research team and, in the case of market research, to be agreed with the client, taking into account financial and management requirements. If it's exploratory research, just trying to understand the fundamentals through research, precision is not so important. The allowable confidence level (Z) of the sampling results within a specific range of the actual population value (sampling

results ± sampling error): find the corresponding normal distribution according to the confidence level: Z-value table, e.g. 95.44% confidence level, corresponding to a Z-value of 1.96. When evaluating the average, it is calculated as:

$$n = \frac{Z^2\sigma^2}{E^2}$$

When estimating the proportion, it is calculated as:

$$n = \frac{Z^2[P(1-P)]}{E^2}$$

All other things being equal, the larger the number of subpopulations analyzed, the greater the sample size required. Otherwise, it becomes impossible to determine whether the differences between each subgroup are real or merely due to sampling error.

Finally, when the study finally determined the appropriate sample size, it was also necessary to consider the incidence and response rate of the survey method, not every questionnaire could be collected. The response rate of traditional telephone surveys is about 10%, and the response rate of online surveys conducted through online channels such as email may only be 1 in 10,000. The study made direct contact with the human resources departments of the five companies to communicate by telephone whether the companies could provide enough to participate in the questionnaire filling work, to ensure that more than 400 questionnaires were collected.

3.3 Research Tools

The research methodology for this study includes the instruments and data collection tools utilized. Additionally, the tools employed for data analysis and other tools for convenience are outlined as follows.

3.3.1 Quantitative questionnaire

In quantitative research, questionnaires serve as the primary tools for data collection. The purpose of gathering questionnaire data is to obtain factual information

regarding whistleblowers. Special emphasis was placed on the surveyed population, consisting exclusively of staff members within the General Administration Department. Every organization plays a pivotal role in fulfilling its mission and exerts a direct influence on its cultural fabric. If whistleblowers have been tenured within the organization for a sufficient period, they possess the knowledge necessary to assess the alignment of the organization's values and behavior patterns. The relationship between social media management and organizational performance, as indicated by multivariate indicators, is explored through the research instrument—a questionnaire designed to measure relevant variables. This questionnaire employs a 5-level Likert scale, ranging from strong agreement (5 points) to strong disagreement (1 point), and is structured into five distinct sections.

Section 1, known as the General Personal Characteristics Questionnaire, consists of five items presented in a checklist format. It encompasses gender, age, educational attainment, job title, and years of service. This questionnaire was specifically developed by the researcher.

Section 2 presents a questionnaire tailored to examine the congruence between the framework of social media management strategies and organizational performance, with a focus on its interaction with customer engagement. This scholarly tool, grounded in an extensive review of existing literature, aims to dissect and comprehend the complexities involved in an organization's social media management in the context of sustained performance effectiveness.

The dimension of Social Media Engagement Fit (SME Fit) assesses the dynamic capability of an enterprise to adapt to evolving market dynamics through the integration of traditional and advanced resources. It facilitates the implementation of new strategies responsive to market changes. Various levels of engagement, including social media sharing, discussions, and content creation, enhance user interaction. This dimension comprises three items, based on questions Q1, Q2, and Q3.

Content Strategy Alignment (DI Fit): The objective of enterprises engaging in social media is to captivate audiences and augment organizational performance by delivering value or satisfaction to consumers through posted content. Consequently, content must be crafted to align with the value creation process, fostering heightened

engagement and fostering positive value outcomes. This dimension comprises four items, rooted in questions Q4, Q5, Q6, and an additional question tailored to this aspect.

Impression Management Strategy Alignment (TL Fit): Strategies within this dimension facilitate an organization's ability to portray a favorable image, bolster trust and relationships, elevate brand equity, attract talent, effectively manage crises, and establish a leadership presence. These strategies directly or indirectly contribute to the enhancement of organizational performance. This dimension encompasses four items, derived from questions Q7, Q8, Q9, and Q10.

Within the framework of employing a strategic social media management model, the questionnaire conceptual framework constitutes a 10-item tool designed to assess and blueprint corporate social media endeavors to accomplish organizational objectives on social media platforms. Each of the seven dimensions of a social media management strategy is represented by three unique items, offering an evaluation of social media campaign efficacy and key performance indicators. Each item is scored to provide insights into how organizations or individuals can enhance their social media performance, harness strengths, and devise optimization strategies to attain superior performance goals.

Drawing inspiration from the seminal research of Allen and Meyer (1993), the questionnaire serves as a diagnostic instrument to gauge the alignment between an organization's learning capacity and its sustainable performance, inclusive of knowledge management practices. The instrument is organized around a 5-point Likert scale, offering a range of response options spanning from "Strongly Agree" to "Strongly Disagree."

This section of the questionnaire comprises five items, functioning as an estimation scale. It is stratified into five levels, ranging from "Strongly Agree" to "Strongly Disagree." The scoring criteria are as outlined below:

5 score means Strongly agree

4 score means Agree

3 score means Neutral

2 score means Disagree

1 score means Strongly Disagree

However, the scoring criteria for this questionnaire are methodically delineated as follows:

Strongly Agree (5): This rating is indicative of a high degree of concurrence with the statement, signifying that the respondent perceives the organization's practices to be fully aligned with the principles of a social media management strategy, thereby contributing robustly to organizational performance and customer engagement.

Agree (4): A score in this category suggests that the respondent generally concurs with the statement, acknowledging the presence of social media management strategies that support organizational performance, albeit with minor reservations or recognized areas for improvement.

Neutral (3): This midpoint score denotes ambivalence or uncertainty regarding the statement, implying that the respondent neither agrees nor disagrees with the organization's alignment with the social media management strategies or its impact on organizational performance and customer engagement.

Disagree (2): A response in this category reflects a dissenting position, indicating that the respondent perceives a lack of integration of social media management strategies attributes within the organizational practices, which may hinder organizational performance and customer engagement.

Strongly Disagree (1): This rating signals a strong dissonance with the statement, suggesting that the respondent believes the organization significantly diverges from the social media management strategic model, thereby potentially compromising organizational performance and customer engagement.

The accumulated scores across various constructs such as Social Media Engagement, Content Strategies, and Impression Management Strategies, provide a composite picture of social media management strategies. The aggregate data, consequently, helps organizations better understand their performance on social media,

identify strengths and room for improvement, and develop optimization strategies accordingly to achieve better business goals.

In the case where the message has a meaning,

5 score means Strongly agree

4 score means Agree

3 score means Neutral

2 score means Disagree

1 score means Strongly Disagree

The engagement score range is divided into 5 levels based on criteria for finding the breadth of class interactions. As follows:

Width of class interaction = （Highest score – Lowest score） / Number of floors Width of class interaction = 5-1/5 = 0.8

The interpretation of the mean score for the importance of factors affecting learning organization to sustainable organization performance Can be divided according to the concept of Allan and Meyer (1993) As follows:

Average score	The level of importance factors affecting social media management strategies to organizational performance.
1.00 - 1.80	There is the lowest level of SMMS.
1.81 – 2.60	There is a low level of SMMS.
2.61 – 3.40	There is a medium level of SMMS.
3.41 – 4.20	There is a high level of SMMS.
4.21 – 5.00	There is the highest level of SMMS.

The questionnaire, utilizing a rigorous Likert scale, is designed to elicit nuanced responses that reflect the respondents' perceptions and experiences, thus providing a detailed assessment of the social media management strategies and its correlation with customer engagement and organizational performance efficacy.

Part 3 The questionnaire designed for this study delves into the synchronization between customer engagement and organizational performance. Drawing from an extensive review of current academic literature, this tool is crafted to unravel and comprehend the nuances of how customer engagement operate within organizations and their impact on long-term performance success. This instrument's primary aim is to explore the effectiveness of customer engagement and its alignment with the overarching goals of organizational performance and efficiency.

To align the questionnaire with the specific focus on customer engagement, the original dimensions of social media management strategies fit can be transformed as follows:

Information Provided Fit (IP Fit): This dimension is the way and content of information that can be provided to the audience through social media, which reflects the characteristics and effects of the content published by organizations or individuals on social media. It is comprised of 3 items based on Q11, Q12, and Q13.

Interpersonal Interaction Fit (II Fit): The Interpersonal Interaction dimension in social media management refers to how individuals or organizations engage and interact with their audience or followers on social media platforms. This dimension focuses on fostering meaningful, two-way communication and building relationships with the audience. This dimension consists of 3 items based on Q14, Q15 and Q16.

User Innovation Fit (UI Fit): The User Innovation dimension in social media management pertains to how organizations or individuals involve their audience or users in the innovation process. This dimension focuses on leveraging user-generated content, feedback, and ideas to drive innovation, improve products or services, and enhance the overall user experience. It includes 3 items based on Q17, Q18, and Q19, focusing on the mechanisms and cultural practices that support the dissemination of knowledge critical for project execution and organizational learning.

By examining customer engagement across three dimensions: Information Offered, Interpersonal Exchange, and User-Driven Innovation, organizations and individuals can gain valuable insights into the efficacy of their social media strategies,

pinpoint areas needing enhancement, and cultivate deeper connections with their audience.

The questionnaire items are assessed using a 5-point Likert scale, encompassing a range of responses from "Strongly Agree" to "Strongly Disagree," providing a nuanced understanding of participants' perspectives. This scale is indispensable in social media management, assisting individuals and organizations in fostering closer relationships, bolstering brand recognition and loyalty, collecting user feedback and insights, encouraging user-created content, augmenting sales and conversions, and shaping brand image and reputation.

Consisting of five items, this part of the questionnaire serves as an estimation scale. It is stratified into five levels, ranging from "Strongly Agree" to "Strongly Disagree." The scoring criteria for this scale are outlined as follows:

5 score means Strongly agree

4 score means Agree

3 score means Neutral

2 score means Disagree

1 score means Strongly Disagree

However, the scoring criteria for this questionnaire are methodically delineated as follows:

Strongly Agree (5): This rating indicates a high level of agreement with the statement, suggesting that the respondent perceives customer engagement as highly effective and closely aligned with the principles of organizational performance.

Agree (4): A score in this category denotes general agreement, reflecting the presence of effective customer engagement within the organization that supports organizational performance, albeit with some areas for potential improvement.

Neutral (3): This midpoint score represents a neutral stance, indicating neither agreement nor disagreement with the effectiveness of customer engagement in contributing to organizational performance.

Disagree (2): A response here indicates disagreement, suggesting that the respondent perceives deficiencies in customer engagement, as potentially affecting organizational performance negatively.

Strongly Disagree (1): This score reflects a strong disagreement, implying that the respondent believes customer engagement significantly deviates from what is required for organizational performance.

The questionnaire covers various facets of customer engagement, including Information Provided, Interpersonal Interaction, and User Innovation. Analyzing the aggregate scores across these dimensions, can help individuals and organizations build closer relationships, enhance brand recognition and loyalty, gather user feedback and insights, facilitate user-generated content, increase sales and conversions, and shape brand image and reputation.

In the case where the message has a meaning,

5 score means	Strongly agree
4 score means	Agree
3 score means	Neutral
2 score means	Disagree
1 score means	Strongly Disagree

The engagement score range is divided into 5 levels based on criteria for finding the breadth of class interactions. As follows:

Width of class interaction =（Highest score – Lowest score）/ Number of floors Width of class interaction = 5-1/5 = 0.8

The interpretation of the mean score for the importance of factors affecting customer engagement to customer engagement can be adapted according to the concept of Allen and Meyer (1993) as follows:

Average score	the level of importance factors affecting customer engagement to organizational performance.
1.00 - 1.80	There is the lowest level of CE.

1.81 – 2.60	There is a low level of CE.
2.61 – 3.40	There is a medium level of CE.
3.41 – 4.20	There is a high level of CE.
4.21 – 5.00	There is the highest level of CE.

The questionnaire, employing a precise Likert scale, is meticulously crafted to gather responses that mirror the respondents' insights and experiences, thereby offering an in-depth evaluation of the organization's effectiveness in customer engagement. This assessment is pivotal in understanding how customer engagement intertwines with and influences improving organizational performance.

Part 4 The questionnaire developed for this study is concentrated on exploring the relationship between social media management strategies and organizational performance through customer engagement. Social media management strategies help organizations increase brand awareness and exposure, promote user engagement and engagement, gain market insight and feedback, enhance content delivery and impact, and ultimately improve organizational performance.

To ensure the questionnaire's focus is accurately targeted toward organizational performance, the original dimensions, previously aligned with customer engagement, are adapted as follows:

Market Performance Fit (MP Fit): The Market Performance dimension in social media management refers to the impact of social media activities on key market indicators and business performance metrics. This dimension focuses on evaluating how effectively social media strategies contribute to achieving marketing objectives and driving overall business success. It comprises 7 items from Q20 to Q27.

Customer Performance Fit (CP Fit): The Customer Performance dimension in social media management refers to the impact of social media activities on customer behavior, satisfaction, and loyalty. This dimension focuses on evaluating how effectively social media strategies influence customer interactions, perceptions, and actions. It is articulated through 8 items, ranging from Q28 to Q35.

Interior Performance Fit (IP Fit): The Interior Performance dimension in social media management refers to the effectiveness of internal processes, operations, and resources in supporting social media strategies and achieving organizational goals. This dimension focuses on evaluating how well internal factors contribute to the execution and optimization of social media activities. It includes 5 items from Q36 to Q40.

Within the domain of organizational sustainability, the enhanced questionnaire structure is a carefully developed 20-item instrument crafted to ascertain the congruence between individual contributions and the broader framework of organizational performance (Rashid et al. 2017). Drawing on the theoretical underpinnings of Allen and Meyer (1993), this evaluative tool is designed to probe four critical dimensions of organizational performance, delineated by distinct items. These dimensions include Market Performance, Customer Performance, and Interior Performance, with each item meticulously constructed to gauge the extent of alignment between individual actions and organizational performance.

In this questionnaire, each question is evaluated utilizing a 5-point Likert scale, varying from 'Strongly Agree' to 'Strongly Disagree.' This grading system offers a detailed spectrum of responses, vital for discerning the extent to which the organization's performance practices are not merely operational but also consonant with individual employees' values and behaviors. This refined methodology is essential for assessing the comprehensive integration and efficacy of organizational performance practices throughout the entire organizational landscape.

Comprising five items, this section of the questionnaire serves as an assessment scale. It is structured into five levels, ranging from 'Strongly Agree' to 'Strongly Disagree.' The scoring criteria are outlined as follows:

5 score means Strongly agree

4 score means Agree

3 score means Neutral

2 score means Disagree

1 score means Strongly Disagree

However, the scoring criteria for this questionnaire are meticulously outlined as detailed below:

A rating of Strongly Agree (5) signifies a substantial alignment with the statement, implying that the respondent holds the organization's performance and social media management strategies in high regard as being highly effective, with a robust connection between these strategies and performance enhancement.

On the other hand, a score of Agree (4) demonstrates a general agreement, indicating that the organization's incorporation of social media management strategies has a positive impact on its performance, albeit with potential areas for further enhancement.

Neutral (3): A neutral score denotes ambivalence, suggesting that the respondent is neither fully convinced of the efficacy nor the ineffectiveness of the social media management strategies in supporting its improving performance goals.

Disagree (2): This rating signifies disagreement, revealing that the respondent perceives a gap between the social media management strategies and its improving performance, with potentially adverse implications.

A score of Strongly Disagree (1) represents the utmost disagreement, indicating that the respondent believes there exists a notable discrepancy between the social media management strategies and their goals of enhancing performance.

The questionnaire, therefore, transcends the realm of customer engagement to encompass the wider interaction between social media management strategies and organizational performance. By fostering user engagement, social media management strategies can exert a beneficial influence on organizational performance through various avenues such as bolstering brand recognition and visibility, enabling user interaction and engagement, collecting user feedback and insights, augmenting brand trust and word-of-mouth marketing, elevating sales and conversion rates, and enhancing market competitiveness. Consequently, organizations ought to prioritize user engagement, actively engage in user interactions, and devise efficient social media management strategies to attain superior business performance and sustainable growth.

In the case where the message has a meaning,

5 score means	Strongly agree
4 score means	Agree
3 score means	Neutral
2 score means	Disagree
1 score means	Strongly Disagree

The engagement score range is divided into 5 levels based on criteria for finding the breadth of class interactions. As follows:

Width of class interaction =（Highest score – Lowest score）/ Number of floors Width of class interaction = 5-1/5 = 0.8

Interpreting the average score for the significance of determinants influencing organizational effectiveness can be conceptualized through the lens of Talcott Parsons' framework (1960). Parsons' AGIL paradigm posits that any social system, including organizations, must address four functional imperatives: Adaptation, Goal attainment, Integration, and Latency (pattern maintenance). Here's how the interpretation of the mean score could be structured:

Average score	The level of importance factors affecting organizational performance.
1.00 - 1.80	There is the lowest level of OP.
1.81 – 2.60	There is a low level of OP.
2.61 – 3.40	There is a medium level of OP.
3.41 – 4.20	There is a high level of OP.
4.21 – 5.00	There is the highest level of OP.

This scale categorizes the average scores to interpret the effectiveness of an organization's practices in achieving sustainable performance. A lower score indicates areas needing significant improvement, while a higher score reflects strong alignment with improving organizational performance objectives.

The questionnaire, utilizing a detailed Likert scale, is carefully designed to elicit responses that reflect the respondents' perspectives and experiences, thus providing a comprehensive assessment of the organization’s effectiveness in sustainable organizational performance. This evaluation is crucial in understanding how various aspects of improving organizational performance and impact the organization's path toward long-term success.

Part 5: Recommendation

This open-ended question invites respondents to offer further recommendations that could improve the effectiveness of organizational management within a small-listed enterprises.

3.3.2 Interview (In-depth interview)

For qualitative data collection, in-depth interviews will serve as the primary tool. The researcher will carry out these interviews, focusing on the convenience and appropriateness of the informants, who will be chosen from the specified sample group. Various methods will be employed to conduct these interviews, encompassing online interviews via email and direct, face-to-face conversations with selected informants.

An in-depth interview format will be provided to the chosen participants to facilitate the gathering of detailed information. This approach is designed to elicit insights that the researcher deems most valuable for analyzing and elucidating the phenomena under study.

Key Informants The important information providers for in-depth interviews will be used by employees in management positions that belong only to listed Internet companies in China. Specified sampling group. Five regions in the eastern, southern, western, northern, and central regions of China were selected from the sample group of this study, 2 companies were selected from each region, and the specific selection method was 1 person per company, and 2 companies were selected from each region, a total of 10 companies in 5 regions were interviewed.

Table 3. 6 The interviews of the top 2 companies with 10 managers in the Eastern, Southern, Western, Northern and Central regions of China

Area	Province	Position/Companies Name		employees
East	Zhejiang	Manager	Zhejiang Jiuzhou Pharmaceutical Co., Ltd	4602
		Manager	Ningbo Xusheng Auto Technology Co., Ltd	4392
South	Guangdong	Manager	Shenzhen Kstar Science and Technology Co., Ltd	3818
		Manager	China Kepei Education Group	3583
West	Sichuan	Manager	Qianhe Condiment & Food Co., Ltd	2702
		Manager	Eoptolink Technology Co., Ltd	1719
North	Beijing	Manager	Thunder Software Technology Co., Ltd	13232
		Manager	China Leon Inspection Holding Co., Ltd	2528
Middle	Hunan	Manager	Yankershop Food Co., Ltd	3527
		Manager	Hunan Jiudian Pharmaceutical Co., Ltd	1636
Total		10	10	41739

Although this study uses customer engagement as a mediating variable, only enterprise managers were selected as interview subjects for in-depth interviews, for the following reasons:

Research Purpose and Perspective: The core objective of this study is to explore how social media management strategies influence organizational performance through customer engagement. As the designers and executors of these strategies, managers have a deep understanding of their formulation, implementation, and impact. From the perspective of managers, it is easier to directly gather information on how social media strategies are designed, and implemented, and how they are expected to influence customer engagement and organizational performance.

Breadth and Depth of Information: Managers commonly possess a broader array of knowledge regarding the company's operations, encompassing the detailed content of social media strategies, their execution procedures, encountered challenges, and attained results. Conducting in-depth interviews with managers yields more elaborate and perceptive information about social media management strategies, which is

indispensable for grasping the connection between these strategies and organizational performance.

Practicality and Viability of the Research: Managers are generally more accessible for interviews compared to customers. They are typically more inclined to divulge information about company strategies and operations, particularly when this information pertains closely to their duties and achievements. In contrast, customers may be more elusive, and their viewpoints can be more dispersed and varied, posing challenges in forming a cohesive and exhaustive understanding.

Considering Customer Engagement as an Intermediate Variable: Although customer engagement serves as an intermediate variable in this study, it is itself influenced by social media management strategies. Consequently, comprehending how managers devise and implement these strategies, and their expectations regarding their impact on customer engagement, is pivotal in understanding the entire process of influence. By interviewing managers, indirect insights into customer engagement can be gained, obviating the need for direct customer interviews.

3.4 Data Collection Strategy and Procedure

3.4.1 Questionnaire construction

In the pursuit of quantitative data, the researcher developed specific tools to facilitate data collection. The construction of the questionnaire was meticulously refined to align with the research goals and conform to the operational definitions and theoretical concepts of the variables under study. This process was conducted with the guidance and approval of the dissertation advisor. Additionally, the questionnaire was presented to experts for an assessment of its content validity and the clarity of its language, ensuring that the research instruments were both comprehensive and pertinent to the study's objectives.

For the assessment of content validity, the researcher employed the Index of Item- Objective Congruence (IOC) method. This involved a systematic evaluation process:

(1) Experts specializing in IOC analysis first compared the question construction diagram with the questionnaire crafted by the researcher, ensuring alignment in their design and purpose.

(2) The experts then evaluated each question about its specific measurement objectives, using the following rating scale:

A score of +1 indicated a high degree of confidence that the question aligns with the measurement objectives.

A score of 0 suggested uncertainty about the question's consistency with the measurement objectives.

A score of -1 signified certainty that the question did not align with the measurement objectives.

(3) The scores provided by these experts were then utilized to calculate the IOC value for each questionnaire item, using a prescribed formula. In this validation process, the researcher sought feedback from 3 specialists, employing the IOC method as a robust tool to verify the Content Validity of the research instruments.

1. Dr. Huo Haifeng

2. Dr. Pang Jianhua

3. Dr. Cao Shiyun

$$IOC = \frac{\sum R}{n} = 0.98$$

where IOC= Index of item-objective congruence value

R= opinion score of each expert

ΣR=Total score from all experts

n = number of experts

The criteria to verify the score is

+1 means “the measurement item is congruent with the objective of the study.”

0 means “the measurement item is Neutral with the objective of study.”

-1 means “the measurement item is inconsistent with the objective of the study.”

IOC needs to be between 0.5-1.00 for every question.

(4) Find the mean of the IOC and use the following judgment:

Means between 0.5 - 1.00 means “the measurement is passing the criteria from experts” Means below 0.5 mean “the measurement needs to make changes or corrections.”

Less than 0 means “the measurement is failing the qualify from experts.”

(5) Take a questionnaire to do a try-out at 30 and check on the reliability. The formula of Cronbach’s alpha coefficient is

$$\alpha = \left[\frac{n}{(n-1)}\right]\left[1 - \frac{\sum_{i=0}^{n}/S_i^2}{S_t^2}\right]$$

Where α = a coefficient of reliability

n = the number of informants

$\sum_{i=0}^{n}$ = the variance of the sum of informants

S_i^2= the ratio of the variance of each informant

S_t^2= the ratio of inter-informants’ variance

The overall Cronbach's Alpha is 0.969 which is greater than 0.7.

(6) The questionnaire was initially presented to respondents for their valuable input. The primary demographic for this survey comprised employees employed in various enterprises. Utilizing the insights garnered from these respondents, the questionnaire underwent moderate revisions. Particular attention was given to modifying any sentences that were identified as challenging to comprehend or potentially biased.

