



International Journal of Economics and Business Research

ISSN online: 1756-9869 - ISSN print: 1756-9850

<https://www.inderscience.com/ijebr>

The impact of digital marketing strategies on customer satisfaction and organisational performance: exploring the moderating role of entrepreneurial intention

Mohammed T. Nuseir, Ghaleb A. El Refae, Ahmad Aljumah

DOI: [10.1504/IJEER.2024.10067353](https://doi.org/10.1504/IJEER.2024.10067353)

Article History:

Received:	20 June 2024
Last revised:	01 September 2024
Accepted:	10 September 2024
Published online:	04 November 2024

The impact of digital marketing strategies on customer satisfaction and organisational performance: exploring the moderating role of entrepreneurial intention

Mohammed T. Nuseir* and
Ghaleb A. El Refae

College of Business,
Al Ain University,
Abu Dhabi, UAE
Email: drmnuseir@yahoo.com
Email: president@aau.ac.ae
*Corresponding author

Ahmad Aljumah

College of Communication and Media,
Al Ain University,
Abu Dhabi, UAE
Email: aljumah37@gmail.com

Abstract: This study examined how entrepreneurial intentions moderated the relationship between customer retention capabilities, marketing-sensing capabilities, customer-linking abilities, and client fulfilment and assessed the mediating role of customer satisfaction in the relationship between these capabilities and business results in the manufacturing sector of the United Arab Emirates. Participants' responses to questionnaires were gathered for this study and Smart-PLS was used to evaluate the data. The outcome demonstrated a positive link between customer happiness and organisational success and a positive correlation between customer satisfaction and customer retention capabilities, marketing-sensing abilities, and customer-linking abilities. The outcome also revealed that client satisfaction is extensively linked to the connection of promotional strategies and results of the organisation and revealed that business intentions highly regulate the connection of customer-retention capabilities, customer-linking abilities, marketing-sensing capabilities, and fulfilment of customers of the manufacturing sector in the United Arab Emirates. Decision-makers can use this study to help them create digital advertising strategies that could boost an organisation's success.

Keywords: marketing-sensing capabilities; customer satisfaction; organisational performance; customer-retention abilities; customer-linking abilities.

Reference to this paper should be made as follows: Nuseir, M.T., El Refae, G.A. and Aljumah, A. (2024) 'The impact of digital marketing strategies on customer satisfaction and organisational performance: exploring the moderating role of entrepreneurial intention', *Int. J. Economics and Business Research*, Vol. 28, No. 6, pp.56–74.

Biographical notes: Mohammed T. Nuseir is a Professor in Marketing with a cross-cultural background; he joins the Al Ain University, UAE, 2017 in the College of Business. He possesses academic and training experience at multinational academic institutes and corporations. He holds academic degrees from the USA and Canadian universities, along with experience in teaching UG and graduate courses in the field of marketing and Business. He has been supervising Masters and PhD students. Moreover, his work has been extended to research papers, where he published many papers in collaboration with some fellows in peer-reviewed international business journals, with a focus on topics that aim at leveraging technology in digital marketing, social media, and artificial intelligence in business.

Ghaleb A. El Refae is a Professor of Financial Economics and Accounting in the College of Business at Al Ain University, UAE. He has published in various journals, books and conferences proceedings. He served as a guest editor, and has recently become a chief-editor, and an editorial member of several economics, business and information technology journals. His research interests include university corporate governance, risk management, financial contract theory, theory of the firm, industrial organisation, business analytics, artificial intelligence, and drone technology in business environment.

Ahmad Aljumah is an Assistant Professor in Marketing. He joins the Al Ain University in 2019 in the College of Communication and Media. He possesses academic and training experience. He holds a PhD degree from the Malaysian University, along with experience in teaching courses in the field of marketing and business. Moreover, his work has been extended to research papers, where he published many papers in collaboration with some fellows in international journals, with a focus on topics that aim at leveraging technology in marketing and business in Asia and Middle East region.

1 Introduction

In today's highly competitive business environment, every organisation aspires to outperform its rivals, both within domestic and international markets. Success in this endeavour largely hinges on the effective marketing and sales of a company's products and services (Takata, 2016). Without the ability to market its offerings effectively, a business may struggle to survive in a crowded marketplace. Once established, strong marketing strategies become essential for a company's sustainability and growth. The ability to attract and retain customers directly impacts the success of these strategies, as customers are the lifeblood of any business (Aljumah et al., 2021).