Following these adjustments, the updated questionnaire was prepared for distribution in the actual study. In addition to content changes, the layout of the

questionnaire was also restructured. This comprehensive process of feedback incorporation and redesign culminated in the finalization of the questionnaire.

3.4.2 Interviews list

To enhance the qualitative research's validity and reliability, a Semi-Structured In-Depth Interview (SSI) format will be adopted as the primary method. This technique will involve a select group of 10 senior personnel, comprising both managers from the Human Resources Management department and individuals who possess more than a decade of experience within this particular department.

Table 3. 7 The interview of specialist list

Area	**Province**	**Position/Companies Name**		**Specialist**
East	Zhejiang	Manager	Zhejiang Jiuzhou Pharmaceutical Co., Ltd	Executive No.1
		Section chief	Ningbo Xusheng Auto Technology Co., Ltd	Executive No.2
South	Guangdong	Manager	Shenzhen Kstar Science and Technology Co., Ltd	Executive No.3
		Section chief	China Kepei Education Group	Executive No.4
West	Sichuan	Manager	Qianhe Condiment & Food Co., Ltd	Executive No.5
		Section chief	Eoptolink Technology Co., Ltd	Executive No.6
North	Beijing	Manager	Thunder Software Technology Co., Ltd	Executive No.7
		Section chief	China Leon Inspection Holding Co., Ltd	Executive No.8
Middle	Hunan	Manager	Yankershop Food Co., Ltd	Executive No.9
		Section chief	Hunan Jiudian Pharmaceutical Co., Ltd	Executive No.10
Total		10	10	

3.4.3 Data Collection

According to the research purpose, the research problem, the characteristics of the research object, etc., the researchers will collect data 2 types of data: quantitative

data (400 questionnaires) and qualitative data (10 interviews) as supplements, as shown below.

(1) Quantitative data

To gather data, the researchers will receive a questionnaire via email and disseminate it to the human resources departments of various companies, targeting a specific sample group. Subsequently, the HR departments will collect the completed questionnaires. The number of questionnaires, determined by the researchers, will be sent only to a purposeful sample of employees under the general management department. The sample comprises listed Internet companies in China, distributed across five regions: eastern, southern, western, northern, and central. Specifically, a total of 400 questionnaires are collected from these five regions. The data collection period spans from January 2023 to January 2024, followed by the retrieval of the questionnaire responses by the researchers. A total of 400 documents are processed and analyzed using computer programs. The statistical tools employed in data analysis include frequency, mean percentage (mean), and standard deviation (SD). The analysis aims to investigate the relationship between factors influencing organizational efficiency, examine the assumptions, relationships, structure, and causal links within the model through Structural Equation Modeling (SEM), and estimate the path coefficients using Path analysis with maximum likelihood (ML) estimation, guided by the following principles. The objective is to study both the direct and indirect effects of a variable on the dependent variable, analyzing the causal pathways that impact organizational effectiveness.

(2) Qualitative data (Qualitative Research)

Along with observation, the researchers used the form of in-depth interviews. Understand the opinions of employees in the management positions of small-listed enterprises who belong to the general management department. Chinese small-listed enterprises were selected from a sample group of 5 regions: Eastern, Western, Southern, Northern, and Central, with 2 small-listed enterprises in each region. Through a specific selection method, each enterprise has 1 person, a total of 2 people, 2 interviews, and the position is the enterprise's middle and senior managers, and the form of interviews is adopted, a total of 10 people. The format is flexible according to the convenience of

the whistleblower, with online interviews via e-mail and direct dialogue (face-to-face) with the whistleblowers in the sample group. In-depth structured interviews will be used in this study. Informants need to provide in-depth information that can be analyzed using content analysis, complementing the quantitative data to provide clarity in the discussion in a more logical way in this study.

3.4.4 Data methods

Upon the completion of data collection through the questionnaires, the researcher meticulously prepared the data for subsequent analysis in the following manner:

(1) A thorough inspection was conducted to ensure the completeness of responses in each questionnaire, verifying that all questions were adequately answered.

(2) For each question, a specific coding scheme was established, and corresponding scores were allocated to the answers, facilitating a structured approach to data interpretation.

Level	Score
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

(3) This coding and scoring process was diligently applied to each response, ensuring that every questionnaire was systematically processed.

(4) The fully coded and scored questionnaires were digitally transferred and securely stored on a computer system, setting the stage for the next phase of detailed data analysis.

3.5 Data Analysis

The Techniques used for data analysis for this research, it is divided into 4 parts.

As follows:

Data analysis involves processing the collected data. To bring about answers to hypotheses and answer research questions. The process at this stage involves selecting appropriate statistics and analyzing the results from the received data. with statistical programs SPSS Version 21.0 and statistical programs Amos Version 23.0, the researcher has laid out the data analysis guidelines as follows,

(1) Analysis of general characteristics of respondents Using frequency and percentage statistics.

(2) Analysis of opinions on various factors Using statistics, the arithmetic mean (Mean) and standard deviation (Standard Deviation: SD)

(3) Analysis to determine the relationship between factors that influence organizational effectiveness. and examine the model's assumptions, relationships, structure, and causality. It is an analysis of advanced statistics. is structural equation modeling (Structural Equation Modeling: SEM) by analyzing paths (Path analysis) with techniques using the principle of Maximum Likelihood (ML) to estimate path coefficients? To study the direct and indirect influence of a variable, how does it affect the dependent variable? It is an analysis of the causal relationship path that influences Organizational effectiveness with statistical programs Amos Version 23.0.

3.5.1 Guidelines for testing hypotheses

The dataset underwent a thorough analytical procedure utilizing Structural Equation Modeling (SEM), a statistical method that applies path analysis to distinguish the direct and indirect effects of various variables on a dependent variable. The estimation of path coefficients was conducted using the Maximum Likelihood (ML) estimation principle. Kanlaya Wanitbancha's reference on page 183 cited the software program Amos, which facilitated this comprehensive analysis. The structural relationships among the variables were precisely depicted, as demonstrated in the illustrative diagram presented as Figure 3.1.

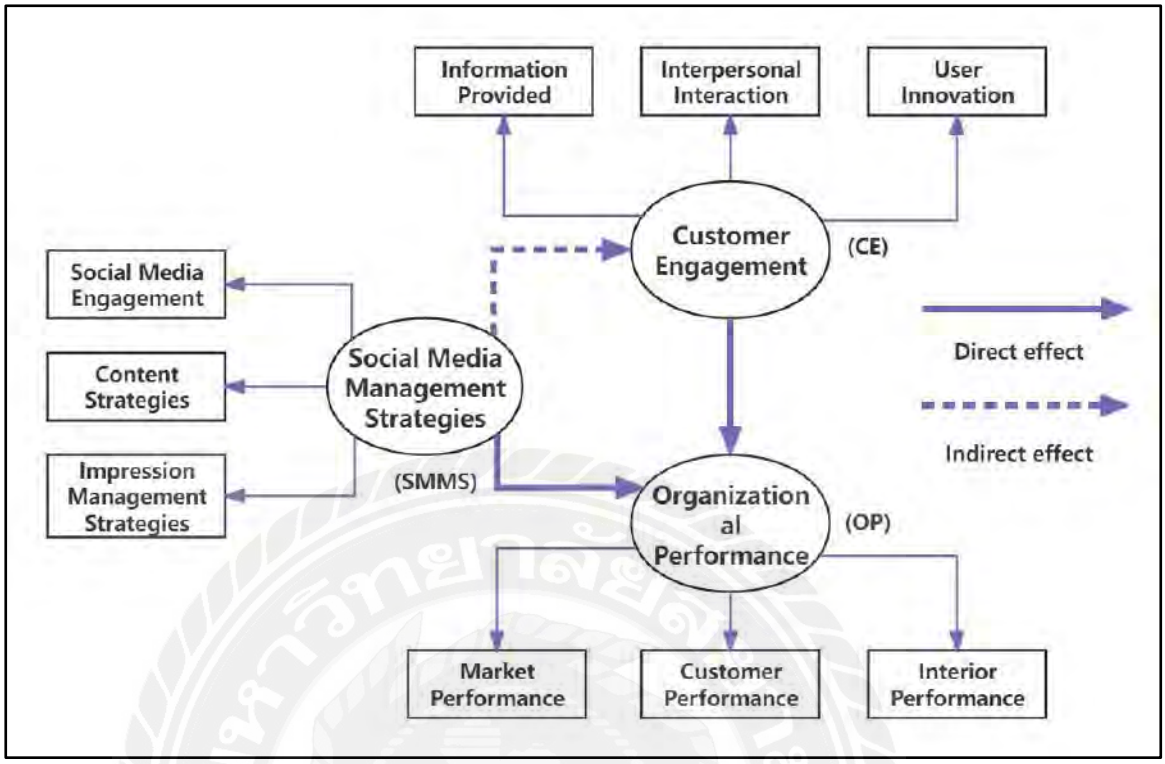

Figure 3. 1 Model of relationship path analysis (Path Analysis) of the studied variables

Explain the dimensions: the independent variable Social Media Management Strategies(SMMS) includes 3 dimensions: Social Media Engagement （SME）, Content Strategies（CS）, and Impression Management Strategies（IMS）. The mediating variable Customer Engagement (CE) consists of 3 dimensions: Information Provided（IP）, Interpersonal Interaction（II）, and User Innovation（UI）. The dependent variable Organizational Performance (OP) consists of 20 questions in 3 dimensions: Market Performance（MP）, Customer Performance（CP）, and Interior Performance（INP）.

The equation model used to measure the external latent variable is the Social Media Management Strategies (SMMS), and the observed variable is a sub-variable in the latitude of the Social Media Management Strategies. They are, respectively, Social media engagement, Content strategies, and Impression management strategies. There are 3 variable characteristics to measure the Social Media Management Strategies of China's small-listed enterprises. The equation models used to measure two internal latent variables are Customer Engagement (CE) and Organizational Performance (OP)

structural equation modeling or structural analysis of causal relationships between variables (Structural Equation Modeling: SEM), which is a test of hypotheses written in a theory consisting of many major and dependent variables. These variables are not independent of each other and are related to each other. and theories are proposed to find causal coefficients that explain direct and indirect effects. This is done with controlled variance. Between the primary variable and the dependent variable In the process of the relationship between two variables in the theoretical form, the general form of the structural equation model is interrelated, and complex relationships are found when causality is considered in the study.

The development of a causal model is the precursor to the formulation of a structural equation model. (modeling: SEM)The equation form is $\eta = B\eta + \Gamma\xi + \zeta$ When

(1) Internal latent variables (Exogenous; $\eta = eta$)The variable serves as the dependent term within a solitary equation.

(2) External latent variables (Endogenous; ξ=ksi) Act as the independent variable in each equation.

(3) B: Direct influence of variables η on variables η other

(4) Γ: Direct influence of variables ξ on variables η

(5) ζ = zeta: structural tolerances

This study examines the relationships among variables within the structural model, in accordance with the established research hypotheses. The objective is to compare the empirical model with the theoretical framework. The research seeks to confirm each hypothesis through the use of statistical indicators, such as Standardized Regression Coefficients, t-statistics, and p-values. These are complemented by standard regression coefficients, standard errors (SE), Critical Ratios (CR), and Squared Multiple Correlation values obtained from the analysis.

The structural model that emerges from this process demonstrates the influence among variables. In evaluating the fit of the model (Assessing the Fit between Data and Model), specific statistical metrics are utilized to assess the alignment between the empirical and theoretical models. A key criterion is that the p-value should not be

significant (i.e., greater than 0.05), suggesting a good match between the two models. The evaluation of alignment includes various statistical indices, such as the Chi-square Probability Level (p-value of CMIN), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and the Ratio of Chi-square to Degrees of Freedom (CMIN/df). The criteria used in this evaluation are summarized in Table 3.7, providing an overview of how well the model corresponds to the empirical data.

Table 3. 8 summarizes the criteria used to check the congruence of the model with the empirical data.

Goodness of Fit Index (Statistic Abbreviation)	**Goodness of Fit Index**	**Objective**	**Level of Acceptance**	**Interpretation**
CMIN-P	Chi-square Probability Level	(1) To determine the chi-square probability value, which must not be statistically significant.	>0.05	Pass
CMIN/df	Relative Chi-square	(2) To verify that the model is consistent with the empirical data.	<5	Pass
GFI	Goodness of Fit index	(3) To measure the level of harmony in comparison with a value between 0-1.00.	>0.90	Pass
RMSEA	Root Mean Square Error of Approximation	(4) To indicate the error value of the model, in the form of the root of mean squares error by approximating.	<0.08	Pass
Fo	Population Discrepancy Function Value	(5) Harmony function value when the	0.00-0.08	Pass

		model is consistent with the empirical data.		

(Source: Sincharu, 2014)

When evaluating the structural equation model, discrepancies were observed between the theoretical and empirical models, as evidenced by the statistics presented in Table 3.8. In response, the researcher considered revising the model's parameters to propose a new hypothetical version. This adjustment aimed to achieve improved statistical outcomes, thereby making the model suitable for variable adjustment applications. It is important to note that such modifications to the model are dependent on thorough initial testing and careful selection of variables by the researcher. Without this foundational work, altering the model might not be justified. However, when executed correctly, this process of model reconfiguration has the potential to enhance the statistical values, leading to more accurate and reliable results. As follows:

(1) To streamline the model, a reduction in the number of variables was undertaken, utilizing insights from the AMOS program. This approach focused on examining the error values associated with the dependent variables, guided by Modification Indices (MI).

(2) The strategy also involved amalgamating certain variables to form new latent factors, thereby refining the model's structure.

(3) Another key step was the establishment of bidirectional relationships (indicated by double-headed arrows) between the dependent variables' tolerances. This adjustment was based on the recommendations of the AMOS program, aimed at achieving a model that aligns more closely with the empirical data. This process took into account the model's Modification Indices (MI) (Kris Raeng Sung Noen 2011). Generally, variable measurement can be categorized into four distinct levels:

(1) Nominal level, which classifies variables or categories.

(2) Ordinal level, where variables are ranked in a specific order.

(3) Interval level, characterized by variables measured on a scale with equal intervals.

(4) Ratio level, where variables possess a true zero point, allowing for meaningful comparisons of ratios. This classification plays a crucial role in determining the variables to be employed in analytical procedures.

In many instances, variables in social science research, particularly those related to attitudes or opinions, are measured at the ordinal level. This is often the case when employing tools like the Likert scale. However, for more complex data analyses, such as multiple regression analysis, there's a preference for measuring variables at the ratio level, as suggested by Wanna Munin Plan (2000, p. 51). This desire stems from the ability of ratio scales to provide more comprehensive and detailed data, since they include a true zero point and allow for operations like addition and subtraction.

Although data from Likert scales and similar ordinal measures are respected and utilized in social science research, these cannot be elevated to ratio-level status due to the absence of a natural zero value. For instance, a zero score in attitude measurements doesn't accurately represent a complete lack of opinion. Despite these limitations, ordinal data can still be effectively used in analysis, especially when treated as interval data under the assumption of continuity from low to high responses.

Moreover, qualitative data gathered from interviews and observations serve as supplementary information. Researchers meticulously sift through this data, categorizing and performing content analysis to derive meaningful insights. This qualitative analysis is then integrated with quantitative findings, offering a more nuanced understanding, and potentially elucidating the reasons behind certain trends observed in the quantitative data.

3.6 Research Ethics

In the realm of management research, particularly at the Ph.D. level, the ethical compass must guide every step of the dissertation process. According to Rubin & Babbie (2009), it is vital to navigate the complexities of research with a clear understanding of ethical imperatives. Paramount among these is the protection of confidential information provided by participants. Such safeguarding is the bedrock of trust and ensures that participants feel secure enough to divulge information that is both truthful and pertinent.

The research participants are entrusted with a significant responsibility: to treat all data with the utmost discretion, ensuring that it remains strictly within the confines of the research entity. The language chosen for the dissemination of questionnaires and surveys was universally recognized and official, eliminating barriers to comprehension and enhancing the inclusivity of the research.

Sensitive topics that could potentially lead to discomfort or discrimination were deliberately omitted. Questions were framed to solicit demographic information, such as age and professional experience, in a manner that respected the privacy of the respondents. Personal identifiers that had no bearing on the research objectives, such as religious affiliation or ethnic background, were consciously excluded from the inquiry. This approach not only adhered to ethical standards but also contributed to the creation of a non- threatening environment, encouraging candid and valuable responses essential for the integrity of the research.

By taking into account these ethical considerations in both the design and methodology of research, as well as during data analysis and reporting phases, researchers can guarantee that their work is carried out in a responsible and ethical manner, demonstrating the utmost respect for participants' rights and welfare. The following two aspects will elaborate on these details:

3.6.1 Ethical Considerations in Research Design and Methodology

In the introductory section of the dissertation dedicated to Research Ethics, the discussion revolves around the fundamental ethical principles that are vital for the planning and execution of academic inquiries. This segment initiates with an examination of the Core Principles of Research Ethics, which emphasize the necessity to uphold the dignity and autonomy of participants (respect for persons), to promote welfare (beneficence), and to ensure equitable justice. It delves deeper into the complexities of Informed Consent, emphasizing the ethical responsibility to communicate transparently the objectives, methodologies, hazards, and advantages of the research to participants, and to obtain their voluntary and documented consent for future reference. The specific contents are detailed as follows:

Prior to participation, researchers must ascertain that participants provide voluntary and informed consent. This encompasses furnishing clear information regarding the study's objective, involved procedures, potential risks and advantages, and the right to withdraw at any point. (Informed Consent)

Researchers ought to safeguard the privacy and confidentiality of participants' personal data. This necessitates minimizing the collection of sensitive information, securing data storage, and maintaining participants' anonymity, particularly in publications or presentations. (Privacy and Confidentiality)

Researchers should endeavor to minimize any potential physical or psychological harm to participants. This involves assessing potential risks and benefits, securing ethical approval from pertinent institutional review boards, and ensuring that participants are not subjected to undue distress or discomfort. (Mitigation of Harm)

Researchers should treat participants fairly and with respect, irrespective of their characteristics such as age, gender, race, ethnicity, or socioeconomic status. Special precautions should be taken to refrain from exploiting vulnerable groups or perpetuating stereotypes. (Equitable Treatment)

Researchers should exhibit transparency regarding their research methodologies, procedures, and any potential conflicts of interest. They should also be accountable for the ethical conduct of their research and be prepared to address any concerns raised by participants or stakeholders. (Transparency and Accountability)

3.6.2 Ethical Considerations in Data Analysis and Reporting

The final segment of a comprehensive treatise dedicated to Research Ethics examines the responsible management of data post-collection, its analysis, and the dissemination of research findings. In the Data Management section, ethical stewardship is elaborated upon, with a focus on secure encryption of databases, diligent handling, and prudent sharing of data, all aimed at maintaining the integrity and confidentiality essential for scholarly credibility. The section on Avoiding Harm reinforces the ethical imperative to safeguard participants from any potential detrimental outcomes arising from data analysis or the revelation of personal information. The specific contents are detailed below:

Researchers must undertake data analysis with honesty, integrity, and openness. This encompasses accurately portraying the data, employing suitable statistical methods, and refraining from selective reporting or manipulating results to align with a specific narrative. (Integrity and Openness)

During data analysis and reporting, researchers should implement measures to safeguard the privacy and confidentiality of participants' data. This might involve anonymizing or de-identifying data to prevent the identification of participants. (Safeguarding Participant Privacy)

Researchers should guarantee the accuracy and reliability of their data analysis procedures. This involves conducting rigorous checks for errors or inconsistencies in the data, using dependable statistical techniques, and acknowledging any limitations or uncertainties inherent in the findings. (Precision and Reliability)

Researchers should adhere to ethical standards in reporting their findings, which includes accurate citation of sources, truthful representation of the research process, and the avoidance of plagiarism or self-plagiarism. Any conflicts of interest or potential biases should be disclosed transparently. (Ethical Reporting Norms)

Researchers should contemplate the ethical ramifications of sharing their data with other researchers or the public. This involves obtaining consent from participants for data sharing, ensuring that shared data is anonymized or de-identified, and providing adequate safeguards to protect participants' privacy. (Responsible Sharing of Data).

3.7 Research Reporting

Reporting the results of a Ph.D. dissertation in management entails a well-structured approach, generally comprising five distinct chapters, each serving a particular role within the research narrative. The organization of these chapters facilitates a logical progression from the introduction of the research problem to the final suggestions and recommendations for future studies. The following outlines how the content may be organized:

Chapter 1: Introduction

This introductory chapter establishes the research context by delineating the core research problem. It explores the background, emphasizing the importance of the

issue being addressed. The research objectives are clearly articulated, serving as a bridge between the problem and the anticipated outcomes. The chapter concludes with a recap of the expected contributions of the research, providing a concise summation of the introductory discourse.

Chapter 2: Review of Literature

The literature review serves as the scholarly backbone of the dissertation. It delves into existing theories, concepts, and prior research pertaining to the management issue under investigation. This chapter integrates pertinent academic and empirical work, identifying gaps that the current research aims to address and situating the dissertation within the broader scholarly discourse.

Chapter 3: Research Method

This methodological chapter outlines the research design and methodologies employed in the dissertation. It elucidates the research framework, defines the population and sample, and describes the tools and techniques utilized for data collection. The chapter also presents the analytical approaches used to process and interpret the data, paving the way for the subsequent presentation of findings.

Chapter 4: Findings Analysis

In this chapter, the dissertation presents the empirical results of the study. The analysis is meticulously conducted, with the use of charts, graphs, and tables to illustrate the research outcomes as necessary. The chapter maintains objectivity, focus, and methodical rigor, providing a clear depiction of the data without venturing into subjective interpretation or discussion.

Chapter 5: Conclusion, Discussion, and Recommendations

The concluding chapter integrates all the research findings, offering a comprehensive summary and a nuanced discussion of the implications of the results. This chapter connects theory and practice, providing insightful recommendations for both academics and practitioners. It also suggests potential areas for future research, acknowledging the study's limitations and the evolving nature of the field.

The integrity of this structure lies in its capacity to guide the reader through a coherent research journey, from the inception of the research question to the concluding reflections and scholarly contributions of the dissertation.

CHAPTER 4
RESEARCH RESULT

This chapter mainly includes three parts:

This research explores the impact of social media management strategies on organizational performance, focusing on customer engagement within small, publicly-traded enterprises in China. The chapter builds upon an exhaustive review of pertinent literature and the formulation of research hypotheses. To gather insights, a questionnaire survey was tailored for small, publicly-traded Chinese enterprises. The methodology employed quantitative techniques, encompassing questionnaire collection, structural equation modeling, along with credibility and factor analyses (both exploratory and confirmatory), model establishment, and fitting evaluation. The findings upheld the validity of the initial hypotheses.

Furthermore, to gain managerial perspectives, in-depth interviews were conducted with ten executives from relevant small, listed companies, concerning their social media strategies, customer involvement, and organizational outcomes. Their

insights facilitated the development of a model aimed at enhancing organizational performance through strategic social media management.

Prior to initiating a comprehensive survey, a meticulous survey plan was formulated, detailing the survey scope, enterprise list, and questionnaire completion guidelines. Utilizing the "Questionnaire Star" platform, an electronic questionnaire was prepared and dispatched to the HR departments of the participating enterprises. Ultimately, 400 samples were gathered.

Subsequently, ten managers from the selected sample pool underwent in-depth interviews. Based on the combined quantitative and qualitative analyses, the research hypotheses outlined in Chapter 2 were validated, leading to the derived conclusions.

4.1 Quantitative Analysis

4.1.1 Descriptive Statistical Analysis

In the study, basic information was gathered from 400 respondents and summarized in Table 4.1.

Table 4. 1 Descriptive Statistical Analysis Table

Item	Category	Quantity	Percentage	Cumulative Percentage
Gender	Male	220	55%	55%
	Female	180	45%	100%
Age	20-29	120	30%	30%
	30-39	160	40%	70%
	40-49	80	20%	90%
	50+	40	10%	100%
Education Level	High School	40	10%	10%
	Bachelor's Degree	240	60%	70%
	Master's Degree	100	25%	95%
	PhD	20	5%	100%
Position in the Company	Manager	80	20%	20%
	Supervisor	120	30%	50%
	Employee	200	50%	100%
Years of Work	Less than 5	100	25%	25%
	5-10	160	40%	65%
	11-15	80	20%	85%
	More than 15	60	15%	100%

Annual Income	Less than 50,000	80	20%	20%
	50,000-100,000	200	50%	70%
	100,000-150,000	80	20%	90%
	More than 150,000	40	10%	100%

The descriptive statistical analysis presented in the subsequent table pertains to a sample consisting of 400 small, publicly-traded enterprises in China. It encompasses details on gender, age, educational attainment, job titles, work experience, and yearly earnings. Each variable is illustrated with its respective count, proportion, and cumulative proportion.

The table reveals a relatively equitable gender composition, with males constituting 55% and females 45% of the sample. Notably, the majority of respondents fall within the 20-39 age bracket, comprising 70% of the total, highlighting the youthfulness and middle-aged demographic of the study participants. Educational attainment is high, with 60% holding bachelor's degrees and 30% possessing master's degrees or higher.

In terms of job titles, employees account for 50% of the sample, managers 20%, and supervisors 30%, suggesting a comprehensive representation of all hierarchical levels within the companies. The largest proportion of respondents, 40%, have been employed for 5-10 years, potentially signifying their pivotal role in executing the companies' social media strategies.

Furthermore, the annual income of most respondents ranges from 50,000 to 100,000 yuan, comprising 50% of the sample. This range may be indicative of the typical income levels among employees of small, publicly traded enterprises.

In conclusion, this table provides a valuable snapshot of the demographic and employment profiles of the sampled small, publicly-traded enterprises in China. It serves as a useful framework for analyzing the influence of social media management strategies on organizational performance.

4.1.2 Percentage Distribution of Factors

In order to examine the distribution of data samples, we utilized SPSS 26.0 software to assess the questionnaire responses pertaining to the independent variable, Social Media Management Strategies (SMMS), the intermediary variable, Customer Engagement (CE), and the dependent variable, Organizational Performance (OP). Our analysis involved conducting a descriptive statistical examination of 66 questions, spanning across nine distinct dimensions. The coding scheme for these dimensions and questions is outlined as follows:

1. The independent variable Social Media Management Strategies (SMMS) includes 3 dimensions and 28 questions:

- SME: Social Media Engagement
- CS: Content Strategies
- IMS: Impression Management Strategies

2. The mediating variable Customer Engagement (CE) consists of 18 questions in 3 dimensions:

- IP: Information Provided
- II: Interpersonal Interaction
- UI: User Innovation

3. The dependent variable Organizational Performance (OP) consists of 20 questions in 3 dimensions:

- MP: Market Performance
- CP: Customer Performance
- INP: Interior Performance

Table 4.2 displays the number and percentage of responses for Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree, along with corresponding statistics for mean and standard deviation.

Table 4. 2 Percentage, Mean, and Standard Distribution of the Factors(n=400)

Factors	Item	Code	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Mean	Standard
Social Media Management Strategies(SMMS)	1	SME1	3.5	25.3	26	28.5	16.8	3.2975	1.1235
	2	SME2	4	26.3	25.5	27.3	17	3.2700	1.1425
	3	SME3	4.3	27.5	20	29.5	18.8	3.3100	1.1821
	4	SME4	2	30.3	20.5	28.3	19	3.3200	1.1515
	5	SME5	3.8	27.5	20	28.8	20	3.3375	1.1841
	6	SME6	3	28.5	20	28	20.5	3.3450	1.1787
	7	SME7	3	26.5	24.8	28.8	17	3.3025	1.1243
	8	SME8	4.8	25.8	21.3	30	18.3	3.3125	1.1761
	9	SME9	3.8	25.3	24	29.5	17.5	3.3175	1.1402
	10	SME10	5	24.5	24.8	29.3	16.5	3.2775	1.1506
	11	CS1	3.5	28.8	24	24	19.8	3.2775	1.1764
	12	CS2	4.3	27.8	24.5	25.3	18.3	3.2550	1.1698
	13	CS3	4.5	27.3	22	27.3	19	3.2900	1.1851
	14	CS4	4	27.5	21	30	17.5	3.2950	1.1625
	15	CS5	4.8	28	21.8	25	20.5	3.2850	1.2093
	16	CS6	4.3	27.3	22.3	27.3	19	3.2950	1.1796
	17	CS7	5.5	25.3	20.8	29.8	18.8	3.3100	1.1948
	18	CS8	4.8	25.8	25	26.3	18.3	3.2750	1.1695
	19	CS9	3	27.3	23	26.3	20.5	3.3400	1.1674
	20	IMS1	3	27	24.3	27.3	18.5	3.3125	1.1437

Factors	Item	Code	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Mean	Standard
	21	IMS2	3.3	23.5	22.5	32.5	18.3	3.3900	1.1274
	22	IMS3	4	24.8	22	27.5	21.8	3.3825	1.1873
	23	IMS4	3.8	24	20.8	31	20.5	3.4050	1.1659
	24	IMS5	2.5	25	21.3	28	23.3	3.4450	1.1685
	25	IMS6	3	24.8	21.8	29.8	20.8	3.4050	1.1551
	26	IMS7	3.3	24.3	21.3	29.5	21.8	3.4225	1.1672
	27	IMS8	3.5	25.5	26.3	27	17.8	3.3000	1.1350
	28	IMS9	3.5	28	20.5	26.5	21.5	3.3450	1.1956
Customer Engagement (CE)	29	IP1	3	27	22	28.8	19.3	3.3425	1.1548
	30	IP2	2.8	28	20.5	30.5	18.3	3.3350	1.1472
	31	IP3	3.8	27.3	21	30.8	17.3	3.3050	1.1534
	32	IP4	3.3	27	20	30.3	19.5	3.3575	1.1654
	33	IP5	4	25.3	25.5	28.3	17	3.2900	1.1376
	34	IP6	3.3	26.5	23	27.3	20	3.3425	1.1634
	35	II1	4.3	29.3	18.5	26.8	21.3	3.3150	1.2184
	36	II2	4	26.5	23.3	26	20.3	3.3200	1.1816
	37	II3	4.5	24.5	22	25.8	23.3	3.3875	1.2108
	38	II4	3.5	27.8	24.3	24.5	20	3.2975	1.1736
	39	II5	4.3	30.3	18	26.3	21.3	3.3000	1.2242
	40	II6	5.5	26	19.8	28.5	20.3	3.3200	1.2150
	41	UI1	4.5	27.5	18	30.8	19.3	3.3275	1.1953
	42	UI2	3.3	26.3	20.5	28.8	21.3	3.3850	1.1770

Factors	Item	Code	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Mean	Standard
	43	UI3	3.8	27	20.3	27.3	21.8	3.3625	1.1978
	44	UI4	5	22.5	27.8	25.8	19	3.3125	1.1611
	45	UI5	3.8	26.5	19	31.8	19	3.3575	1.1697
	46	UI6	3.5	24	21.8	28.8	22	3.4175	1.1733
Organizational Performance (OP)	47	MP1	7.3	30.3	21.3	20.8	20.5	3.1700	1.2630
	48	MP2	6.8	26.5	21.3	24.5	21	3.2650	1.2465
	49	MP3	8	26.5	20.3	23.8	21.5	3.2425	1.2758
	50	MP4	6	29.3	23.5	21.3	20	3.2000	1.2283
	51	MP5	6.3	28	21	26.3	18.5	3.2275	1.2184
	52	MP6	6.8	24.3	24.3	26.3	18.5	3.2550	1.2057
	53	MP7	5	25.5	22.5	26.5	20.5	3.3200	1.2005
	54	CP1	5.3	28	21.8	27.3	17.8	3.2425	1.1905
	55	CP2	5.5	24.8	25.5	26.5	17.8	3.2625	1.1735
	56	CP3	4.3	27.5	25.8	23.8	18.8	3.2525	1.1714
	57	CP4	4.5	25	23	29.5	18	3.3150	1.1615
	58	CP5	3	26.3	26.8	26.5	17.5	3.2925	1.1248
	59	CP6	4.5	28.3	25.3	24.5	17.5	3.2225	1.1668
	60	CP7	2.8	24	25.3	31	17	3.3550	1.1032
	61	INP1	5	26	22.8	26.8	19.5	3.2975	1.1927
	62	INP2	6	25.3	21.8	28	19	3.2875	1.2056
	63	INP3	4.3	28.8	20	29.5	17.5	3.2725	1.1755
	64	INP4	5.5	24.5	23.8	28	18.3	3.2900	1.1808

Factors	Item	Code	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Mean	Standard
	65	INP5	3.8	24.3	24	31.8	16.3	3.3250	1.1214
	66	INP6	6.3	22.5	22.5	29.8	19	3.3275	1.1953

4.1.3 Reliability Analysis

In this research, we conducted a reliability analysis of the data using SPSS 26.0, utilizing Cronbach's Alpha as the metric to evaluate overall reliability. Upon reviewing the results, we first observed that the overall Cronbach's Alpha value was 0.969, surpassing the accepted threshold of 0.7 (as detailed in Table 4.3). This signifies that the questionnaire possesses an exceptionally high level of consistency and robust reliability. Furthermore, the Cronbach's Alpha values for all individual dimensions were also found to surpass the 0.7 benchmark (as outlined in Table 4.4), indicating a very high level of internal consistency within the questionnaire and satisfactory data reliability.

The study also examined the Corrected Item-Total Correlation (CITC) for each item in the questionnaire. According to the established criteria, the CITC for each item should exceed 0.5. If an item's CITC falls below this threshold, it may be advisable to consider revising or eliminating it to enhance the overall reliability of the questionnaire. Additionally, we monitored the changes in Cronbach's Alpha coefficient after the removal of each item. Significant improvements in Cronbach's Alpha upon the deletion of an item may suggest that the item negatively impacts the questionnaire's reliability, warranting further consideration regarding its retention.

Table 4. 3 Overall Reliability Test

Cronbach's Alpha Based on Standardized Items	Cronbach's Alpha	N of Items
0.969	0.969	66

Table 4. 4 Reliability Test in all Dimension

Dimension	Cronbach's Alpha	N of Items
SME	0.937	10
CS	0.935	9
IMS	0.937	9
IP	0.900	6
II	0.914	6
UI	0.904	6
MP	0.931	7
CP	0.904	7
INP	0.897	6
Item Total	**0.969**	**66**

Secondly, the research undertaking involved a thorough reliability analysis of the independent variable, namely Social Media Management Strategies (SMMS), the mediating variable, Customer Engagement (CE), the dependent variable, Organizational Performance (OP), and their respective dimension scales. Employing SPSS software, we calculated the Cronbach's Alpha and Corrected Item-Total Correlation (CITC) values for these variables. Subsequently, we verified whether their Cronbach's Alpha exceeded the threshold of 0.7 and their CITC surpassed the benchmark of 0.5. The results of this analysis are presented in Table 4.5 below.

Table 4. 5 Dynamic Capabilities Scale Reliability Analysis

Variable	Dimension	Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Social Media Management Strategies(SMMS)	SME	SME1	29.79	70.180	0.740	0.931	0.937
		SME2	29.82	69.983	0.736	0.931	
		SME3	29.78	69.235	0.749	0.931	
		SME4	29.77	69.446	0.760	0.930	
		SME5	29.75	69.019	0.760	0.930	
		SME6	29.74	69.233	0.752	0.931	
		SME7	29.79	70.248	0.735	0.931	
		SME8	29.78	69.341	0.747	0.931	
		SME9	29.77	70.071	0.733	0.931	
		SME10	29.81	69.521	0.757	0.930	
	CS	CS1	26.35	59.269	0.741	0.928	0.935

Variable	Dimension	Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
		CS2	26.37	59.205	0.750	0.928	
		CS3	26.33	58.709	0.769	0.926	
		CS4	26.33	59.228	0.755	0.927	
		CS5	26.34	58.485	0.764	0.927	
		CS6	26.33	59.118	0.748	0.928	
		CS7	26.31	58.591	0.769	0.926	
		CS8	26.35	59.696	0.720	0.929	
		CS9	26.28	58.780	0.779	0.926	
	IMS	IMS1	27.10	58.412	0.725	0.931	0.937
		IMS2	27.02	58.213	0.750	0.930	
		IMS3	27.03	57.067	0.775	0.928	
		IMS4	27.00	57.677	0.754	0.929	
		IMS5	26.96	57.154	0.785	0.928	
		IMS6	27.00	58.033	0.740	0.930	
		IMS7	26.99	57.473	0.766	0.929	
		IMS8	27.11	57.740	0.774	0.928	
		IMS9	27.06	57.071	0.769	0.929	
Customer Engagement (CE)	IP	IP1	16.63	22.364	0.752	0.878	0.900
		IP2	16.64	22.738	0.718	0.883	
		IP3	16.67	22.403	0.749	0.879	
		IP4	16.62	22.643	0.713	0.884	
		IP5	16.68	22.974	0.700	0.886	
		IP6	16.63	22.489	0.731	0.881	
	II	II1	16.63	25.709	0.751	0.899	0.914
		II2	16.62	26.031	0.751	0.899	
		II3	16.55	26.002	0.730	0.902	
		II4	16.64	26.110	0.750	0.899	
		II5	16.64	25.514	0.765	0.897	
		II6	16.62	25.244	0.799	0.892	
	UI	UI1	16.84	23.812	0.734	0.887	0.904
		UI2	16.78	23.863	0.744	0.886	
		UI3	16.80	23.734	0.740	0.886	
		UI4	16.85	23.957	0.748	0.885	
		UI5	16.81	24.072	0.729	0.888	
		UI6	16.75	24.125	0.720	0.889	
Organizational Performance (OP)	MP	MP1	19.51	39.083	0.770	0.922	0.931
		MP2	19.42	38.930	0.794	0.919	
		MP3	19.44	38.618	0.794	0.919	
		MP4	19.48	39.258	0.784	0.920	
		MP5	19.45	39.682	0.760	0.922	

Variable	Dimension	Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
		MP6	19.43	39.754	0.765	0.922	
		MP7	19.36	39.514	0.787	0.920	
	CP	CP1	19.70	30.316	0.746	0.886	0.904
		CP2	19.68	30.935	0.705	0.890	
		CP3	19.69	30.726	0.725	0.888	
		CP4	19.63	30.726	0.733	0.887	
		CP5	19.65	31.346	0.707	0.890	
		CP6	19.72	30.919	0.712	0.890	
		CP7	19.59	31.957	0.669	0.894	
	INP	INP1	16.50	23.203	0.733	0.877	0.897
		INP2	16.51	23.198	0.723	0.879	
		INP3	16.53	23.297	0.737	0.877	
		INP4	16.51	23.529	0.709	0.881	
		INP5	16.48	23.969	0.712	0.881	
		INP6	16.47	23.313	0.719	0.880	

According to the results in the table above, Cronbach's Alpha > 0.7 for all items, and CIT > 0.5 for all items, indicates that the scale has a high degree of internal consistency, that is, a high degree of consistency between the various items (or questions). Indicate the specific higher reliability of each scale.

4.1.4 Validity Analysis: Explore Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA)

Validity assesses the capacity of a measurement tool or approach to represent the concept, trait, or behavior accurately and authentically it purports to measure. It ensures that the tool effectively captures the intended construct or phenomenon, aligning with its intended purpose. The closer the measurement outcome aligns with the intended content, the higher the validity; deviations indicate lower validity. In this study, validity analysis comprises two key components: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Initially, we conducted EFA on 400 questionnaires using SPSS 26.0. Subsequently, we utilized AMOS 24.0 to perform CFA on the independent variable, Social Media Management Strategies (SMMS), the mediating variable, Customer Engagement (CE), and the dependent variable, Organizational Performance (OP).

Three measurement models were developed, each encompassing a latent variable and its corresponding dimensions. These models underwent both exploratory and confirmatory factor analyses sequentially. Within this section, our focus for CFA will be on structural validity and convergent validity, while discriminant validity (correlation analysis) will be addressed in section 4.1.5.

4.1.4.1 Social Media Management Strategies (SMMS)

4.1.4.1.1 Explorative Factor Analysis（EFA）

Exploratory Factor Analysis (EFA) represents a statistical technique employed to uncover the latent structure or factors underlying a set of variables. Its objective is to streamline data by reducing the number of variables while preserving essential inter-variable relationships, thereby facilitating researchers' comprehension of intricate data connections. In this study, we utilized SPSS 26.0 to conduct EFA, with the aim of determining the preferred dimensions among the 28 questionnaires pertaining to social media management strategies. Based on SPSS analysis, we derived index values, analyzed the aggregation of questionnaire items into their respective factors, and assessed the consistency of these factors with the anticipated three dimensions of social media management strategy: SME, CS, and IMS.

Generally, the suitability of the survey sample and sample data is primarily assessed through theKaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity. According to Kaiser's criteria (1974), a higher KMO value indicates a greater number of common factors among variables, rendering the sample data more appropriate for EFA. Specifically, a KMO value above 0.9 is considered very suitable, between 0.8 and 0.9 is also very suitable, between 0.7 and 0.8 is suitable, between 0.6 and 0.7 is not suitable, and below 0.5 is unsuitable.

The results revealed that the KMO value for Social Media Management Strategies in this study was 0.963, exceeding the threshold of 0.8, and the Bartlett's Test of Sphericity (P-value) was less than 0.05. These findings fulfilled the prerequisites for factor analysis, confirming the data's suitability for factor analysis research. Table 4.6 presents the KMO and Bartlett's Test results for Social Media Management Strategies.

Table 4. 6 KMO and Bartlett's Test of Social Media Management Strategies

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.963
Bartlett's Test of Sphericity	Approx. Chi-Square	7643.672
	df	378
	Sig.	.000

In the second step, the interpreted total variance table (Table 4.7) obtained from SPSS analysis mainly examined the two sets of data in the red box. First, check whether the eigenvalue of the left red box in the table is greater than 1. If the eigenvalue is greater than 1, it is considered that this component can form a principal component; From the table, we find that 3 eigenvalues are greater than 1, so we think that all the questions we input can reduce their dimensions into 3 components. Secondly, the results show that the cumulative percentage of these three components is displayed in the red box on the right. According to the regulations, the cumulative percentage should be greater than 60%. It can be seen from the table that the cumulative percentage is 65.485%, which is greater than 60%, indicating that the division into three components is up to the standard.

Table 4. 7 Total Variance Explained of Social Media Management Strategies

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.177	39.918	39.918	11.177	39.918	39.918	6.405	22.875	22.875
2	3.721	13.289	53.207	3.721	13.289	53.207	5.983	21.367	44.242
3	3.438	12.278	65.485	3.438	12.278	65.485	5.948	21.243	65.485
4	.581	2.077	67.562						
5	.565	2.018	69.581						
6	.546	1.949	71.529						
7	.507	1.812	73.341						
8	.498	1.779	75.121						
9	.464	1.656	76.777						
10	.453	1.619	78.396						
11	.439	1.569	79.965						
12	.422	1.506	81.471						
13	.418	1.492	82.964						
14	.402	1.434	84.398						
15	.389	1.391	85.789						
16	.385	1.376	87.164						
17	.367	1.312	88.477						
18	.361	1.288	89.765						
19	.351	1.253	91.018						
20	.326	1.163	92.181						
21	.317	1.133	93.313						
22	.299	1.066	94.380						
23	.291	1.038	95.418						
24	.285	1.018	96.436						
25	.267	.952	97.388						
26	.260	.930	98.318						
27	.244	.871	99.190						
28	.227	.810	100.000						

Extraction Method: Principal Component Analysis.

In the third and most important step, we need to examine the rotating component matrix (Table 4.8), which mainly tells us which questionnaire questions are mainly included in the three components divided, the author mainly screens for problems with load factors greater than 0.5.

From Table 4.8, we find that 10 of the first category of components have load coefficients greater than 0.5, which we classify as social media engagement. In the second category, there are 9 problems with a load factor greater than 0.5, which we classify as IMS or Impression Management Strategy. The third component also has 9 questions with a load factor greater than 0.5, which we classify as CS or content strategy.

Table 4. 8 Rotated Component Matrix of Social Media Management Strategies

Index	Component		
	1	2	3
SMS1	0.764		
SMS2	0.757		
SMS3	0.768		
SMS4	0.782		
SMS5	0.775		
SMS6	0.777		
SMS7	0.767		
SMS8	0.787		
SMS9	0.743		
SMS10	0.775		
CS1			0.754
CS2			0.764
CS3			0.781
CS4			0.774
CS5			0.780
CS6			0.785
CS7			0.798
CS8			0.768
CS9			0.809
IMS1		0.750	
IMS2		0.769	
IMS3		0.783	
IMS4		0.786	
IMS5		0.791	
IMS6		0.756	
IMS7		0.786	
IMS8		0.801	
IMS9		0.798	

4.1.4.1.2 Convergent Validity Analysis

Convergence validity, in the study of management, refers to that when different measurement tools or methods are used to measure the same concept, the results obtained should show a high degree of statistical consistency. When evaluating the convergence validity of social media management strategies, we mainly focus on whether the measurement indicators in each dimension can accurately and consistently reflect the core concepts of the dimension. Specifically, commonly used measures include mean variation withdrawal (AVE) and combined reliability (CR), where AVE > 0.5 and CR > 0.7, to indicate that the measurement tool has good convergence validity.

In the present study, AMOS 24.0 software was utilized to construct a measurement model pertaining to social media management strategies. To assess the validity, convergent validity in confirmatory factor analysis was employed, focusing on Social Media Engagement (SME), Content Strategies (CS), and Integrated Social Media Management Strategies (renamed from SME to avoid redundancy, IMS). The Average Variance Extracted (AVE) values for Impression Management Strategies (IMS), SME, and CS were calculated as 0.599, 0.615, and 0.621, respectively, all surpassing the threshold of 0.5. Correspondingly, the Composite Reliability (CR) values for these three dimensions were 0.937, 0.935, and 0.937, respectively, each exceeding the benchmark of 0.7. These findings indicate that the data analyzed in this paper exhibit satisfactory convergent validity, as demonstrated in Table 4.9.

Table 4. 9 Convergence validity analysis of Social Media Management Strategies

Dimension	Item	Standard Load Factor	AVE	CR
SME	SME1	0.767	0.599	0.937
	SME2	0.763		
	SME3	0.777		
	SME4	0.789		
	SME5	0.788		
	SME6	0.779		
	SME7	0.76		
	SME8	0.772		

	SME9	0.761		
	SME10	0.786		
CS	CS1	0.772	0.615	0.935
	CS2	0.779		
	CS3	0.802		
	CS4	0.786		
	CS5	0.794		
	CS6	0.774		
	CS7	0.797		
	CS8	0.745		
	CS9	0.808		
IMS	IMS1	0.75	0.621	0.937
	IMS2	0.78		
	IMS3	0.807		
	IMS4	0.779		
	IMS5	0.816		
	IMS6	0.768		
	IMS7	0.794		
	IMS8	0.802		
	IMS9	0.796		

4.1.4.1.3 Structural Validity Analysis (The fit of the model)

Structural validity, or the model's fit, constitutes a crucial aspect of validity testing within confirmatory factor analysis. It evaluates the capacity of a measurement tool or research design to precisely capture and measure the theoretical constructs or dimensions. In investigating social media management strategies, structural validity analysis seeks to ascertain whether the proposed framework, encompassing three dimensions: social media engagement (SME), content strategy (CS), and impression management strategy (IMS), accurately reflects the core aspects of real-world social media operations. To accomplish this, a series of explicit criteria must be established,

encompassing the internal consistency of each dimension, their discriminant validity, and the alignment between theoretical concepts and empirical data.