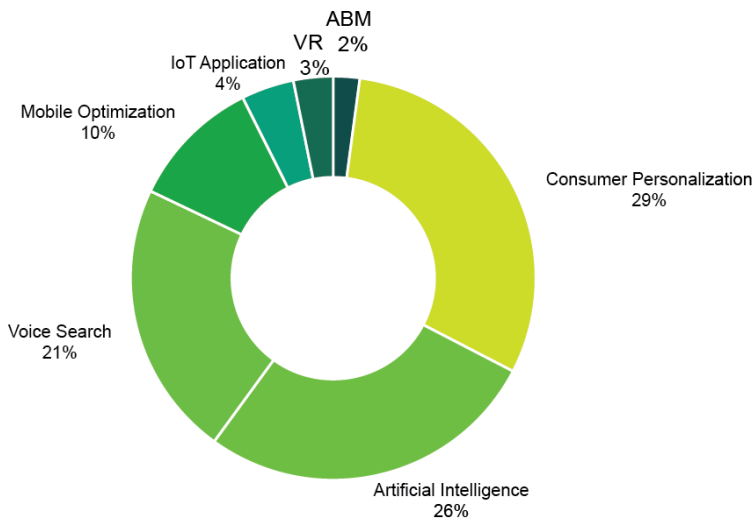
Customer satisfaction is pivotal in driving consumer behaviour, as the willingness and ability of customers to purchase from a company are heavily influenced by their satisfaction with the products and services offered. Higher customer satisfaction typically leads to increased purchase intentions, while dissatisfaction can deter future transactions (Omar et al., 2016).

Multiple factors contribute to a brand's ability to attract and retain customers, with digital marketing tactics playing a crucial role in enhancing customer satisfaction. Digital marketing strategies define how a company leverages online platforms – such as social media and search engines – to achieve its promotional goals. These strategies often include a range of online marketing techniques and are backed by the organisation's

marketing budget, as outlined in its strategic plans (Takata, 2016; Aljumah et al., 2023a). Notably, social media operations have become a cornerstone of digital marketing, utilising networks like Instagram, Facebook, and WhatsApp, alongside dedicated web pages and websites, to reach and engage with target audiences.

This research focuses on three key digital marketing approaches: customer linking, market retention capabilities, and marketing sensing. It explores how these strategies impact customer satisfaction and, in turn, influence purchase motivations through effective virtual engagements. These digital marketing techniques not only help attract new clients but also enhance a company's position in the marketplace (Aljumah et al., 2023a; Whitley, 2017). Figure 1 illustrates the tactics and advancements in digital marketing within the UAE.

Figure 1 Digital marketing trends in the United Arab of Emirates (see online version for colours)



In this case, this analysis evaluates the impact of three digital promotional tactics – customer-retention capabilities, customer-linking abilities, and marketing-sensing capabilities – on the customer's fulfilment of the commodities offered in the market by the industrial sector UAE. Reputable local and foreign organisations claim that the UAE has developed into one of the world's most developed countries (Jasimuddin et al., 2017; Aljumah, 2022). These reports confirm that the country's citizens and others are content with and pleased with their lives. The nation's economy, investment, resources, information, output, and trade are expanding rapidly each year. The UAE's economy is primarily composed of the industrial sector. Consequently, the manufacturing sector contributes significantly to economic growth (Takata, 2016). The manufacturing sector in the United Arab provides the final goods needed to satisfy both domestic and international demand (Bodolica and Spraggon, 2019). With the aid of digital media and online platforms, most industrial businesses in the UAE expanded their markets. Encouraging consumers to make purchases increases the number of customers, thereby increasing their happiness. The manufacturing sectors of the UAE economy are seeking methods to increase their marketing through digital channels. They focus on applying

digital marketing strategies, such as customer- retention capabilities, marketing-sensing capabilities, and customer-linking abilities, to increase consumer social, emotional, and cognitive satisfaction. The level of customer happiness is rising, which helps businesses to succeed (Joseph, 2017).

This study scrutinises the role of three digital promotional tactics: customer-retention abilities, marketing-sensing competencies, and customer-linking capabilities of customer development and satisfaction alongside the moderating task of innovative intents between digital advertising approaches and customer fulfilment with the assistance of guides from preceding readings (Bodolica and Spraggon, 2019). The final analysis and conclusion validated the findings after applying the correct technique.