This study focused on examining the fit of the three dimensions—social media interaction, content strategy, and impression management strategy—within the measurement model of "social media management strategy." The results indicated robust fit for all dimensions, confirming the model's overall fit.

Initially, examining the model's overall fit, each fit index achieved commendable standards. Notably, the chi-square value (CMIN) of 369.838, when considered alongside the degrees of freedom (DF) of 347, yielded a chi-square to degrees of freedom ratio (CMIN/DF) of 1.066, substantially lower than the typical threshold of 5, suggesting a strong fit between the model and data. Furthermore, the goodness-of-fit index (GFI) and adjusted goodness-of-fit index (AGFI) were 0.95 and 0.93, respectively, both surpassing the 0.9 threshold, indicating the model's effectiveness in explaining observed data variation. In a detailed analysis of individual fit indices, Tuck-Lewis's index (TLI) and the comparative fit index (CFI) both reached 0.997, nearly approaching the ideal value of 1, further confirming the model's excellent fit. Additionally, the root mean square error of approximation (RMSEA) was 0.013, significantly below the recommended limit of 0.08, highlighting the minimal discrepancy between the model and data. The standardized root means square residual (SRMR) of 0.039 was also beneath the 0.08 threshold, reinforcing the model's good fit.

In conclusion, the confirmatory factor analysis of "social media management strategies" revealed that the model, encompassing the dimensions of social media interaction, content strategy, and impression management strategy, exhibits a high degree of fit with observed data. All fit indicators met high standards, validating the model's structural rationality, and providing a robust statistical foundation for subsequent research on social media management strategies. Therefore, this study concludes that the model effectively explains and predicts relevant social media management strategy phenomena, possessing significant practical value, as illustrated in Table 4.10.

Table 4. 10 Confirmatory factor analysis fitting index of social media management strategies.

Goodness of Fit Index	CMIN	DF	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA	SRMR
Test Result	369.838	347	1.066	0.950	0.930	0.997	0.997	0.013	0.039
Level of good fit			< 5	≧0.95	≧0.9	≧0.95	≧0.95	<0.08	<0.08
Result	All passed								

In the context of Structural Equation Modeling (SEM), two fundamental yet functionally distinct components are the Structural Model and the Measurement Model, which are interrelated. Their relationship can be conceptualized as comprising two pivotal stages in the construction and validation of core concepts and their interconnections within a theoretical framework. As indicated by the tabular results, the three-dimensional measurement model pertaining to Social Media Management Strategies (SMMS) demonstrates a satisfactory alignment with the data. This alignment includes 10 items under Social Media Engagement (SME), 9 items under Content Strategies (CS), and 9 items under Impression Management Strategies (IMS). The specific confirmatory factor analysis for this model is depicted in Figure 4.1, titled "Measurement Model of Social Media Management Strategies." Notably, all fitting indicators have attained a satisfactory level, suggesting that the observed data robustly support the proposed model and confirming the findings of the exploratory study.

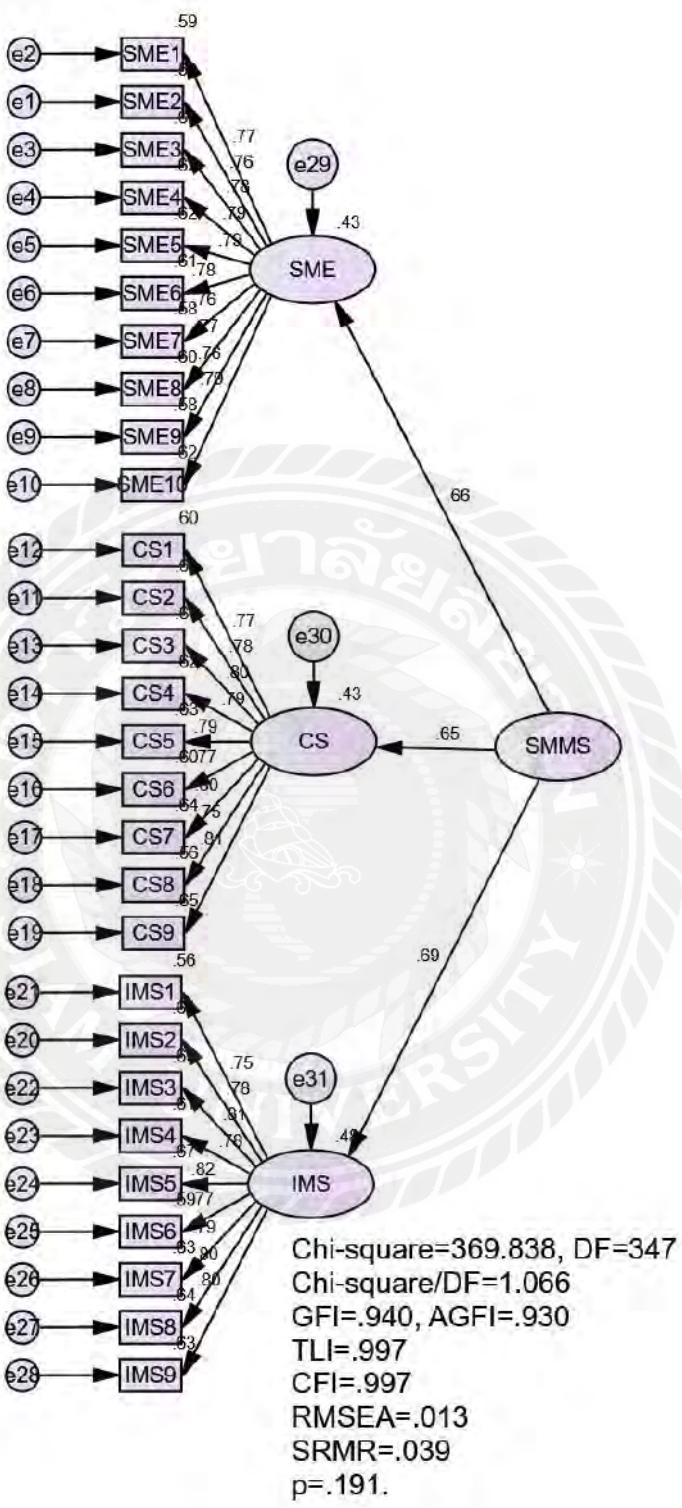

Figure 4. 1 Measurement Model of Social Media Management Strategies (SMMS)

As can be seen from the measurement model of social media management strategy, the path coefficients between social media strategy and its three dimensions

are positive, and the regression weight is positive, indicating a positive correlation between social media management strategy and its three dimensions (Table 4.11).

Table 4. 11 Regression Weights Analysis Results of Social Media Management Strategies

Path	Std. Estimate	Unstd. Estimate	S.E.	C.R.	P - value
SME<---SMMS	0.656	1			
CS<---SMMS	0.655	1.044	0.148	7.048	***
IMS<---SMMS	0.69	1.06	0.151	7.002	***
SME1<---SME	0.767	0.987	0.061	16.141	***
SME2<---SME	0.763	1			
SME3<---SME	0.777	1.053	0.064	16.389	***
SME4<---SME	0.789	1.041	0.062	16.677	***
SME5<---SME	0.788	1.07	0.064	16.712	***
SME6<---SME	0.779	1.053	0.064	16.421	***
SME7<---SME	0.76	0.979	0.061	16.02	***
SME8<---SME	0.772	1.041	0.064	16.251	***
SME9<---SME	0.761	0.994	0.062	16.006	***
SME10<---SME	0.786	1.037	0.062	16.61	***
CS1<---CS	0.772	0.996	0.06	16.706	***
CS2<---CS	0.779	1			
CS3<---CS	0.802	1.042	0.06	17.442	***
CS4<---CS	0.786	1.002	0.059	16.968	***
CS5<---CS	0.794	1.053	0.061	17.242	***
CS6<---CS	0.774	1.002	0.06	16.747	***
CS7<---CS	0.797	1.045	0.06	17.345	***
CS8<---CS	0.745	0.956	0.06	15.97	***
CS9<---CS	0.808	1.034	0.059	17.581	***
IMS1<---IMS	0.75	0.976	0.061	16.119	***
IMS2<---IMS	0.78	1			
IMS3<---IMS	0.807	1.09	0.062	17.696	***
IMS4<---IMS	0.779	1.034	0.061	16.95	***
IMS5<---IMS	0.816	1.085	0.061	17.883	***
IMS6<---IMS	0.768	1.01	0.061	16.47	***
IMS7<---IMS	0.794	1.055	0.061	17.214	***
IMS8<---IMS	0.802	1.036	0.059	17.573	***
IMS9<---IMS	0.796	1.083	0.062	17.349	***

Note: * * * indicates the level of significance 0.001

4.1.4.2 Customer Engagement (CE)

4.1.4.2.1 Explorative Factor Analysis（EFA）

In our research, we conducted exploratory factor analysis utilizing SPSS 26.0 to ascertain the dimensions underpinning the 18 questionnaires related to Customer Engagement. Through SPSS analysis, index values were derived, which facilitated the aggregation of questionnaire items into their corresponding factors. Furthermore, we verified the alignment of these factors with the anticipated three dimensions of social media management strategy: Interaction Potential (IP), Interaction Intensity (II), and User Involvement (UI).

The exploratory factor analysis results for Customer Engagement revealed aKaiser-Meyer-Olkin (KMO) measure of 0.939, exceeding the threshold of 0.8. Additionally, Bartlett's Test of Sphericity yielded a P-value below 0.05, fulfilling the prerequisites for factor analysis. These findings indicate that the data is well-suited for factor analysis research, as evidenced in Table 4.12, which presents the KMO and Bartlett's Test results for Customer Engagement.

Table 4. 12 KMO and Bartlett's Test of Customer Engagement

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.939
Bartlett's Test of Sphericity	Approx. Chi-Square	4329.439
	df	153
	Sig.	.000

In the second step, the interpreted total variance table (Table 4.13) obtained from SPSS analysis mainly examined the two sets of data in the red box. First, check whether the eigenvalue of the left red box in the table is greater than 1. If the eigenvalue is greater than 1, it is considered that this component can form a principal component; From the table, the study finds that 3 eigenvalues are greater than 1, so all issues can have their dimensions reduced to three parts. Secondly, the results show that the cumulative percentage of these three components is displayed in the red box on the right. According to the regulations, the cumulative percentage should be greater than 60%. It can be seen from the table that the cumulative percentage is 68.227%, which is

greater than 60%, indicating that the division into three components is up to the standard.

Table 4. 13 Total Variance Explained of Customer Engagement

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.557	41.985	41.985	7.557	41.985	41.985	4.170	23.164	23.164
2	2.452	13.621	55.606	2.452	13.621	55.606	4.085	22.693	45.858
3	2.272	12.621	68.227	2.272	12.621	68.227	4.027	22.370	68.227
4	.494	2.745	70.972						
5	.483	2.684	73.656						
6	.452	2.512	76.168						
7	.447	2.482	78.650						
8	.440	2.444	81.094						
9	.434	2.411	83.505						
10	.429	2.382	85.887						
11	.385	2.137	88.024						
12	.355	1.975	89.999						
13	.342	1.903	91.901						
14	.331	1.841	93.742						
15	.311	1.726	95.469						
16	.286	1.591	97.059						
17	.273	1.518	98.577						
18	.256	1.423	100.000						

Extraction Method: Principal Component Analysis.

In the third step, the study needs to examine the rotating component matrix (Table 4.14), which mainly tells us which questionnaire questions are mainly included in the three components divided. The study mainly screens for problems with load factors greater than 0.5.

From Table 4.14, the study finds that 6 of the first category of components have load coefficients greater than 0.5, and the study classify them as II, that is, Interpersonal Interaction. In the second category, there are 6 problems with load coefficients greater than 0.5, which classify as UI, that is, User Innovation. The third component also has 6 problems with a load factor greater than 0.5, which is classified as IP, that is, Information Provided.

Table 4. 14 Rotated Component Matrix of Customer Engagement

Index	Component		
	1	2	3
IP1			0.817

Index	Component		
	1	2	3
IP2			0.777
IP3			0.802
IP4			0.749
IP5			0.760
IP6			0.790
II1	0.776		
II2	0.804		
II3	0.757		
II4	0.784		
II5	0.822		
II6	0.842		
UI1		0.791	
UI2		0.795	
UI3		0.787	
UI4		0.802	
UI5		0.781	
UI6		0.788	

4.1.4.2.2 Convergent Validity Analysis

In exploring the convergence validity of customer engagement, the study focuses on three core dimensions: information provision (IP), human interaction (II), and user innovation (UI). Through data analysis, the results obtained interpret the convergent validity of these three dimensions in detail.

First, from the information provision (IP) dimension, the indicators perform well. Specifically, the Standard Load Factor for IP1 through IP6 was more than 0.7, indicating that each measurement effectively reflects the underlying construct of information provision. The mean-variance extraction (AVE) was stable at 0.599, showing good convergence, i.e. all items measured the same construct centrally. At the same time, the combined reliability (CR) is as high as 0.899, further demonstrating a

high degree of agreement among indicators within this dimension. Combining these data, it can be confirmed that the convergence validity of the information provision dimension in customer engagement is very high.

Secondly, the dimension of interpersonal interaction (II) also shows excellent convergence validity. The standard load factors of II1 to II6 are close to or above 0.8, which indicates that the various measures of interpersonal interaction have high representativeness and reliability. The AVE value is 0.64, which is higher than that of the information-providing dimension, reflecting that the variation of the measured items in this dimension mainly comes from the underlying constructs measured, rather than the errors. The combined reliability (CR) remained at a high level of 0.914, demonstrating a high degree of stability and consistency within the interpersonal interaction dimension. Therefore, it can be concluded that the convergence validity of the interpersonal interaction dimension in customer engagement is also extremely high.

Finally, the user innovation (UI) dimension also shows good convergence validity. The standard load factor of UI1 to UI6 is above 0.76, indicating that these measurement items can effectively capture the concept of user innovation. The AVE value of 0.61 was slightly lower than for human interaction but higher than for information provision, still showing high convergence. The combined reliability (CR) reached 0.904, ensuring the consistency and reliability of the internal indicators of the user innovation dimension.

In summary, through data analysis, it can be confirmed that the three dimensions of customer engagement - information provision, interpersonal interaction, and user innovation - all show high convergence validity. This conclusion not only validates the validity of the measurement tool, but also provides a solid theoretical basis for subsequent research and practice (Table 4.15).

Table 4. 15 Convergence validity analysis of Social Media Management Strategies

Dimension	Item	Standard Load Factor	AVE	CR
IP	IP1	0.801	0.599	0.899
	IP2	0.763		
	IP3	0.8		

	IP4	0.761		
	IP5	0.743		
	IP6	0.777		
II	II1	0.796	0.640	0.914
	II2	0.79		
	II3	0.77		
	II4	0.792		
	II5	0.806		
	II6	0.843		
UI	UI1	0.779	0.610	0.904
	UI2	0.79		
	UI3	0.788		
	UI4	0.794		
	UI5	0.775		
	UI6	0.763		

4.1.4.2.3 Structural Validity Analysis

In the study's confirmatory factor analysis of "customer engagement," a comprehensive examination of key fitting indicators was conducted, based on the data derived from the customer engagement measurement model established using AMOS 24.0. The following presents the detailed analysis and subsequent conclusions.

Initially, evaluating the model's overall fit, key metrics such as the Chi-square to degrees of freedom ratio (CMIN/DF), which stood at 1.045, significantly fell below the recommended upper limit of 5, thereby indicating a strong fit between the model and the data. Concurrently, the goodness-of-fit index (GFI) and adjusted goodness-of-fit index (AGFI) values of 0.964 and 0.953, respectively, surpassed the benchmark of 0.9, further validating the model's suitability. Additionally, the Tuck-Lewis index (TLI) and Comparative Fit Index (CFI) approached or reached unity, with values of 0.998 and 0.999, respectively, underlining the exceptional quality of the model fit. The root mean square error of approximation (RMSEA) and standardized root mean square residual (SRMR) values of 0.011 and 0.04, respectively, well below the critical threshold of 0.08, further corroborated the model's goodness of fit.

When examining the measurement model of each dimension, it was evident that the standard load factors were generally high. Specifically, the standard load factor for the information provision (IP) dimension ranged between 0.743 and 0.8, while those for the interpersonal interaction (II) and user innovation (UI) dimensions also surpassed 0.7. This indicated a robust correlation between each measure and its corresponding latent variable, effectively reflecting the underlying construct. The average variance extracted (AVE) values of 0.599, 0.64, and 0.61 for the IP, II, and UI dimensions, respectively, demonstrated high convergent validity. Furthermore, the composite reliability (CR) exceeded 0.89 across all dimensions, signifying exceptional consistency within the measured model.

In conclusion, through a rigorous analysis of the confirmatory factor analysis results for customer engagement, it can be asserted that the model not only exhibits an exceptional overall fit in describing customer engagement but also demonstrates a high degree of validity and reliability across all measurement model dimensions. The specific index values, including CMIN/DF, GFI, AGFI, TLI, CFI, RMSEA, and SRMR, all met or surpassed the recommended benchmarks. Moreover, the standard load factors, AVE, and CR validated the internal consistency and convergent validity of the measurement model. This conclusion provides robust support for a deeper understanding of customer engagement's role in related fields, as outlined in Table 4.16.

Table 4. 16 Confirmatory factor analysis fitting index of Customer Engagement

Goodness of Fit Index	CMIN	DF	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA	SRMR
Test Result	137.993	132	1.045	0.964	0.953	0.998	0.999	0.011	0.040
Level of good fit			< 5	≧0.95	≧0.9	≧0.95	≧0.95	<0.08	<0.08
Result	All passed								

Within the context of Structural Equation Modeling (SEM), the Structural Model and Measurement Model represent two interconnected yet functionally distinct elements. Their relationship can be perceived as crucial phases in the development and verification of core concepts and their interconnections within a theoretical framework. As indicated by the data presented in the table, the Measurement Model pertaining to Customer Engagement (CE) exhibits a satisfactory alignment with the observed data. Specifically, this includes six items related to Customer Engagement (CE), six items for Interpersonal Interaction (II), and six items for User Innovation (UI). A detailed confirmatory factor analysis of this model is depicted in Figure 4.2, titled "Measurement Model of Customer Engagement." Notably, all fitting indicators have attained an optimal level of fit, indicating that the observational data strongly uphold the conceptualized model. Consequently, the findings from the exploratory study are corroborated.

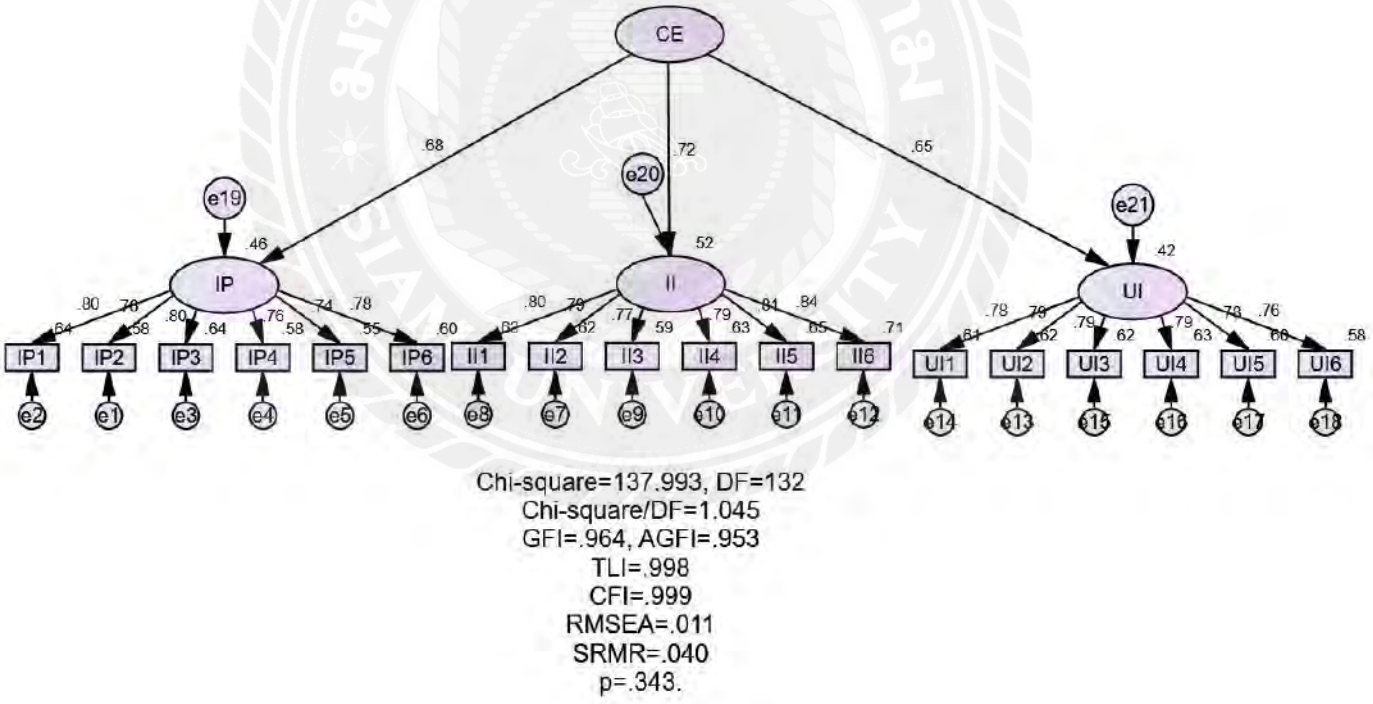

Figure 4. 2 Measurement Model Of Customer Engagement (CE).

It can be seen from the measurement model of customer participation that the path coefficients between customer participation and its three dimensions are positive, and the regression weight is positive, indicating a positive correlation between customer participation and its three dimensions (Table 4.17).

Table 4. 17 Regression Weights Analysis Results of Customer Engagement

Path	Std. Estimate	Unstd. Estimate	S.E.	C.R.	P - value
IP<---CE	0.677	1			
II<---CE	0.72	1.134	0.16	7.091	***
UI<---CE	0.649	1.018	0.141	7.21	***
IP1<---IP	0.801	1.057	0.064	16.421	***
IP2<---IP	0.763	1			
IP3<---IP	0.8	1.054	0.064	16.372	***
IP4<---IP	0.761	1.013	0.065	15.538	***
IP5<---IP	0.743	0.965	0.064	15.098	***
IP6<---IP	0.777	1.033	0.065	15.813	***
II1<---II	0.796	1.039	0.061	17.148	***
II2<---II	0.79	1			
II3<---II	0.77	1	0.06	16.695	***
II4<---II	0.792	0.996	0.059	16.997	***
II5<---II	0.806	1.058	0.06	17.701	***
II6<---II	0.843	1.098	0.059	18.671	***
UI1<---UI	0.779	1.001	0.06	16.721	***
UI2<---UI	0.79	1			
UI3<---UI	0.788	1.014	0.06	16.881	***
UI4<---UI	0.794	0.991	0.058	16.958	***
UI5<---UI	0.775	0.975	0.059	16.555	***
UI6<---UI	0.763	0.962	0.059	16.209	***

Note: * * * indicates the level of significance 0.001

4.1.4.3 Organizational Performance (OP)

4.1.4.3.1 Explorative Factor Analysis（EFA）

In this study, SPSS 26.0 was used for exploratory factor analysis to explore which dimension of the 20 questionnaires in Organizational Performance. The study obtained the index value based on SPSS analysis, analyzed how these questionnaire items were aggregated to form their respective factors, and verified whether these factors were consistent with the three dimensions(MP， CP，INP) of the social media management strategy we expected.

The exploratory factor analysis conducted on Customer Engagement reveals that the Kaiser-Meyer-Olkin (KMO) measure for Sampling Adequacy, specifically in

the context of Social Media Engagement within this study, attained a value of 0.950. Notably, this KMO score surpasses the threshold of 0.8, and the Bartlett's Test of Sphericity yielded a P-value below 0.05. These results fulfill the preliminary conditions necessary for factor analysis, suggesting that the data is apt for factor analysis research endeavors. Table 4.18 presents the KMO and Bartlett's Test results pertaining to Organizational Performance, offering a clear picture of the data's suitability for factorial investigation.

Table 4. 18 KMO and Bartlett's Test of Organizational Performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.950
Bartlett's Test of Sphericity	Approx. Chi-Square	4920.944
	df	190
	Sig.	.000

In the second step, the interpreted total variance table (Table 4.19) obtained from SPSS analysis mainly examined the two sets of data in the red box. First, check whether the eigenvalue of the left red box in the table is greater than 1. If the eigenvalue is greater than 1, it is considered that this component can form a principal component; From the table, the study find that 3 eigenvalues are greater than 1, so all issues can have their dimensions reduced to 3 components. Secondly, the red box on the right shows the cumulative percentage of these three components. According to the regulations, the cumulative percentage should be greater than 60%. It can be seen from the table that the cumulative percentage is 66.952%, which is greater than 60%, indicating that the division into three components is up to the standard.

Table 4. 19 Total Variance Explained of Organizational Performance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.520	42.600	42.600	8.520	42.600	42.600	4.899	24.494	24.494
2	2.488	12.440	55.040	2.488	12.440	55.040	4.478	22.388	46.882
3	2.382	11.912	66.952	2.382	11.912	66.952	4.014	20.070	66.952
4	.530	2.649	69.601						
5	.505	2.527	72.128						
6	.494	2.471	74.599						
7	.483	2.413	77.012						
8	.453	2.266	79.278						
9	.442	2.212	81.490						
10	.419	2.094	83.584						
11	.407	2.035	85.619						
12	.380	1.901	87.521						
13	.372	1.860	89.381						
14	.358	1.792	91.173						
15	.349	1.743	92.915						
16	.314	1.570	94.485						
17	.309	1.545	96.029						
18	.291	1.456	97.485						
19	.257	1.283	98.769						
20	.246	1.231	100.000						

Extraction Method: Principal Component Analysis.

In the third step of exploratory factor analysis, the study need to examine the rotating component matrix (Table 4.20), which mainly tells us which questionnaire questions are mainly included in the three components divided. The study mainly screens for problems with load factors greater than 0.5.

From Table 4.20, the study finds that there are 7 questions in the first category whose load coefficient is greater than 0.5, and classify them as MP, that is, Market Performance. In the second category, there are 7 problems with load coefficients greater than 0.5, which classify as CP, that is, Customer Performance. The third category of components also has 6 questions with a load factor greater than 0.5, which classify as INP, that is, Interior Performance.

Table 4. 20 Rotated Component Matrix of Organizational Performance

Index	Component		
	1	2	3
MP1	0.778		
MP2	0.820		
MP3	0.813		

MP4	0.802		
MP5	0.779		
MP6	0.786		
MP7	0.811		
CP1		0.772	
CP2		0.746	
CP3		0.761	
CP4		0.797	
CP5		0.761	
CP6		0.759	
CP7		0.711	
INP1			0.797
INP2			0.768
INP3			0.817
INP4			0.756
INP5			0.754
INP6			0.782

4.1.4.3.2 Convergent Validity Analysis

AMOS 24.0 is used to analyze the convergence validity of the organizational performance measurement model. In the convergence validity analysis of organizational performance, the study focuses on the measurement indicators of market performance (MP), customer performance (CP) and internal performance (INP). According to the data, the Standard Load Factor values of each index of the market performance dimension (MP1 to MP7) are all higher than 0.793, the mean variance extraction (AVE) is uniformly 0.66, and the combination reliability (CR) is uniformly 0.9314, indicating that each index of the market performance dimension has good convergence validity. The Standard Load Factor value of each index of customer performance dimension (CP1 to CP7) ranges from 0.71 to 0.794, AVE value is 0.573, CR value is 0.904, indicating that the convergence validity of customer performance dimension is also strong. As for the internal performance dimension (INP1 to INP6),

the Standard Load Factor value of each index is higher than 0.759, AVE is 0.593, CR is 0.897, indicating high convergence validity.

In summary, through the convergence validity analysis of the three key dimensions of organizational performance and their respective measurement indicators, it can be confirmed that indicators in all dimensions show strong convergence validity, indicating that the design of measurement tools can effectively converge to the concepts they are intended to measure, which further supports the validity and reliability of the research (Table 4.21).

Table 4. 21 Convergence validity analysis of Organizational Performance

Dimension	Item		Standard Load Factor	AVE	CR
MP	MP1		0.806	0.660	0.931
	MP2		0.825		
	MP3		0.828		
	MP4		0.816		
	MP5		0.793		
	MP6		0.798		
	MP7		0.819		
CP	CP1		0.794	0.573	0.904
	CP2		0.748		
	CP3		0.771		
	CP4		0.771		
	CP5		0.749		
	CP6		0.754		
	CP7		0.71		
INP	INP1		0.78	0.593	0.897
	INP2		0.772		
	INP3		0.78		
	INP4		0.759		
	INP5		0.764		
	INP6		0.765		

4.1.4.3.3 Structural Validity Analysis

Based on the results of confirmatory factor analysis based on the measurement model of organizational performance established by AMOS, the study evaluates three dimensions of organizational performance: market performance (MP), customer performance (CP) and performance dimension (INP). The Standard Load Factor of the market performance dimension indicates the close correlation between each measurement item and potential variables, such as GFI=0.963, AGFI=0.954, TLI=1.002, CFI=1.000, and their values are all greater than 0.95. RMSEA=0.001, SRMR=0.038, their values are less than 0.08, combining the good fitting indicators of all dimensions and the high standard of internal reliability, It can be concluded that when describing organizational performance, this confirmatory factor analysis model not only has strong internal consistency in each dimension, but also has excellent overall fit with the data, which provides solid methodological support for the subsequent construction of structural equation models, as shown in the Table 4.22.

Table 4. 22 Confirmatory factor analysis fitting index of Organizational Performance

Goodness of Fit Index	CMIN	DF	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA	SRMR
Test Result	156.907	167	0.940	0.963	0.954	1.002	1.000	0.001	0.038
Level of good fit			< 5	≧0.95	≧0.9	≧0.95	≧0.95	<0.08	<0.08
Result	All passed								

Within the context of Structural Equation Modeling (SEM), the Structural Model and Measurement Model represent two interconnected yet functionally distinct elements. These two components can be regarded as pivotal stages in the process of establishing and validating the fundamental concepts and their interconnections within a theoretical framework. As evidenced by the results outlined in the table, the Measurement Model pertaining to Organizational Performance (OP) demonstrates a satisfactory alignment with the empirical data. Specifically, this includes seven items related to Market Performance (MP), seven items for Customer Performance (CP), and

six items for Interior Performance (INP). A detailed confirmatory factor analysis of this model is presented in Figure 4.3, titled "Measurement Model of Organizational Performance." Notably, all fitting indicators have attained an optimal level of fit, indicating that the observational data robustly support the proposed model. Consequently, the findings of the exploratory study are corroborated.

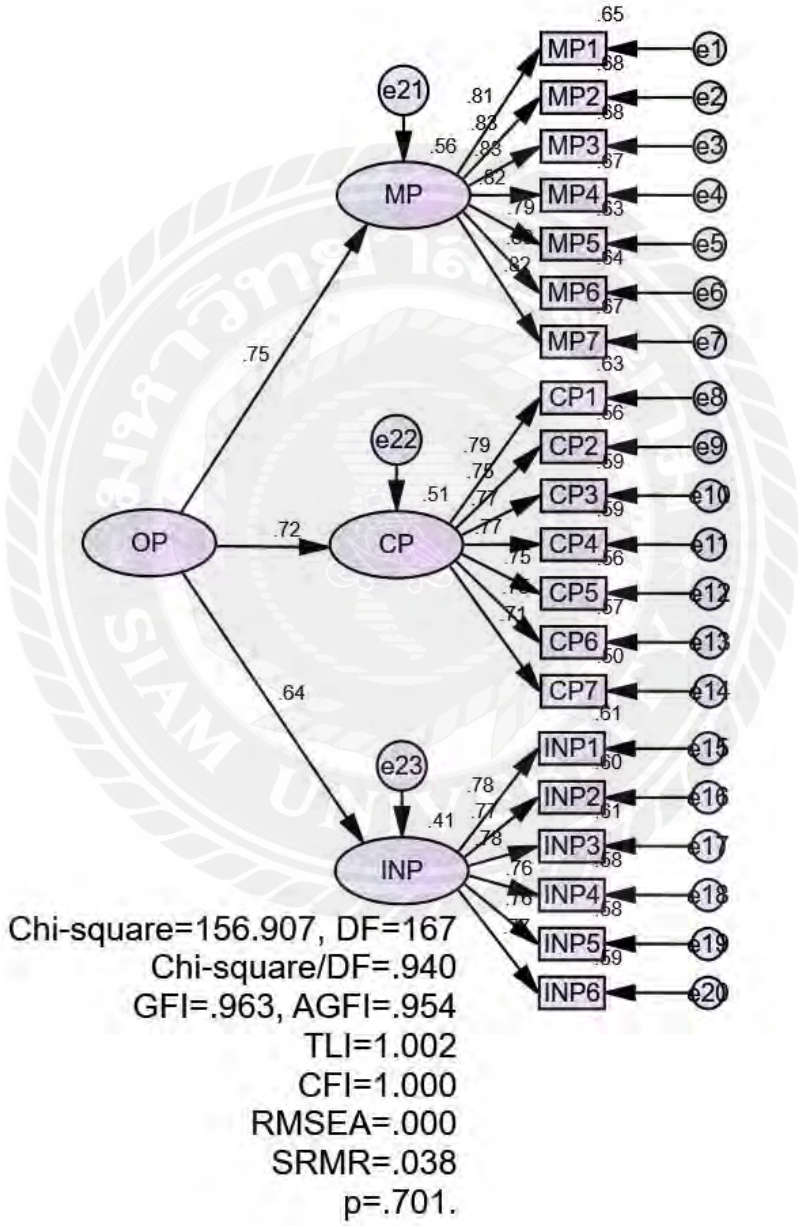

Figure 4. 3 Measurement Model of Organizational Performance (OP).

As can be seen from the measurement model of organizational performance, each path coefficient between organizational performance and its three dimensions is

positive, and the regression weight is positive, indicating that customer participation is positively correlated with its three dimensions, as shown in the Table 4.23.

Table 4. 23 Regression Weights Analysis Results of Organizational Performance

Path	Std. Estimate	Unstd. Estimate	S.E.	C.R.	P - value
MP<---OP	0.749	1.283	0.168	7.625	***
CP<---OP	0.716	1.139	0.147	7.72	***
INP<---OP	0.639	1			
MP1<---MP	0.806	1			
MP2<---MP	0.825	1.011	0.053	18.961	***
MP3<---MP	0.828	1.038	0.054	19.148	***
MP4<---MP	0.816	0.985	0.053	18.66	***
MP5<---MP	0.793	0.949	0.053	17.887	***
MP6<---MP	0.798	0.945	0.052	18.009	***
MP7<---MP	0.819	0.967	0.051	18.78	***
CP1<---CP	0.794	1			
CP2<---CP	0.748	0.929	0.058	15.962	***
CP3<---CP	0.771	0.955	0.058	16.523	***
CP4<---CP	0.771	0.947	0.058	16.464	***
CP5<---CP	0.749	0.891	0.056	16.026	***
CP6<---CP	0.754	0.931	0.058	16.132	***
CP7<---CP	0.71	0.828	0.055	14.938	***
INP1<---INP	0.78	1			
INP2<---INP	0.772	1.001	0.062	16.096	***
INP3<---INP	0.78	0.986	0.06	16.337	***
INP4<---INP	0.759	0.964	0.061	15.796	***
INP5<---INP	0.764	0.921	0.058	15.943	***
INP6<---INP	0.765	0.984	0.062	15.826	***

Note: * * * indicates the level of significance 0.001

4.1.5 Correlation Analysis

The study employed correlation analysis to scrutinize the dimensions of each variable. This analytical technique typically quantifies the magnitude and direction of relationships between variables by computing correlation coefficients. Among the various correlation coefficients in use, Pearson's correlation coefficient stands out as the most frequently utilized, as it assesses the strength and direction of the linear relationship between two variables. The correlation coefficient values span from -1 to 1, where a coefficient of 1 signifies a perfect positive correlation, -1 signifies a perfect

negative correlation, and 0 implies the absence of any linear relationship. This information is presented in Table 4.24 below.

Table 4. 24 Result of the correlation degree and the control table

value	observed result	indicate
-1< r < 0	Non	Negatively correlated
r=0	Non	Not related.
0 < r < 1	0.215-0.418	Positively correlated

In the research, SPSS 26.0 software to examine the correlations among the nine dimensions of the three variables. The detailed outcomes are presented in Table 4.25, titled "Results of Pearson's Correlation Analysis for Each Dimension." The findings reveal that the correlation coefficients for these nine dimensions ranged from 0.215 to 0.418. This signifies a positive association between the variables, with statistical significance at the p<0.01 level. These notable results offer preliminary support for the hypothesis testing conducted in this paper.

Table 4. 25 Results of Pearson's Correlation Analysis for Each Dimension

	1	2	3	4	5	6	7	8	9
SME	1								
CS	.314**	1							
IMS	.300**	.356**	1						
IP	.238**	.282**	.328**	1					
II	.330**	.318**	.330**	.340**	1				
UI	.310**	.293**	.213**	.215**	.296**	1			
MP	.338**	.418**	.355**	.282**	.336**	.267**	1		
CP	.281**	.294**	.250**	.261**	.258**	.233**	.353**	1	
INP	.233**	.301**	.219**	.264**	.302**	.343**	.236**	.258**	1
* P-value<0.05 ** P-value<0.01									

4.1.6 SEM Fitting and Hypothesis Testing

4.1.6.1 SEM Introduction

Structural Equation Modeling (SEM) is a multivariate statistical method used to analyze complex relationships between multiple variables, especially when these relationships cannot be directly observed. SEM combines the benefits of Factor

Analysis and Path Analysis to deal with both measurement errors and Latent Variables, and to estimate direct and indirect effects in the model.

4.1.6.2 Basic Composition of SEM

The Structural Equation Model (**SEM**) typically encompasses two primary components: **the Measurement Model** and **the Structural Model**. (1) **The Measurement Model** primarily serves to elucidate the linkage between observed variables and latent variables. Observed variables are those that can be measured directly, whereas latent variables are constructs that cannot be observed directly but can be inferred indirectly through the manifestation of observed variables. Utilizing statistical methods such as factor analysis, the Measurement Model assesses the degree to which observed variables contribute to latent variables, often quantified by factor loadings. In SEM, this model establishes an empirical foundation for the existence and conceptualization of latent variables, which is crucial for model fitting and interpretation. (2) **The Structural Model**, on the other hand, focuses on delineating the causal relationships among latent variables. Based on the latent variables defined by the Measurement Model, it delves deeper into how these latent variables interact and influence each other. Within structural models, the relationships between latent variables are typically depicted by path coefficients, which signify the magnitude and direction of direct effects. Structural models are the core of SEM, enabling researchers to comprehend and predict intricate variable relationships, particularly in scenarios involving multiple latent variables and intricate interactions.

4.1.6.3 Modeling

The process of constructing a structural equation model encompasses several distinct stages:

Initially, the foundation is laid by initializing the model and developing the theoretical framework. This begins with defining the research question and constructing a theoretical backdrop. Researchers must thoroughly examine the research context, clarifying the focus, objectives, and hypotheses. Subsequently, they build the theoretical underpinning of the model, grounded in extensive literature and robust

theoretical insights. In this stage, researchers decide which variables will serve as latent or observed and outline the preliminary pathways connecting these variables. This process transcends mere intuition, requiring substantial theoretical grounding and logical deductions. Once the theoretical framework is established, researchers set up the preliminary forms of the measurement and structural models in statistical software, paving the way for model identification, evaluation, estimation, and refinement. This initial step is paramount, as it dictates the entire modeling trajectory.

Following model initialization, the next phase involves model identification and data preparation. Model identification ensures the model's recognizability, confirming that the number of parameters does not exceed the available observable information (degrees of freedom). If unrecognizable, parameter estimation becomes infeasible due to insufficient data. Hence, model identifiability is essential for effective analysis. Simultaneously, data preparation encompasses collection, cleaning, and transformation. Data quality is pivotal for model accuracy and reliability, necessitating integrity, precision, and representativeness. Descriptive statistical analysis precedes this, offering insights into data distribution and correlation, guiding subsequent steps. Upon model identification and data readiness, researchers proceed to model evaluation and estimation.

The core of structural equation modeling lies in model evaluation, estimation, and result interpretation. Utilizing statistical software, researchers fit the model and estimate its parameters, scrutinizing fitting indices such as CMIN (Chi-square), DF (degrees of freedom), CMIN/DF ratio, GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index), TLI (Tuck-Lewis Index), CFI (Comparative Fit Index), RMSEA (Root Mean Square Error of Approximation), and SRMR (Standardized Root Mean Square Residual). These indices gauge the model's fit from various angles. Post-estimation, researchers interpret the results, analyzing path coefficient significance to ascertain latent variable causality, evaluating factor loading strength, and assessing observed variable contributions to latent variables. They also check internal consistency (e.g., AVE, CR) and external validity. Hypothesis testing verifies alignment with theoretical expectations. Through these analyses, researcher’s preliminary assess model strengths and weaknesses, guiding subsequent refinements.

Step 4: Model revision. Based on model evaluation and estimation, researchers may find that the model does not fit the data well. This is where a model correction is needed. Model revision is an iterative process, and researchers need to adjust and optimize the model according to the evaluation results. Corrections may include removing insignificant paths, adding new ones, adjusting definitions of latent or observed variables, and so on. Through many corrections and fitting, researchers can gradually improve the model, making it better meet the theoretical expectations and data reality. After the model revision is completed, the final model results need to be explained and reported in detail. They will discuss causality between latent variables, the extent to which observed variables contribute, and the limitations of the model. At the same time, researchers will also apply the model to practical problem-solving and decision support to test its practical application effect. In practical applications, researchers can further validate and optimize the model according to specific situations to ensure its stability and reliability. Finally, through this series of modeling steps and processes, researchers can build structural equation models that conform to both theoretical logic and data reality, providing powerful tools and methods for the in-depth study of complex relationships between variables. At the same time, these research results will also provide an important reference for the theoretical development and practical application of related fields.

To ascertain the influence of Social Media Management Strategies (SMMS) on Organizational Performance (OP), with customer participation serving as a mediator, AMOS 24.0 was employed for conducting model fitting analysis. The interplay among variables was elucidated via structural equation modeling, and the model's fitness assessment outcomes are presented in Table 4.26. All fitting indices of the structural equation model exhibited a favorable fitting performance. Detailed metrics include: A P value of 0.116, exceeding 0.05, suggesting non-significance in the discrepancy between the model and data; a Chi-square value (CMIN) of 32.471, degrees of freedom (DF) of 24, and a CMIN/DF ratio of 1.353 (below 5), indicating a robust model fit. Furthermore, the Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Tuck-Lewis Index (TLI), and Comparative Fit Index (CFI) all surpassed 0.95, highlighting a high degree of alignment between the model and data. The Approximate Root Mean Square Error (RMSEA) was 0.029 (under 0.08), and the Standardized Root

Mean Square Residual (SRMR) was 0.041 (also under 0.08), reinforcing the model's satisfactory fit. In conclusion, the structural equation model has successfully met all fitting indices, demonstrating a highly commendable overall fitting effect.

Table 4. 26 Results of SEM Model Fitness Judgment

Goodness of Fit Index	P - value	CMIN	DF	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA	SRMR
Test Result	0.116	32.471	24	1.353	0.983	0.968	0.981	0.987	0.029	0.041
Level of good fit	>0.05			< 5	≧0.95	≧0.9	≧0.95	≧0.95	<0.08	<0.08
Result	All passed									

Due to the sufficient preparatory work, the reading of a large number of literatures, the detailed research on the internalization selection of latent variables and the setting of observed variables, and the reliability and validity of data collection, the suitability of the model was extremely good when building the structural equation model, and there was almost no need to revise the model. The final structural equation model is shown in Figure 4.4 below.

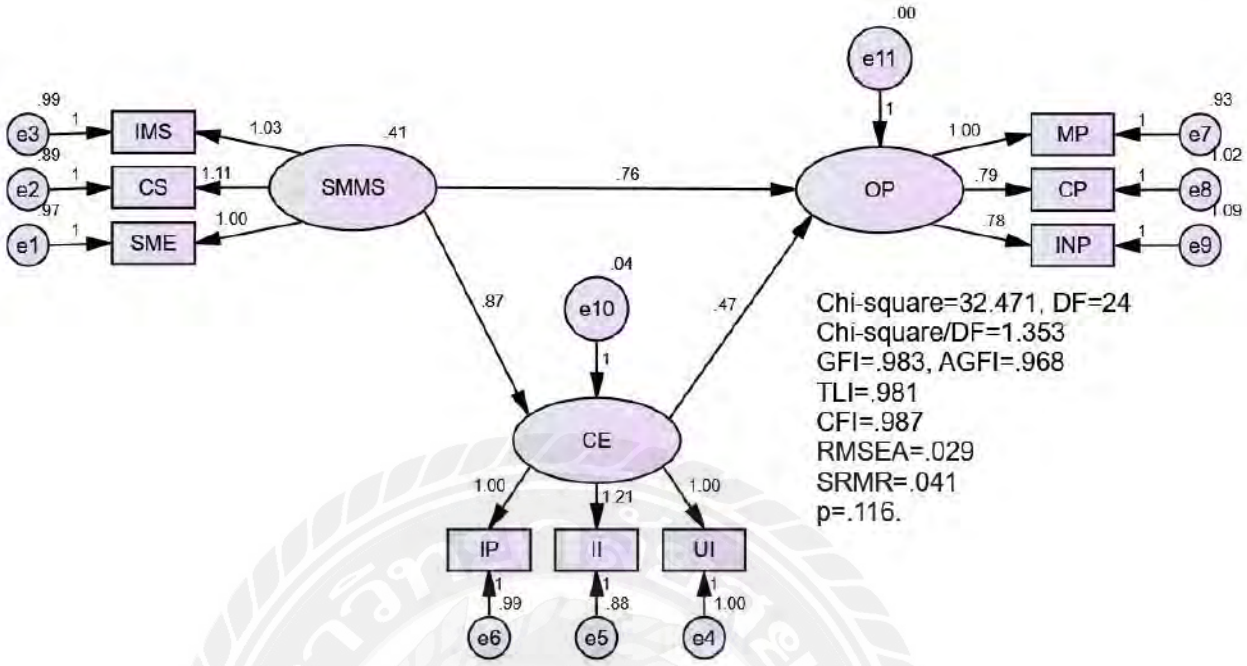

Figure 4. 4 The Final Structural Equation Model of Non-standardized Coefficients (Causal Model)

According to the structural equation modeling output from Figure 4.4 and Table 4.27, the study obtained the following results:

1) The impact of Social Media Management Strategies (SMMS) on Customer Engagement (CE) is significant, with a correlation coefficient of 0.946. The regression analysis reveals a weight estimate of 0.126 (standard error, SE), a critical ratio (C.R.) of 6.9, and a non-standardized estimate of 0.869. The predictive power of SMMS on CE is robust ($p < 0.001$, two-tailed). Notably, among the three dimensions of SMMS, "Content Strategy" emerges as the most pivotal in predicting the latent variable of SMMS. High-quality, engaging, and valuable content is crucial for attracting and retaining user attention, thereby influencing organizational performance. Content strategy shapes a brand's image by consistently communicating its values, mission, and personality, enhancing brand awareness and loyalty. Consequently, it is plausible that content strategy holds the highest weight in SMMS. For small-listed enterprises, their SMMS exhibit a notable positive influence on CE.

2)Customer Engagement (CE) has a substantial impact on Organizational Performance (OP), with a correlation coefficient of 0.366. The regression analysis yields a weight estimate of 0.873 (SE) and a C.R. of 5.537, with a non-standardized

estimate of 0.469. The predictive effect of CE on OP is strong ($p < 0.001$, two-tailed). Among the dimensions of CE, "interpersonal interaction" is the most critical in predicting OP. Effective interpersonal interaction fosters customer satisfaction and loyalty, directly influencing the enterprise's image and reputation. Positive interactions make customers feel valued and respected, enhancing their trust in the company. Responsive and professional interactions with employees can lead to continued engagement and loyalty. Therefore, it is reasonable for interpersonal interaction to have the highest proportion in CE. For small-listed firms, CE exhibits a moderately significant positive impact on OP.

3)The influence of Social Media Management Strategies (SMMS) on Organizational Performance (OP) is considerable, with a correlation coefficient of 0.649. The regression analysis shows a weight estimate of 0.814 (SE) and a C.R. of 5.938, with a non-standardized estimate of 0.764. The predictive power of SMMS on OP is robust ($p < 0.001$, two-tailed). Among the dimensions of SMMS, "market performance" is the most pivotal in predicting OP. Market performance directly affects an organization's revenue and profitability. Successful market performance indicates higher sales and profits, reflecting the organization's success. Excellent market performance enhances brand influence, raising awareness and reputation. It is also closely linked to customer satisfaction and loyalty, leading to repeat customers and stable business. Successful market performance can attract more resources and funds, supporting research, development, and innovation. Therefore, it is reasonable for market performance to have the highest proportion in OP. For small-listed enterprises, their SMMS exhibit a moderately significant positive impact on OP.

Table 4. 27 Path Coefficient Analysis of SEM Model

Path	Std. Estimate	Unstd. Estimate	S.E.	C.R.	P - value
CE<---SMMS	0.946	0.869	0.126	6.9	***
OP<---CE	0.366	0.469	0.873	5.537	***
OP<---SMMS	0.649	0.764	0.814	5.938	***
SME<---SMMS	0.544	1			
CS<---SMMS	0.603	1.114	0.131	8.523	***
IMS<---SMMS	0.554	1.033	0.128	8.103	***
UI<---CE	0.506	1			
II<---CE	0.602	1.205	0.152	7.923	***

Path	Std. Estimate	Unstd. Estimate	S.E.	C.R.	P - value
IP<---CE	0.511	1.004	0.14	7.185	***
MP<---OP	0.616	1			
CP<---OP	0.508	0.79	0.094	8.416	***
INP<---OP	0.490	0.783	0.1	7.856	***

Note: * * * indicates the level of significance 0.001

4.1.7 Hypothesis Test Result

In Chapter 2, the study introduces a theoretical hypothesis model encompassing three hypotheses. Through the application of the structural equation model and subsequent data analysis, the following conclusions pertinent to the research hypotheses are drawn:

(1) The study confirms the relationship between social media management strategies and customer engagement. Specifically, Figure 4.4 presents structural equation model results indicating a strong correlation between these strategies and customer engagement. In other words, the social media management strategies employed by Chinese small-listed enterprises exert a notable positive influence on customer engagement, thereby validating research hypothesis H1.

(2) The study further verifies the mediating role of customer engagement in the impact of social media management strategies on organizational performance. The structural equation model results depicted in Figure 4.4 demonstrate that customer engagement serves as a mediator between social media management strategies and organizational performance, confirming research hypothesis H2.

(3) The study establishes the relationship between social media management strategies and organizational performance. As illustrated by the structural equation model results in Figure 4.4, there is a close connection between these strategies and organizational performance. Put simply, the social media management strategies of Chinese small-listed enterprises have a significant positive effect on organizational performance, which substantiates research hypothesis H3.

Table 4. 28 Hypotheses Testing Results

No.	Hypotheses	Results	relationship
H1	Social Media Management Strategies have an indirect effect on Organizational Performance through Customer Engagement.	Accepted	Positive indirect impact
H2	Customer Engagement has a direct effect on Organizational Performance	Accepted	Medium direct impact
H3	Social Media Management Strategies have a direct effect on Organizational Performance.	Accepted	Positive direct impact

4.2 Qualitative Analysis

4.2.1 In-Depth Interviews

To enhance the qualitative research, improve its reliability and validity, and enrich the findings, a Semi-Structured In-Depth Interview (SSI) approach will be adopted. This methodology will focus on a carefully chosen group of 10 senior staff members, including both Human Resources Management department managers and individuals with more than ten years of experience within this specific department. By engaging in these detailed interviews, we aim to delve deeper into the meaning and scope of the relevant variables in our study. Additionally, we will integrate the interview insights with quantitative research outcomes to develop a model illustrating the impact of social media management strategies and customer participation on organizational performance.

Our study targeted 10 small listed enterprises located in Zhejiang, Guangdong, Sichuan, Beijing, and Hunan provinces, representing the East, South, West, North, and Central regions of China. We conducted in-depth interviews with a total of 10 individuals from these enterprises, all of whom held managerial or department head positions. This group comprised five males and five females, aged between 40 and 58 years, all boasting extensive experience in enterprise management. To facilitate content analysis, the respondents were assigned unique numbers, as outlined in Table 4.29.

Table 4. 29 The interview of specialist list

Area	Province	Respondent position	Specialist
East	Zhejiang	Manager	Executive No.1
		Section chief	Executive No.2
South	Guangdong	Manager	Executive No.3
		Section chief	Executive No.4
West	Sichuan	Manager	Executive No.5
		Section chief	Executive No.6
North	Beijing	Manager	Executive No.7
		Section chief	Executive No.8
Middle	Hunan	Manager	Executive No.9
		Section chief	Executive No.10
Total		10	10

4.2.2 Content Analysis

The present study delves into the influence of social media management strategies on organizational performance via customer engagement by conducting in-depth interviews with senior leaders from ten publicly traded small enterprises. The findings from these interviews highlight the pivotal role that social media strategies play in fostering customer engagement, ultimately exerting a substantial positive effect on organizational performance.

Prior to the interviews, the objectives of the study, the intended use of collected data, and confidentiality assurances were elucidated to the participants. The research's interview methodology proceeds as follows: firstly, an overview of small-listed companies is provided; secondly, the enterprises' social media management strategies and customer involvement are introduced; and lastly, the discussion centers on organizational performance.

4.2.2.1 The impact of Social Media Management Strategies on Customer Engagement, indirectly affects organizational performance.

This section primarily focuses on eliciting respondents' insights regarding the comprehension of social media management strategies employed by small, publicly listed enterprises, the resultant influence of these strategies on customer engagement, and their indirect ramifications on organizational performance, encompassing elements

such as Social Media Interaction (SMI), Content Planning (CP), and Image Management Tactics (IMT).

During the interviews, all ten executives concurred that social media management strategies positively influence customer engagement. They noted considerable enhancements in customer engagement through regular publication of interactive content, prompt responses to customer feedback, and the establishment of a distinctive brand identity. Consequently, customers exhibited a greater propensity to disseminate information, engage with others, and demonstrate innovative thought processes. By conducting in-depth interviews with executives from ten small, listed companies, this research explores the determinants shaping the impact of social media management strategies on customer engagement. Subsequent analysis of the interview data led to conclusions affirming that the social media strategies of small, listed enterprises exhibit a robust positive effect on customer engagement, which subsequently influences organizational performance.

Specifically, the third respondent emphasized that "small, publicly traded enterprises can substantially elevate customer engagement through effective social media management strategies." They observed that an active social media interaction strategy encourages customers to share more information, fosters customer interaction, and stimulates creativity among users. In terms of content planning, thoughtfully curated content not only captures customers' attention but also fosters deeper engagement and communication. Furthermore, the favorable brand image cultivated through image management tactics prompts customers to engage more readily with the enterprise and exhibit a heightened inclination for innovation. These customer engagement behaviors directly bolster brand recognition, customer loyalty, and market competitiveness, thereby significantly enhancing organizational performance.

All interviewed executives underscored the significance of social media interaction strategies in fostering customer engagement. Through routine posting of interactive content, Q&A sessions, polls, and other activities, the companies successfully garnered customers' attention and sparked their enthusiasm for participation. These strategies not only incremented customers' information-sharing behaviors, such as experiencing sharing and suggesting improvements, but also

promoted social interaction among customers, cultivating a vibrant community ambiance. Moreover, customer engagement somewhat spurred user innovation, as they embarked on exploring new product uses, proposed innovative enhancement suggestions, and contributed valuable creative resources to the enterprise.

Executives universally acknowledged that a meticulously planned content strategy is pivotal in engaging customers. By delivering content that resonates with customers' interests, companies have effectively captured their attention and driven engagement. Customers were more inclined to leave comments, share personal experiences, and engage in in-depth discussions in the comments section. This human interaction not only augmented customers' sense of identity and belonging to the brand but also provided the company with insights into customer needs and market trends. Additionally, engaging and innovative content inspired customers' creative thinking, generating numerous novel ideas and suggestions during interactions, thereby presenting more prospects for the company's products and services.

Regarding image management strategies, executives highlighted their importance in augmenting customer engagement and loyalty. By cultivating a positive brand image and promptly addressing customer concerns, companies garnered customers' trust and goodwill. This trust encouraged customers to more actively participate in information sharing and social interaction, and they were willing to share their experiences and insights to facilitate other customers' understanding and product usage. Simultaneously, a favorable brand image also sparked customers' innovative spirits, prompting them to initiate exploration of creative content related to the brand and actively engage in brand activities. This customer engagement not only enhanced enterprises' social influence but also presented them with more business opportunities.

In conclusion, through in-depth interviews, this research has corroborated that social media management strategies exert a potent positive influence on customer engagement, which can be further translated into the advancement of organizational performance. Customer engagement on social media provides invaluable market feedback, bolsters brand image, and inspires innovative thinking, all serving as critical drivers for sustainable business growth. Therefore, for small, listed companies, refining

social media management strategies represents an efficacious means to enhance customer engagement and organizational performance.

4.2.2.2 The Impact of Customer Engagement on Organizational Performance.

This part mainly asks respondents about their understanding of Customer Engagement in small-listed enterprises and the impact of Customer Engagement on Organizational Performance, including Information Provided（IP）, Interpersonal Interaction（II), and User Innovation（UI）.

In the interview, 10 executives generally agreed on the positive impact of customer engagement on organizational performance. They believe that the information provided by customers enables enterprises to grasp market trends and optimize products and services more accurately. Interpersonal interaction enhances customer loyalty and brand influence, which in turn improves market performance and customer performance. User innovation not only brings new product use scenarios and marketing ideas to the enterprise but also stimulates the innovation ability of the internal team, which has a significant improvement effect on internal performance.

No.5 Respondents pointed out in the in-depth interview that for Small-listed Enterprises, in the era of social media, customers' participation is not only reflected in their purchase behavior, but also in their interaction with brands, feedback on products, and sharing and communication on social media. Active customer engagement through social media, such as comments, shares, and likes, effectively increases brand exposure and market influence. This engagement not only strengthens the emotional connection between the customer and the brand but also brings valuable market insights and suggestions for improvement. More importantly, highly engaged customers tend to become loyal brand fans, and their word-of-mouth spread attracts more potential customers for the company, directly promoting sales growth.

Through in-depth interviews with 10 senior executives of small-listed companies, the study deeply discusses the factors that influence customer participation in organizational performance. Executives generally agree that information provided by customers through channels such as social media is a valuable source of market

intelligence for companies. This information not only helps enterprises to timely understand the market dynamics and customer needs but also guides enterprises to adjust product strategies and optimize service processes. For example, one company executive mentioned that by collecting customer feedback on social media, they were able to improve a product's design flaw, thereby increasing market share and customer satisfaction. This shows that the dimension of information provision has a direct and significant positive impact on market performance and customer performance.

When it comes to personal interaction, executives emphasize that positive interactions with customers increase trust and loyalty. Through social media platforms, companies can respond to customer concerns and solve customer problems promptly, thereby enhancing brand image and reputation. This good customer relationship not only helps maintain the existing customer base but also attracts more potential customers. Therefore, the interpersonal interaction dimension also plays an important role in improving market performance and customer performance.

In terms of user innovation, executives believe that new ways of using products and creative ideas shared by customers on social media provide valuable inspiration for innovation. These innovations not only enrich the application scenarios of products but also bring new market opportunities for enterprises. At the same time, user innovation also inspires the innovative thinking and research and development ability of the internal team of the enterprise and promotes the continuous upgrading and optimization of the product. Therefore, the user innovation dimension has a significant positive impact on improving internal performance and market performance.

In summary, through in-depth interviews, the study verifies that customer participation has a strong positive impact on organizational performance. In the process of operation, enterprises should make full use of platforms such as social media to encourage customers' information provision, interpersonal interaction, and user innovation behavior, to improve the overall organizational performance. These findings have important practical significance in guiding small-listed enterprises to develop effective customer engagement strategies.

4.2.2.3 The Impact of Social Media Management Strategies on Organizational Performance.

This section focuses on gathering respondents' perspectives on the Organizational Performance of small, publicly listed enterprises and the influence of Social Media Management Strategies on it, particularly in terms of Market Performance (MP), Customer Performance (CP), and Internal Performance (IP).

During the interviews, ten executives emphasized the substantial positive effect of social media management strategies on organizational performance. They contended that active engagement through social media platforms enables firms to forge stronger customer connections, augment their brand image, and elevate market influence. A thoughtfully crafted content strategy not only captures the attention of the intended audience but also stimulates customer interest in the offerings, ultimately driving sales growth. Simultaneously, an impression management strategy plays a pivotal role in preserving corporate reputation and fostering customer loyalty and market competitiveness.

One respondent, numbered eight, specifically noted that for small public enterprises in the digital era, social media serves as a vital link between businesses and consumers. They believe that a meticulously planned social media management strategy facilitates more effective communication of brand values, strengthens brand image, and attracts a wider pool of potential customers. Social media platforms transcend their role as mere advertising channels, functioning instead as tools for fostering deep customer interactions and connections. By promptly addressing users' comments and suggestions, enterprises can swiftly gather market feedback and adjust their offerings, accordingly, thereby bolstering customer satisfaction and loyalty. Furthermore, they mentioned that the successful deployment of social media management strategies can help companies distinguish themselves in a fiercely competitive market. By delivering valuable content and engagement tailored to specific customer segments, companies can establish long-term customer relationships that propel business growth and enhance organizational performance.

Through in-depth interviews with ten executives from small, publicly listed companies, the study delves into the factors influencing the impact of social media management strategies on organizational performance. All executives underscored the significance of social media management strategies. Active engagement on social

media platforms allows businesses to forge closer ties with customers and swiftly ascertain their needs and feedback. This interaction not only elevates the brand image but also fosters a heightened sense of trust and loyalty towards the company among customers. Additionally, social media engagement strategies can help enterprises broaden their market reach and attract more potential customers. Consequently, social media engagement strategies exert a notable positive influence on market and customer performance.

Executives uniformly concur that a high-quality content strategy is crucial for attracting and retaining the target audience. By disseminating content that is valuable, engaging, and pertinent to the target audience, companies can augment customer interest in their offerings, leading to increased sales. Simultaneously, well-organized content can enhance internal creativity, employee satisfaction, efficiency, and quality. Therefore, content strategies positively impact market, customer, and internal performance.

Regarding impression management strategies, executives highlighted their importance in shaping and maintaining corporate image. By promptly addressing negative reviews and crisis situations, companies demonstrate a responsible and professional demeanor, thereby fostering customer loyalty and market competitiveness. Moreover, a positive corporate image attracts talented individuals to join the company, thereby improving internal performance. Hence, impression management strategies significantly and positively influence customer and market performance, indirectly promoting the enhancement of internal performance.

In conclusion, through in-depth interviews, the study has validated that social media management strategies exert a robust positive impact on organizational performance. When devising social media strategies, enterprises should comprehensively consider the roles of social media engagement, content strategy, and impression management strategy to enhance overall organizational performance. These findings hold significant practical implications for guiding small, publicly listed companies in optimizing their social media management strategies, as illustrated in Table 4.30.

Table 4. 30 Content Analysis Table of In-Depth Interviews

No.	Area	Province	Respondent position	Specialist	Interview results	Validation of hypotheses and quantitative research conclusions (yes or no)
1	East	Zhejiang	Manager	No.1	Interacting with customers through social media has increased brand awareness, indirectly boosting organizational performance.	Yes
2			Section chief	No.2	Customer feedback on social media has been used for product improvements, enhancing customer satisfaction, which in turn impacts organizational performance.	Yes
3	South	Guangdong	Manager	No.3	The personalized content in social media strategies attracted more customer engagement, leading to increased sales growth.	Yes

4			Section chief	No.4	Crisis management on social media effectively restored brand reputation, preventing negative impacts on organizational performance.	Yes
5	West	Sichuan	Manager	No.5	Customer engagement activities on social media (e.g., Q&A, contests) improved brand loyalty, thereby influencing organizational performance.	Yes
6			Section chief	No.6	Storytelling in social media strategies helped establish an emotional connection with the brand, promoting customer engagement and enhancing organizational performance.	Yes
7	North	Beijing	Manager	No.7	Targeted market positioning strategies on social media helped attract potential customers, increasing market share and organizational performance.	Yes

8			Section chief	No.8	Innovative content strategies on social media (e.g., short videos, live streaming) boosted brand exposure and customer engagement.	Yes
9	Middle	Hunan	Manager	No.9	Cross-platform integration strategies on social media improved customer experience and organizational performance.	Yes
10			Section chief	No.10	Data analysis and customer insights from social media helped optimize marketing strategies, improving organizational performance.	Yes

4.3 Conclusion

The objective of this chapter is to explore the mechanism and trajectory influencing the relationship between social media management strategies and the organizational performance of small-listed enterprises in China, while elucidating the mediatory role of Customer Engagement. The study employs a hybrid research approach, integrating both quantitative and qualitative methodologies. For the quantitative component, data from 400 questionnaires were gathered using SPSS 26.0 and Amos 24.0 software. Descriptive statistical analysis, scale reliability evaluations, and validity assessments, including exploratory and confirmatory factor analyses, were conducted. These analyses encompassed structural validity, convergent validity, and correlation assessments to verify the dimensions and interactions among the

independent variable (social media management strategies), the mediator (customer engagement), and the dependent variable (organizational performance). Furthermore, the proposed hypotheses were tested. Complementing the quantitative analysis, the qualitative segment involved in-depth interviews with ten company managers to validate the model's conclusions.

Starting from two aspects of Strategic Management and Customer Management, this study provides guidance to help Chinese small-listed enterprises improve organizational performance and forms a model to improve organizational performance through corporate managers to formulate social media management strategies and promote customer participation. See Figure 4.5 for the New Causal model of Social Media Management Strategies affecting to Organizational Performance (SCO Model).

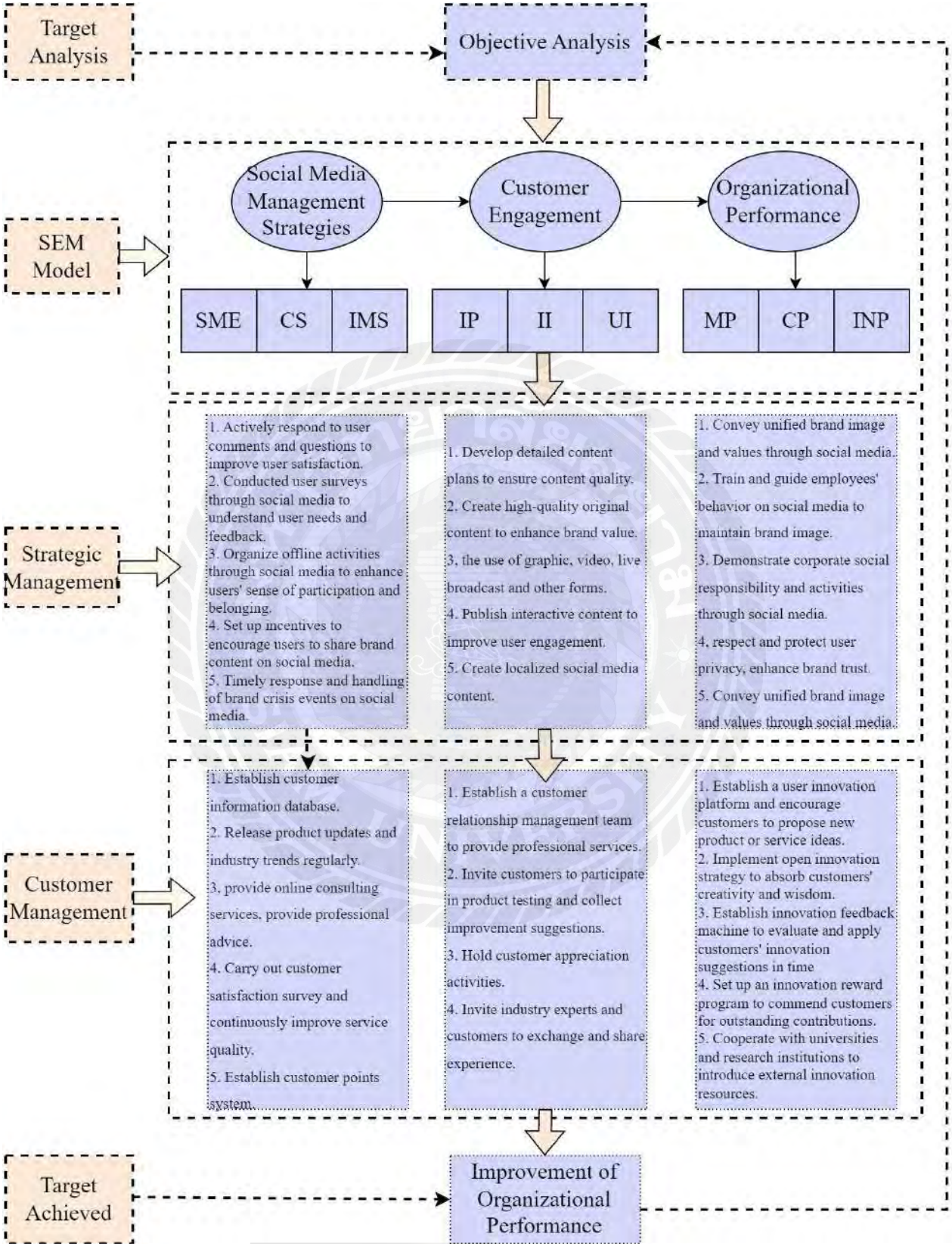

Figure 4. 5 The Causal Model of Social Media Management Strategies Affecting to Organizational Performance (SCO Model).

In conclusion， the results of this study can answer the three research objectives proposed in Chapter 1:

1). To study the impact of Social Media Management Strategies on Customer Engagement of Small-listed Enterprises in China, and whether it can indirectly impact Organizational Performance through Customer Engagement.

The findings of the research indicate that, among the three facets of Social Media Management Strategies (SMMS), "Content Strategy" emerges as the most pivotal dimension for assessing the potential variable associated with SMMS. Specifically, Content Strategy (CS) represents the most influential aspect of an enterprise's SMMS that affects Organizational Performance. High-quality, engaging, and valuable content captivates users' attention and piques their curiosity. By delivering content that is pertinent and appealing to the audience, enterprises can foster higher levels of user engagement and retention.

CS serves as a crucial method for shaping and conveying a brand's image through coherent and meticulously curated content that resonates with the brand's values, mission, and characteristics to its target audience. This, in turn, bolsters brand recognition and loyalty. Consequently, it stands to reason that content strategy holds the utmost significance within the realm of social media management strategy. Notably, the SMMS employed by Small-listed enterprises exert a notable positive influence on Customer Engagement.

2). To study the impact of Customer Engagement on Organizational Performance.

The study's findings reveal that, among the three facets of social media management strategy, "interpersonal interaction" is the foremost dimension in assessing the potential variable of "Customer Engagement" (CE). Interpersonal interaction (II) stands as the most potent factor influencing organizational performance through customer engagement. During customer involvement, II not only impacts customer satisfaction and loyalty but also bears a direct correlation with the enterprise's image and reputation. Effective interpersonal interaction fosters a sense of care and respect from the enterprise among customers, thereby enhancing their satisfaction

levels. When customers encounter friendly and professional responses from employees, their trust in the company increases, prompting them to maintain ongoing contact. Additionally, when customers face issues, effective II facilitates the establishment of productive communication. By listening to and comprehending customer needs, employees can provide prompt solutions, thereby enhancing the customer experience. Consequently, it is logical for human interaction to constitute the largest component of customer engagement. Therefore, customer involvement in small-sized listed firms exhibits a moderately significant positive influence on organizational performance.

3). To study the impact of Social Media Management Strategies on Organizational Performance

The findings of the research indicate that, among the three dimensions of social media management strategy, "market performance" (MP) is the most crucial for assessing the latent variable of "Organizational Performance" (OP). MP holds the utmost significance in the realm of social media management strategy and its impact on OP. Market performance directly influences an organization's revenue streams and profitability. A strong market presence for an organization's products or services translates into higher sales volumes and increased profits, serving as a tangible measure of success. Superior market performance further bolsters the organization's brand influence. Widespread market recognition and accolades for a product or service elevate brand awareness and reputation. MP is also intricately linked to customer satisfaction and loyalty. Meeting or surpassing customer expectations fosters loyalty and repeat purchases, ensuring a steady stream of business for the organization. Successful market performance attracts additional resources and funding, enabling the organization to invest in research, development, and innovation. This, in turn, aids in maintaining a competitive edge and adapting to evolving market demands. Consequently, it is logical for MP to constitute the largest component of OP. Additionally, the social media management strategy employed by small-listed enterprises exhibits a moderately significant positive effect on OP.

Hence, this model offers valuable insights into how social media influences the organizational performance of small-listed enterprises in China.

CHAPTER 5
RESEARCH CONCLUSION, DISCUSSION AND RECOMMENDATION

The primary objective of this study is to investigate the mechanisms by which social media management strategies impact organizational performance in China's small-listed enterprises, specifically through the lens of customer engagement, and to construct a causal model. Based on the findings presented in Chapter Four, this chapter will synthesize the research conclusions. It will sequentially discuss the three variables within the causal model, and formulate strategic suggestions grounded in these insights. Furthermore, it will elucidate the interrelationships among the research variables. Additionally, the study's limitations will be outlined, followed by recommendations tailored for the leadership of small-listed companies in China, based on the research findings. Lastly, this chapter will suggest directions for future research, and be structured into the following five sections:

5.1 Research Conclusion

5.2 Discussion

5.3 Recommendation

5.4 Limitation

5.5 Future Research

5.1 Research Conclusion

Drawing upon the research and analytical insights garnered from Chapters One to Four, this chapter endeavors to address the three research inquiries initially posed in Chapter One. The objective of this study is to ascertain the determinants shaping the influence of social media management strategies on the performance of small listed enterprises in China, while elucidating the intermediary function of customer participation in fostering enhanced organizational outcomes.

Adopting a mixed-methods approach, this research integrates both quantitative and qualitative methodologies. Initially, the quantitative phase involved the collection of 400 questionnaires across various regions of China (Eastern, Southern, Western, Northern, and Central). Reliability and validity assessments were executed using SPSS 26.0 and Amos 24.0, encompassing descriptive statistical evaluations, scale reliability tests, and validity checks, inclusive of exploratory and confirmatory factor analyses (which incorporated structural validity, convergent validity, and correlational assessments). The resultant findings revealed: (1) Social media management strategies exert a favorable indirect influence on organizational performance via customer participation; (2) Customer participation holds a moderate direct impact on organizational performance; and (3) Social media management strategies also exert a positive direct effect on organizational performance. Subsequently, qualitative research through in-depth interviews was conducted to validate the hypotheses and conclusions derived from the quantitative analysis. Conclusively, integrating both qualitative and quantitative insights, this study introduces a novel causal model, the 'SCO Model,' offering a fresh perspective on bolstering corporate competitiveness.

The research aims of this paper are as follows: (1) To investigate the influence of social media management strategies on customer engagement among small listed enterprises in China, and whether this engagement can indirectly enhance organizational performance; (2) To examine the impact of customer engagement on organizational performance; and (3) To study the impact of social media management strategies on organizational performance directly.

Effectual social media management strategies can markedly elevate customer engagement, thereby exerting a beneficial influence on organizational performance. By refining social media content, augmenting interactivity, and accelerating response times, enterprises can effectively foster customer participation behaviors. These behaviors, in turn, result in heightened brand loyalty, word-of-mouth advocacy, and sales augmentation, ultimately propelling improvements in organizational performance.

5.2 Discussion

From the analysis in Chapter Four, the study found that social media management strategies have a strong indirect impact on organizational performance through customer engagement. Additionally, social media management strategies have a strong direct impact on organizational performance, and the mediating variable of customer engagement has a moderate direct impact on organizational performance. Therefore, the study will address the following questions:

1. How can organizational performance be influenced through customer engagement, starting from a social media management strategy?

In this study, we initially examine the existing research on social media management strategies, subsequently defining the essence of these strategies for small, listed enterprises in China, drawing on prior scholarly work. Social media management strategies establish a structured approach for efficient operations and interactions on social platforms, ultimately enhancing brand influence through heightened user engagement, refined content methodologies, and impression management tactics. These strategies focus on fostering user interaction, capturing attention with varied and superior content, and maintaining a cohesive brand identity to effectively manage crises and foster positive perceptions. By adopting these tactics, enterprises can bolster customer loyalty, augment market competitiveness, and ultimately propel overall performance.

The social media management strategy encompasses three key aspects: social media engagement, content strategy, and impression management. Notably, this strategy exhibits a robust indirect influence on customer engagement, with a path coefficient of 0.946 (S.E. = 0.726, C.R. = 6.9, P-value $\leq$ 0.001). Additionally, the standardized path coefficient stands at 0.946, while the non-standardized coefficient is 0.869.

Our findings reveal that, among the three dimensions of social media management strategies, the "Content Strategy" dimension is paramount in assessing the latent variable of "Social Media Management Strategies" (SMMS). Content strategy (CS) emerges as the most potent factor influencing organizational performance within

an enterprise's social media management framework. High-quality, engaging, and valuable content captures users' attention and piques their interest. By delivering content that resonates with and captivates the audience, enterprises can elevate user engagement and retention. Content strategy serves as a vital instrument in shaping and conveying a brand's image through consistent and thoughtfully curated content that communicates the brand's values, mission, and identity to its audience, thereby fortifying brand awareness and loyalty. Consequently, it is plausible that content strategy holds the utmost significance within the realm of social media management strategies. Thus, small, listed enterprises' social media management strategies exert a considerable positive influence on customer engagement.

2. What are the factors of Customer Engagement that affect the Organizational Performance of China's Small-listed Enterprises?

The three facets of customer engagement encompass information provision, interpersonal communication, and user-driven innovation. Customer engagement exerts a moderate direct influence on organizational performance, with a path coefficient of 0.366 (S.E. = 0.873, C.R. = 5.537, P-value $\leq$ 0.001). The standardized path coefficient is 0.366, while the non-standardized coefficient is 0.469.

Our research findings indicate that, among the three dimensions of social media management strategy, "interpersonal communication" holds the utmost significance in assessing the latent variable of "Customer Engagement" (CE). Interpersonal communication (IC) stands as the most potent aspect of customer engagement influencing organizational performance. In the context of customer involvement, interpersonal communication not only impacts customer satisfaction and loyalty but also directly correlates with the enterprise's image and reputation. Effective interpersonal communication fosters a sense of care and respect among customers, thereby enhancing their satisfaction. When customers receive a courteous and proficient response during interactions with staff, their trust in the company increases, leading them to maintain ongoing engagement. In instances where customers encounter issues, effective interpersonal communication facilitates the establishment of productive communication. By listening to and understanding customer needs, and providing prompt solutions, employees can elevate the customer experience.

Consequently, it is logical for interpersonal communication to constitute the largest proportion of customer engagement. Hence, customer involvement in small, listed firms exhibits a moderately substantial positive effect on organizational performance.

3. What is the model for enhancing the organizational performance of small-listed companies in China through customer engagement, starting from social media management strategies?

The three aspects of organizational performance include market performance, customer performance, and internal operations. Social media management strategy exerts a robust direct influence on organizational performance, with a path coefficient of 0.649 (S.E. = 0.814, C.R. = 5.938, P-value ≤ 0.001). Specifically, the standardized path coefficient is 0.649, while the non-standardized coefficient stands at 0.764.

Research findings reveal that, among the three dimensions of social media management strategy, "market performance" is the most crucial in measuring the latent variable of "Organizational Performance" (OP). Market performance (MP) is the most potent dimension of social media management strategy in terms of its impact on organizational performance. Market success directly influences an organization's revenue and profitability. A strong market presence for an organization's products or services translates into higher sales and increased profits, serving as a tangible indicator of its success. Outstanding market performance enhances the organization's brand influence. When products or services are widely recognized and acclaimed by the market, brand awareness and reputation are bolstered. Market performance is frequently intertwined with customer satisfaction and loyalty. Meeting or surpassing customer expectations fosters loyalty and repeat purchases, ensuring stable business for the organization. Successful market performance can attract more resources and funding, enabling the organization to support further research, development, and innovation. This aids in maintaining a competitive edge and adapting to evolving market demands. Consequently, it is rational for market performance to constitute the largest proportion of organizational performance. Therefore, the social media management strategy employed by small, listed enterprises has a moderately significant positive effect on organizational performance.

5.2.1 Discussion on Variable: Social Media Management Strategies

Social media management strategies encompass a company's actions and plans to engage its audience on social media platforms, communicate information, and enhance its brand image. These strategies are typically structured around three core components: social media engagement, content strategy, and impression management.

Social Media Engagement refers to the interaction between a company and its customers on social media, promoting information sharing and fostering customer participation. Effective engagement can enhance brand awareness and strengthen customer relationships, achieved through timely responses to comments and the creation of interactive content (Ashley & Tuten, 2015).

Content Strategy involves the planning and execution of social media content that aligns with the company’s brand and market positioning. Successful content strategies focus on creativity, relevance, and targeting, which are crucial for capturing customer attention and influencing market presence (Pulizzi, 2012).

Impression Management is the process by which a company controls its image and public perception on social media platforms. It ensures consistent, positive portrayals of the brand through activities such as sharing positive news, addressing negative feedback, and managing crisis communications (Goffman, 1959). Effective impression management helps sustain a company’s reputation and credibility, especially in the digital age.

1)Impact on Organizational Performance

Research suggests that social media management strategies significantly impact organizational performance. Companies that engage effectively on social media can disseminate information swiftly and gather real-time customer feedback, improving market performance and customer satisfaction (Kaplan & Haenlein, 2010). The two-way communication facilitated by social media strengthens brand loyalty, boosts customer engagement, and ultimately leads to sales growth and increased market share (Parveen et al., 2015).

2)Indirect Effects through Customer Engagement

Customer engagement serves as a mediating variable that indirectly enhances organizational performance. Higher levels of customer participation, interaction with the brand, and contributions toward product innovation reinforce customer loyalty, which subsequently has a positive impact on the company's performance. Social media management strategies not only directly improve performance but also encourage customer-generated content and active brand engagement, thereby strengthening the brand-customer relationship (Brodie et al., 2013).

5.2.2 Discussion on Variable: Customer Engagement

Customer engagement refers to the active participation of customers in their interactions with a company, encompassing behaviors such as information acquisition, feedback, and involvement in product or service innovation. It emphasizes the role of customers not only as consumers but also as collaborators in the brand-building process. Customer engagement typically involves three dimensions: information sharing, interpersonal interaction, and user innovation.

Information Sharing involves customers actively acquiring, sharing, and disseminating brand-related information via social media or other platforms. This dimension is evident when customers share experiences or opinions, enhancing brand exposure and helping companies better understand customer preferences (Dessart et al., 2019).

Interpersonal Interaction refers to interactions between customers and companies, or among customers themselves, usually facilitated through social media platforms. These interactions create brand communities that foster customer loyalty, enhance a sense of belonging, and encourage participation from potential customers. They also provide valuable feedback to companies, which strengthens customer relationships (Hollebeek et al., 2020).

User Innovation refers to customer involvement in designing, improving, or innovating products or services. This participation transforms customers into collaborators, helping companies tailor products to market needs and enhance customer satisfaction and loyalty (Breidbach & Maglio, 2020).

1) Impact of Customer Engagement on Organizational Performance

Customer engagement positively impacts organizational performance in various ways. Active participation boosts brand awareness, strengthens customer loyalty, and drives new customer acquisition. Furthermore, customer feedback contributes to product and service improvements, enhancing customer satisfaction and increasing repeat purchases. In addition, customer engagement promotes internal process optimization, such as faster product development cycles and improved responsiveness (Kumar & Pansari, 2016; Kannan & Li, 2017).

2) Mediating Role of Customer Engagement

Customer engagement acts as a mediator between company strategies and organizational performance. For example, social media management strategies indirectly influence performance by boosting customer engagement. Effective strategies inspire customer participation in brand interactions, content creation, and product innovation, ultimately leading to stronger brand-customer relationships. This connection improves market performance, customer loyalty, and internal efficiency (Nguyen et al., 2022).

3) Challenges and Opportunities of Customer Engagement

While customer engagement offers significant benefits, managing it poses challenges. Companies must continuously invest in creating positive customer experiences across social media and other platforms, while also managing potential negative interactions, such as complaints or negative reviews. A strong crisis management plan is essential to mitigate adverse effects. However, customer engagement also presents unprecedented opportunities in the digital age, helping companies meet personalized customer needs, foster loyalty, and create a competitive edge (Harrigan et al., 2020). Therefore, customer engagement is a key factor for companies looking to gain a competitive edge in today's market. By leveraging customer interactions effectively, companies can strengthen brand loyalty, drive innovation, and improve overall organizational performance. To maximize customer engagement, organizations should use digital tools and social media platforms to inspire customer participation and recognize customers as key collaborators in their long-term success.

5.2.3 Discussion on Variable: Organizational Performance

Organizational performance reflects the degree and efficiency with which an organization achieves its strategic goals. It is typically evaluated across various dimensions, including market performance, customer satisfaction, financial metrics, and internal operational efficiency. Good organizational performance is not only seen in financial outcomes but also non-financial aspects such as customer retention, employee morale, and innovation capacity.

Market Performance measures how well an organization competes in its market. Key indicators such as market share, brand awareness, and sales growth reflect a company's ability to effectively promote its products or services and meet customer needs. High market performance indicates that a company has established a competitive advantage and is effectively responding to market demands (Sharma et al., 2020).

Customer Performance focuses on the level of customer satisfaction, loyalty, and retention. Positive customer performance demonstrated through repeat purchase rates and customer satisfaction surveys, is an important indicator of a company's ability to build lasting relationships with its customers. Higher customer performance contributes directly to sustained profitability and market competitiveness (Ryu & Lee, 2018).

Internal Performance refers to the efficiency of internal processes, including cost management, productivity, and employee performance. Companies that can optimize these processes not only reduce operational costs but also create a more agile and innovative organizational culture. Improved internal performance allows companies to respond quickly to market changes and customer needs (Hosseini et al., 2021).

1) Factors Influencing Organizational Performance

Several internal and external factors influence organizational performance. External factors, such as changes in market conditions, technological advancements, and regulatory shifts, can either positively or negatively impact an organization's ability to achieve its goals. Internal factors, including management effectiveness, employee engagement, and teamwork, play crucial roles in shaping performance outcomes.

Strategic decisions related to market positioning, product innovation, and customer relationship management are key determinants of organizational success (Kurt & Zehir, 2016).

2) Assessment and Enhancement of Organizational Performance

To improve organizational performance, companies must implement systematic performance evaluation mechanisms. Clear performance indicators, regular performance reviews, and feedback systems allow organizations to identify issues and take timely corrective measures. Additionally, fostering a culture of innovation and collaboration, strengthening teamwork, and optimizing resource allocation are essential strategies for enhancing performance (Nguyen & Malik, 2022). By aligning employee goals with organizational objectives, companies can ensure continuous improvement and long-term success.

3) The Mediating Role of Organizational Performance

Organizational performance often serves as a mediating variable between management strategies and desired market outcomes. For instance, both social media management strategies and customer engagement can enhance organizational performance, which in turn improves market competitiveness. In this context, performance acts as a bridge that connects strategic efforts to business results. Studies suggest that improving organizational performance leads to stronger market positioning, increased customer satisfaction, and better financial results (Harrigan et al., 2020).

In conclusion, organizational performance is a critical measure of a company's success and sustainability. Understanding the multidimensional aspects of performance allows organizations to craft more effective strategies for continuous improvement. In the digital age, companies must remain adaptable, fostering innovation and responsiveness to maintain strong performance and a competitive edge in dynamic markets. Effective performance management will be key to ensuring long-term organizational growth and success.

5.3 Recommendation

5.3.1 Finding

The investigation into the causal model of social media management strategies' impact on the organizational performance of small, publicly-traded enterprises in China, with customer engagement serving as an intermediary variable, has yielded several pivotal observations:

Notable Direct Influence of Social Media Management Strategies on Organizational Performance: The research revealed that social media management strategies exert a substantial and favorable direct influence on the organizational performance of small, publicly traded enterprises. The primary facets of social media management, namely social media engagement, content strategy, and impression management, were identified as key contributors to improved organizational outcomes. Firms that actively adopted and refined these strategies witnessed augmented market performance, heightened customer retention, and overall internal efficiency.

Amplification of Social Media Management Strategies' Effect via Customer Engagement: Customer engagement emerged as a pivotal intermediary in the relationship between social media management strategies and organizational performance. Although social media strategies had a direct impact, their influence was further potentiated through heightened customer engagement. This underscores that enterprises successfully engaging customers on social media platforms not only elevate their brand perception but also observe tangible enhancements in organizational performance.

Positive Correlation Between Customer Engagement and Organizational Performance: The study discovered a moderate yet statistically significant direct positive correlation between customer engagement and organizational performance. Customer engagement, characterized by dimensions such as information sharing, interpersonal interactions, and user-centric innovation, fosters robust customer relationships and loyalty. These behaviors contribute to improved market positioning, enhanced customer satisfaction, and financial performance for small, publicly traded enterprises.

Content Strategy as the Most Potent Dimension of Social Media Management: Among the three dimensions of social media management strategies, content strategy demonstrated the highest impact on customer engagement and organizational

performance. Firms that developed and disseminated consistent, pertinent, and captivating content observed greater levels of customer interaction and brand loyalty. This finding emphasizes the importance of meticulously crafting content that resonates with the target audience.

The Role of Impression Management in Establishing Brand Credibility and Prestige: The study underscored the significance of impression management in cultivating a favorable brand reputation. By actively managing their reputation, addressing adverse feedback, and maintaining a consistent online persona, small, publicly traded enterprises can bolster customer trust. Consequently, this trust positively influences organizational performance by fostering customer acquisition and retention.

Social Media Interaction as a Catalyst for Customer Relationship Development: The study identified social media interaction, characterized by the frequency and depth of exchanges between enterprises and their customers, as a pivotal factor in fostering customer loyalty and satisfaction. Firms that actively engage in conversations, respond to comments, and share interactive content establish stronger bonds with their customers. These interactions lead to heightened customer satisfaction, which in turn, bolsters organizational performance.

Correlation Between Various Aspects of Organizational Performance: The findings also demonstrated strong correlations among various facets of organizational performance, including market performance, customer performance, and internal operational efficiency. Improvements in one domain typically led to beneficial outcomes in others, indicating that social media management strategies and customer engagement have a comprehensive impact on enterprise success.

The Mediating Role of Customer Engagement in Enhancing Strategic Effectiveness: The mediating influence of customer engagement further amplifies the relationship between social media management strategies and organizational performance. Enterprises that successfully engage customers through social media platforms not only witness immediate improvements in organizational outcomes but also use customer feedback and interactions to iteratively refine their strategies, leading to sustained performance enhancements.

In conclusion, the study confirms that social media management strategies exert both direct and indirect (mediated through customer engagement) positive effects on the organizational performance of small, publicly traded enterprises in China. By employing comprehensive social media interaction, a strategic content approach, and effective impression management, enterprises can elevate their market positioning, strengthen customer loyalty, and enhance internal efficiency. Customer engagement emerges as a crucial bridge in this process, further augmenting the overall impact of social media strategies on organizational success.

5.3.2 Recommendation

5.3.2.1 Theoretical contributions

1)Advancing the Understanding of Mediating Variables:

Further research is necessary to delve deeper into the mediating role of customer engagement in the interplay between organizational performance and social media management strategies. While this study underscores the importance of customer engagement, it suggests avenues for exploring how different facets of engagement—including cognitive, emotional, and behavioral aspects—influence the effectiveness of social media strategies.

2)Framework Development for Social Media Management:

The findings provide a foundational framework for understanding the causal relationships among social media management strategies, customer engagement, and organizational performance. Researchers are encouraged to build upon this framework by incorporating additional variables (e.g., brand equity, and market volatility) to develop a more comprehensive model that captures the complexities of social media dynamics in different industries.

3)Contextualizing Findings in Different Markets:

Given that this study focuses on small-listed enterprises in China, future research should consider contextual variations in social media management across different cultural and economic environments. Comparative studies can provide

valuable insights into how social media strategies must be tailored to fit diverse market conditions and consumer behaviors.

5.3.2.2 Practical Recommendations

1) Optimize Social Media Management Strategies: Small enterprises should focus on creating high-quality, engaging, and consistent social media content. The study reveals that the content strategy is the most critical dimension, significantly influencing organizational performance through customer engagement. By curating relevant and valuable content that resonates with their audience, small enterprises can boost customer interaction, brand loyalty, and market influence. Investing in creative content tailored to the company's brand image can increase visibility and drive sales growth.

2) Leverage Interpersonal Interaction for Stronger Customer Engagement: The research indicates that interpersonal interaction plays a vital role in enhancing customer engagement, which moderately impacts organizational performance. Small enterprises should prioritize fostering meaningful customer relationships through personalized communication and timely responses on social media. Active interaction not only improves customer satisfaction and trust but also encourages repeat business and long-term loyalty. Training employees to effectively engage with customers across platforms is crucial for maintaining these positive relationships.

3) Monitor and Improve Organizational Performance through Market Performance: The study highlights market performance as the key indicator of organizational success. Small enterprises should closely monitor their market share, brand recognition, and customer satisfaction to assess their overall performance. Enhancing internal processes and focusing on delivering products or services that meet customer expectations will help small businesses stay competitive. Additionally, successful market performance brings more resources for further innovation and development.

4) Use Customer Engagement as a Mediator to Boost Organizational Performance: Small enterprises should recognize the mediating role of customer engagement between social media strategies and organizational performance.

Encouraging customers to participate in brand-related activities, share content, and provide feedback can strengthen the company's connection with its audience, fostering brand loyalty and increasing overall performance. This engagement can also help generate customer-driven innovation, enhancing product offerings and further improving customer satisfaction.

5) Address Challenges in Customer Engagement: While customer engagement presents opportunities, small enterprises must be prepared to handle negative feedback and complaints effectively. Establishing a robust crisis management system is essential to mitigate any potential harm to the brand's reputation. By proactively addressing customer concerns and maintaining positive interactions, small enterprises can turn challenges into opportunities for growth and trust-building.

6) Continually Adapt to Market and Technological Changes: Small enterprises in China should be adaptable to the dynamic external environment, including technological advancements and market shifts. Staying informed about regulatory changes and leveraging new tools for digital marketing can help businesses maintain their competitive edge. Additionally, continuous innovation and resource optimization will allow small enterprises to meet evolving customer needs and ensure long-term success.

5.4 Limitation

Limitation in Research Perspective: The present investigation primarily concentrates on the immediate effects of social media management strategies on organizational performance, potentially neglecting a thorough exploration of the intermediary role of customer engagement. This narrow perspective might hinder a comprehensive understanding of the intricate relationship between social media strategies and organizational outcomes.

Limitation in Research Scope: The study primarily targets small-listed enterprises in China, whose social media management strategies and organizational performance might exhibit distinct traits. However, this specificity may limit the generalizability of the research findings. Future endeavors could broaden the sample to encompass enterprises of varying sizes and industries to ascertain the universality of the results.

Limitation in Research Variables: The current research focuses on three primary variables: social media management strategies, customer engagement, and organizational performance. Yet, in real-world scenarios, these variables may be influenced by numerous additional factors, including corporate culture, market dynamics, and technological advancements. Subsequent research could integrate more pertinent variables to provide a holistic analysis of the impact of social media management strategies on organizational performance.

5.5 Future Research

To overcome the limitations of this study, future research endeavors can consider the following avenues for deeper exploration:

Broaden Research Subjects: Future investigations could expand the scope of research subjects to enterprises across various sizes and industries, encompassing medium-sized and large enterprises. This would facilitate an examination of the influence of social media management strategies on organizational performance in diverse business contexts, thereby bolstering the generalizability and practical applicability of the research findings.

Integrate Quantitative and Qualitative Methods: To gain a more nuanced understanding of the mechanisms underlying the impact of social media management strategies on organizational performance, future research could employ a combination of quantitative and qualitative research methods. For example, in addition to surveys, conducting in-depth interviews and case studies would enable the exploration of specific manifestations of customer engagement and its ramifications on enterprise performance.

Incorporate Other Mediating and Moderating Variables: Future studies may consider introducing other potential mediating variables, such as brand loyalty and customer satisfaction, to investigate their relationships within the context of social media management strategies and organizational performance. Furthermore, moderating variables like market competitiveness and industry-specific characteristics could offer richer perspectives for the research.

Initiate Longitudinal Studies: Engaging in longitudinal research can aid researchers in comprehending the dynamic interplay between social media management strategies, customer engagement, and organizational performance. This approach would unveil the long-term consequences of strategy implementation and its enduring impact on organizational performance.

Assess the Impact of Technological Innovations: Given the rapid evolution of digitalization and technology, future research should focus on novel features (such as live streaming, short videos, etc.) and innovations on social media platforms and their ramifications on customer engagement and organizational performance. Exploring how these emerging technologies reshape customer interactions with enterprises will provide fresh insights for formulating effective social media management strategies.

Consider Cultural and Social Contexts: Future research could examine how different cultural and social contexts affect the implementation of social media management strategies. Particularly in China, consumer behavior is significantly influenced by cultural factors, thus studies could investigate how cultural backgrounds affect customer engagement and its relationship with organizational performance.

Combine Empirical Research with Industry Case Analysis: Integrating empirical research with industry case analysis can provide a deeper understanding of how successful social media management strategies are implemented across different enterprises and the critical role customer engagement plays. This combination will offer actionable recommendations for practice.

In summary, future research will be able to explore customer engagement more comprehensively and deeply as a mediating variable and the impact of social media management strategies on the organizational performance of small-listed enterprises in China, thus providing a more solid foundation for management practices and theoretical development.

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APPENDIX

Questionnaire

Questionnaire for dissertation

The Strategic Model of Social Media Management Affecting to Organizational Performance of Small-listed Enterprises in China

Study conducted by Mr. Zhang Chenglei

PhD student, Doctor of Philosophy Program in Management, Siam University

Notice: We would like to cooperate with you to complete the questionnaire. The information will be analyzed and done in an overall manner. The information will be kept confidential and will not be disclosed for business gain. It will only be used for investigative purposes.

Part 1: General Information

1.1 Name of the Interviewer: .....

1.2 Name of Enterprise: .....

1.3 Your gender: .....

1.4 Your age: .....

1.5 Your seniority: .....

1.6 Your position in the enterprise:.....

1.7 Your degree: .....

1.8 Your annual income: .....

Part 2: Please choose the most appropriate answer according to your real situation or feelings in your enterprise：The questionnaire used Likert scale, ranging from1 to 5 as follows: 5 score means Strongly agree；4 score means Agree；3 score means Neutral；2 score means Disagree ； 1 score means Strongly Disagree.

Items	Questionnaire	Alternative Answer				
		1	2	3	4	5
	Social Media Management Strategies					
1	I am satisfied with the frequency of our enterprise's engagement on social media platforms.					
2	Our enterprise's social media engagement strategies are of high quality.					
3	Our enterprise effectively engages with its target audience through social media.					
4	I am pleased with the speed of our enterprise's response to customer inquiries and engagements on social media.					
5	Our enterprise's social media engagement content is varied and engaging.					
6	Our enterprise tracks and analyzes social media engagement metrics regularly.					
7	Our enterprise actively engages with relevant industry influencers on social media.					
8	Our enterprise provides efficient customer service through social media engagement.					
9	Our enterprise's social media engagement strategies demonstrate creativity and uniqueness.					
10	Our enterprise's social media engagement strategies demonstrate creativity and uniqueness.					
11	Our enterprise's social media content strategies are highly relevant to our audience.					
12	I am satisfied with the quality of our enterprise's social media content.					
13	Our enterprise's social media content offers a wide variety of topics and formats.					
14	Our enterprise's social media content is original and distinctive.					
15	Our enterprise maintains consistency in its social media content strategies.					

16	Our enterprise's social media content aligns well with our branding and messaging.					
17	We track and analyze engagement metrics for our enterprise's social media content.					
18	Our enterprise optimizes its social media content for search engine optimization (SEO).					
19	The return on investment (ROI) of our enterprise's social media content strategies is satisfactory					
20	Our enterprise effectively projects a positive brand image through our social media impression management strategies.					
21	We handle criticism and negative feedback on social media in a professional and timely manner.					
22	Our enterprise maintains consistency in messaging across all social media platforms.					
23	Our enterprise has effective crisis management strategies in place to respond to potential social media controversies.					
24	We actively engage with our followers on social media, fostering a positive community around our brand.					
25	Our enterprise strives for transparency in our social media communication, ensuring followers are well-informed.					
26	We monitor social media trends and respond appropriately to align our messaging with current events and popular culture.					
27	We monitor social media trends and respond appropriately to align our messaging with current events and popular culture.					
28	We regularly measure the impact of our impression management strategies on our brand's reputation and customer perception.					
	Customer Engagement					
29	Our enterprise provides comprehensive and detailed information to customers, ensuring they have all the necessary knowledge about our products and services.					
30	We ensure that the information provided by our enterprise is accurate and up-to-date, reflecting the latest developments and changes in our offerings.					

31	Our enterprise strives to present information in a clear and concise manner, making it easy for customers to understand and make informed decisions.					
32	We provide customers with personalized information based on their preferences and past interactions, creating a more tailored and engaging experience.					
33	Our enterprise regularly updates the information provided to customers, ensuring it remains relevant and valuable over time. We also seek feedback to continuously improve the information we offer.					
34	Our enterprise listens to customer feedback and uses it to improve the quality and relevance of the information we provide.					
35	Our enterprise actively engages in interpersonal interactions with customers, creating a friendly and welcoming atmosphere.					
36	We establish meaningful and personal connections with customers through our interpersonal interactions, ensuring they feel valued and appreciated.					
37	Our enterprise's staff is trained to engage in positive and professional interpersonal interactions, providing customers with a pleasant experience.					
38	We encourage open and honest communication during interpersonal interactions with customers, fostering trust and transparency in our relationships.					
39	Our enterprise leverages interpersonal interactions to understand customers' needs and expectations, enabling us to provide more tailored and relevant experiences.					
40	Our enterprise regularly evaluates and improves the quality of interpersonal interactions with customers, based on customer feedback and insights.					
41	Our enterprise actively encourages customers to contribute their ideas and suggestions for innovation, valuing their unique perspectives.					

42	We provide platforms and resources for customers to engage in innovation activities, fostering a culture of collaboration and creativity.					
43	Our enterprise integrates customer ideas and innovations into our products and services, delivering value that exceeds customer expectations.					
44	We recognize and reward customers who contribute innovative ideas, motivating them to continue participating in our innovation process.					
45	Our enterprise leverages customer innovation to drive continuous improvement and differentiation in our offerings, maintaining a competitive edge in the market.					
46	Our enterprise's culture fosters an open environment where customers feel comfortable sharing their ideas and contributing to innovation.					
	Organizational Performance					
47	Our enterprise consistently achieves strong market share in our industry, indicating our success in capturing and retaining customers.					
48	We have a well-established brand presence in the market, which helps us attract new customers and maintain loyalty among existing ones.					
49	Our enterprise's products and services are highly competitive in the market, based on their quality, price, and features.					
50	We maintain a strong customer base, with high customer satisfaction and retention rates, which contribute to our market performance.					
51	Our enterprise can adapt quickly to changes in the market, such as new competitors or evolving consumer trends.					
52	We have a clear understanding of our target market and customer segments, enabling us to develop strategies that resonate with their needs and preferences.					
53	We have a clear understanding of our target market and customer segments, enabling us to develop strategies that resonate with their needs and preferences.					
54	Our enterprise has a deep understanding of our customers' needs and expectations, ensuring our					

	products and services align with their performance requirements.					
55	We continually adapt our products and services to match the changing performance demands of our customers.					
56	Our enterprise has established a strong reputation for delivering products and services that meet or exceed customers' performance expectations.					
57	We have a customer-centric culture that prioritizes meeting and enhancing customers' performance needs.					
58	Our enterprise's customer service team is trained to provide solutions that align with customers' performance goals and objectives.					
59	We measure our success based on how well our products and services contribute to our customers' overall performance.					
60	Our enterprise actively seeks feedback from customers to identify opportunities for improving the fit between our offerings and their performance requirements.					
61	Our enterprise has established clear and effective internal communication channels, enabling employees to share information and collaborate effectively.					
62	We have a strong organizational culture that fosters employee engagement, motivation, and satisfaction.					
63	Our enterprise provides regular training and development opportunities to employees, ensuring they have the necessary skills and knowledge to perform their jobs effectively.					
64	We have established efficient internal processes and systems that support the smooth operation of our enterprise.					
65	Our enterprise's leadership team demonstrates strong leadership capabilities, providing clear direction and motivation to employees.					
66	We regularly monitor and evaluate our internal performance, identifying areas for improvement and taking corrective actions accordingly.					

Questionnaires and Interview contents

Item-objective Congruence of Index (IOC) & Reliability Test

Dissertation Topic: The Analysis of a Causal Model of Social Media Management Strategies on the Organizational Performance of Small-listed Enterprises in China, with Customer Engagement as a Mediator.

This research aims to understand of interpersonal compliance, environmental impact, the organization summarizes the number of items in each section of the questionnaire as follows:

1.Social Media Management Strategies = 28 items

2.Customer Engagement = 18 Items

3.Organizationl Performance = 20 items

Total number of questions = 66

Content-based Item-objective Congruence of Index (IOC)

	Social Media Management Strategies that affecting to Organizational Performance	**IOC specialist's opinions (-1, 0, 1)**			
	Social Media Management Strategies ▪ Social Media Engagement Fit	**1**	**2**	**3**	**Avg**
1	I am satisfied with the frequency of our enterprise's engagement on social media platforms.	1	1	1	1.00
2	Our enterprise's social media engagement strategies are of high quality.	1	1	1	1.00
3	Our enterprise effectively engages with its target audience through social media.	1	0	1	0.67

4	I am pleased with the speed of our enterprise's response to customer inquiries and engagements on social media.	1	1	1	1.00
5	Our enterprise's social media engagement content is varied and engaging.	1	1	1	1.00
6	Our enterprise tracks and analyzes social media engagement metrics regularly.	1	1	1	1.00
7	Our enterprise actively engages with relevant industry influencers on social media.	1	1	1	1.00
8	Our enterprise provides efficient customer service through social media engagement.	1	1	1	1.00
9	Our enterprise's social media engagement strategies demonstrate creativity and uniqueness.	1	1	1	1.00
10	Our enterprise's social media engagement strategies demonstrate creativity and uniqueness.	1	0	1	1.00
	Social Media Management Strategies ▪ Content Strategies Fit	**1**	**2**	**3**	**Avg**
11	Our enterprise's social media content strategies are highly relevant to our audience.	1	1	1	1.00
12	I am satisfied with the quality of our enterprise's social media content.	1	1	1	1.00
13	Our enterprise's social media content offers a wide variety of topics and formats.	1	1	1	1.00
14	Our enterprise's social media content is original and distinctive.	1	1	1	1.00
15	Our enterprise maintains consistency in its social media content strategies.	1	1	1	1.00
16	Our enterprise's social media content aligns well with our branding and messaging.	1	1	1	1.00
17	We track and analyze engagement metrics for our enterprise's social media content.	1	1	1	1.00
18	Our enterprise optimizes its social media content for search engine optimization (SEO).	1	1	1	1.00
19	The return on investment (ROI) of our enterprise's social media content strategies is satisfactory	1	1	1	1.00

	Social Media Management Strategies ▪ Impression Management Strategies Fit	**1**	**2**	**3**	**Avg**
20	Our enterprise effectively projects a positive brand image through our social media impression management strategies.	1	1	1	1.00
21	We handle criticism and negative feedback on social media in a professional and timely manner.	1	1	1	1.00
22	Our enterprise maintains consistency in messaging across all social media platforms.	1	1	1	1.00
23	Our enterprise has effective crisis management strategies in place to respond to potential social media controversies.	1	1	1	1.00
24	We actively engage with our followers on social media, fostering a positive community around our brand.	1	1	1	1.00
25	Our enterprise strives for transparency in our social media communication, ensuring followers are well-informed.	1	1	1	1.00
26	We monitor social media trends and respond appropriately to align our messaging with current events and popular culture.	1	1	1	1.00
27	We monitor social media trends and respond appropriately to align our messaging with current events and popular culture.	1	1	1	1.00
28	We regularly measure the impact of our impression management strategies on our brand's reputation and customer perception.	1	1	1	1.00
	Social Media Management Strategies that affecting to Organizational Performance	**IOC specialist's opinions (-1, 0, 1)**			
	Customer Engagement ▪ Information Provided Fit	**1**	**2**	**3**	**Avg**
29	Our enterprise provides comprehensive and detailed information to customers, ensuring they have all the necessary knowledge about our products and services.	1	1	1	1.00

30	We ensure that the information provided by our enterprise is accurate and up to date, reflecting the latest developments and changes in our offerings.	1	1	1	1.00
31	Our enterprise strives to present information in a clear and concise manner, making it easy for customers to understand and make informed decisions.	1	1	1	1.00
32	We provide customers with personalized information based on their preferences and past interactions, creating a more tailored and engaging experience.	1	1	1	1.00
33	Our enterprise regularly updates the information provided to customers, ensuring it remains relevant and valuable over time. We also seek feedback to continuously improve the information we offer.	1	1	1	1.00
34	Our enterprise listens to customer feedback and uses it to improve the quality and relevance of the information we provide.	1	1	1	1.00
	Customer Engagement ▪ Interpersonal Interaction Fit	**1**	**2**	**3**	**Avg**
35	Our enterprise actively engages in interpersonal interactions with customers, creating a friendly and welcoming atmosphere.	1	1	1	1.00
36	We establish meaningful and personal connections with customers through our interpersonal interactions, ensuring they feel valued and appreciated.	1	1	1	1.00
37	Our enterprise's staff is trained to engage in positive and professional interpersonal interactions, providing customers with a pleasant experience.	0	1	1	0.67
38	We encourage open and honest communication during interpersonal interactions with customers, fostering trust and transparency in our relationships.	1	1	1	1.00
39	Our enterprise leverages interpersonal interactions to understand customers' needs and	1	1	1	1.00

	expectations, enabling us to provide more tailored and relevant experiences.				
40	Our enterprise regularly evaluates and improves the quality of interpersonal interactions with customers, based on customer feedback and insights.	1	1	1	1.00
	Customer Engagement ▪ User Innovation Fit	**1**	**2**	**3**	**Avg**
41	Our enterprise actively encourages customers to contribute their ideas and suggestions for innovation, valuing their unique perspectives.	1	1	1	1.00
42	We provide platforms and resources for customers to engage in innovation activities, fostering a culture of collaboration and creativity.	1	1	1	1.00
43	Our enterprise integrates customer ideas and innovations into our products and services, delivering value that exceeds customer expectations.	1	1	1	1.00
44	We recognize and reward customers who contribute innovative ideas, motivating them to continue participating in our innovation process.	1	1	1	1.00
45	Our enterprise leverages customer innovation to drive continuous improvement and differentiation in our offerings, maintaining a competitive edge in the market.	1	1	1	1.00
46	Our enterprise's culture fosters an open environment where customers feel comfortable sharing their ideas and contributing to innovation.	1	1	1	1.00
	Social Media Management Strategies that affecting to Organizational Performance	**IOC specialist's opinions (-1, 0, 1)**			
	Organizational Performance ▪ Market Performance Fit	**1**	**2**	**3**	**Avg**
47	Our enterprise consistently achieves strong market share in our industry, indicating our success in capturing and retaining customers.	1	1	1	1.00

48	We have a well-established brand presence in the market, which helps us attract new customers and maintain loyalty among existing ones.	1	1	1	1.00
49	Our enterprise's products and services are highly competitive in the market, based on their quality, price, and features.	1	1	1	1.00
50	We maintain a strong customer base, with high customer satisfaction and retention rates, which contribute to our market performance.	1	1	1	1.00
51	Our enterprise can adapt quickly to changes in the market, such as new competitors or evolving consumer trends.	1	1	1	1.00
52	We have a clear understanding of our target market and customer segments, enabling us to develop strategies that resonate with their needs and preferences.	1	1	1	1.00
53	We have a clear understanding of our target market and customer segments, enabling us to develop strategies that resonate with their needs and preferences.	1	1	1	1.00
	Organizational Performance ▪ Customer Performance Fit	**1**	**2**	**3**	**Avg**
54	Our enterprise has a deep understanding of our customers' needs and expectations, ensuring our products and services align with their performance requirements.	1	1	1	1.00
55	We continually adapt our products and services to match the changing performance demands of our customers.	1	1	1	1.00
56	Our enterprise has established a strong reputation for delivering products and services that meet or exceed customers' performance expectations.	1	1	1	1.00
57	We have a customer-centric culture that prioritizes meeting and enhancing customers' performance needs.	1	1	1	1.00
58	Our enterprise's customer service team is trained to provide solutions that align with customers' performance goals and objectives.	1	1	1	1.00

59	We measure our success based on how well our products and services contribute to our customers' overall performance.	1	1	0	0.67
60	Our enterprise actively seeks feedback from customers to identify opportunities for improving the fit between our offerings and their performance requirements.	1	1	1	1.00
	Organizational Performance ▪ Interior Performance Fit	**1**	**2**	**3**	**Avg**
61	Our enterprise has established clear and effective internal communication channels, enabling employees to share information and collaborate effectively.	1	1	1	1.00
62	We have a strong organizational culture that fosters employee engagement, motivation, and satisfaction.	1	1	1	1.00
63	Our enterprise provides regular training and development opportunities to employees, ensuring they have the necessary skills and knowledge to perform their jobs effectively.	1	1	1	1.00
64	We have established efficient internal processes and systems that support the smooth operation of our enterprise.	1	1	0	1.00
65	Our enterprise's leadership team demonstrates strong leadership capabilities, providing clear direction and motivation to employees.	1	1	1	1.00
66	We regularly monitor and evaluate our internal performance, identifying areas for improvement and taking corrective actions accordingly.	1	1	1	1.00

ใบรับรองจริยธรรมการวิจัยในมนุษย์
สถาบันการจัดการปัญญาภิวัฒน์

หมายเลขใบรับรอง: PIM-REC 051/2567

ข้อเสนอการวิจัยนี้ และเอกสารประกอบของข้อเสนอการวิจัยตามรายการแสดงด้านล่าง ได้รับการพิจารณาจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ สถาบันการจัดการปัญญาภิวัฒน์แล้ว คณะกรรมการฯ มีความเห็นว่าข้อเสนอการวิจัยที่จะดำเนินการมีความสอดคล้องกับหลักจริยธรรมสากล ตลอดจนกฎหมาย ข้อบังคับและข้อกำหนดภายในประเทศ จึงเห็นสมควรให้ดำเนินการตามข้อเสนอการวิจัยนี้ได้

ชื่อข้อเสนอโครงการ: The Strategic Model of Social Media Management effecting to Organizational Performance of Small EnterPrises in China

รหัสข้อเสนอการวิจัย (ถ้ามี): (ไม่มี)

หน่วยงาน: Siam University

ผู้วิจัยหลัก: Zhang Chenglei

ลงนาม.....

(อาจารย์ ดร.พิเชษฐ์ มุสิกะโปดก)
ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์
สถาบันการจัดการปัญญาภิวัฒน์

วันที่รับรอง: 30 กันยายน 2567 **วันหมดอายุ:** 30 กันยายน 2568

เอกสารที่คณะกรรมการรับรอง
1. โครงร่างการวิจัย
2. ข้อมูลสำหรับชี้แจงกลุ่มประชากรหรือผู้มีส่วนร่วมในการวิจัย และ ใบแสดงความยินยอมจากกลุ่มประชากรหรือผู้มีส่วนร่วมในการวิจัย
3. เครื่องมือที่ใช้ในการวิจัย/เก็บรวบรวมข้อมูล เช่น แบบสอบถาม แบบสัมภาษณ์ ประเด็นในการสนทนากลุ่ม เป็นต้น

เงื่อนไขการรับรอง
1. นักวิจัยดำเนินการวิจัยตามที่ระบุไว้ในโครงร่างการวิจัยอย่างเคร่งครัด
2. นักวิจัยรายงานเหตุการณ์ไม่พึงประสงค์ร้ายแรงที่เกิดขึ้นหรือเปลี่ยนแปลงกิจกรรมวิจัยใดๆ ต่อคณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ภายในกำหนด
3. นักวิจัยส่งรายงานความก้าวหน้าต่อคณะกรรมการพิจารณาจริยธรรมการวิจัยในมนุษย์ตามเวลาที่กำหนดหรือเมื่อได้รับการร้องขอจากคณะกรรมการฯ
4. หากการวิจัยไม่สามารถดำเนินการเสร็จสิ้นภายในกำหนด ผู้วิจัยต้องยื่นขออนุมัติใหม่ก่อนอย่างน้อย 1 เดือน
5. หากการวิจัยเสร็จสมบูรณ์ ผู้วิจัยต้องแจ้งปิดโครงการตามแบบฟอร์มที่กำหนด

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Publishing Research :

Zhang, Chenglei. (2012). Multi-Screen Rendering System Based on PC – Screen Partition Module. ***Computer CD Software and Applications***, (09), 64-65.