2 Literature review

The fundamentals of business are marketing, which depends on customer presence. Businesses with a large customer base experience sale, increased profits, and, once more, increased productivity. Customers' buying power and intention, driven by their satisfaction (economic, social, and emotional) with the company's commodities, determines the number of clients. Customer contentment is strongly correlated with the promotion and performance of organisations (Miles, 2019). Our study investigates how digital advertising tactics such as marketing sensing, customer retention and customer linking contribute to and develop customer gratification. The development of customer happiness with the concerned company's goods and services improves with the practical application of these digital marketing strategies. Many researchers have written about the necessity of clients' satisfaction with the financial and operational results of businesses, have explained the purpose of client satisfaction in evolving commercial entities, and examined the digital promotional approaches that impact the advancement of customer satisfaction in the business world.

According to Amangala (2019), marketing sense refers to an examination approach that is utilised to obtain information or qualitative data from probable or existing clients using multiple interviews, focused groups, and efficient questionnaires designed to assist managing officials in understanding the external market in the most effective and emotive way. This marketing strategy aims to identify consumers who have used relevant commodities to learn what they think of the brand, how emotionally connected they are to it, and what they like or dislike about the product. The company can use the qualitative data obtained through this process. Marketing management creates a buyer persona using data gathered from numerous customers, and follows it when operating and producing products. Customers benefit from marketing sensing when done effectively (Wang et al., 2016). They believed that the business valued their customers' feedback. This makes purchasing a brand feel satisfactory. A company's marketing sensing capabilities significantly influence customers' cognitive and emotional states. First, when a business prioritises its customers' values, interests, and opinions toward the brand, it gives the impression that it cares deeply about how customers perceive the business. As a result, they offer higher-quality goods that satisfy their needs.

Second, the company, demonstrating their attitudes toward them and courteous collaboration with them via virtual talks and interviews, mentally and emotionally inspires customers. They are thus satisfied on a social and economic level because it

gives them confidence that the business will continue to conduct ethically and offer them high-quality goods at competitive prices (Gabler, 2019; Aljumah et al., 2020). Therefore, we can speculate that:

H1 A company's promoting sensing abilities impact customer satisfaction.

The methods, aptitudes, and techniques used to establish enduring relationships with present or potential customers and suppliers are known as customer-linking capabilities. The most efficient way to maintain existing consumers and make marketing progress is to utilise the aforementioned networking strategies, methods, and abilities (Lee, 2020). In addition to traditional methods, such as distributing questionnaires and conducting local surveys, digital strategies, such as creating strategic blog content, designing infographics, actively engaging with social media networks, obtaining resourceful links from reputable sites, leveraging broken links, building brand awareness, reviewing competitors' backlinks, and replicating successful link-building strategies from trustworthy websites, can be effective ways to establish connections. All of these are tools for connecting with customers, and using them to strengthen those connections enables the company to satisfy those customers with the brand both socially and economically (Chen et al., 2016; Nuseir and Aljumah, 2020b). A powerful tactic for forging long-lasting ties with customers is to engage with them through blogs and social media posts. These periodic and seasonal posts and blogs inform customers about the brand's innovativeness, price fluctuations, appropriate and timely offers, and current customer service.

Through these posts and logs, customers are assisted in purchasing decisions and reassured that they will receive cutting-edge products at reasonable prices. Similarly, strong customer relationships can be developed with the help of effective customer-linking tools such as active social media presence and the choice of appropriate websites. These tools allow customers to learn about the company's social interactions and business transactions. This contributes to the moral and emotional satisfaction of clients (Dobrzykowski et al., 2015; Aljumah et al., 2022b). Based on the above discussion, we can speculate the following.

H2 A company's ability to link with its consumers affects its customer satisfaction.

According to Ascarza et al. (2018), customer retention is traditionally a tactic that suggests that any business entity must advertise its output to current clients. Accordingly, a company's consumers who have previously transacted with them must be reconnected and existing clients must be retained. Customer retention capabilities are the methods, abilities, or habits used to retain customers. Digital platforms, such as websites, pages, and digital devices, such as computers, laptops, and smartphones fall under client retention strategies in digital marketing to acquire new clients and maintain the current ones. Business organisations can benefit from customer retention through digital means to reach more audiences and maintain continuous contact with customers.

Consequently, make it possible for the business to increase the customers' levels of economic, social, and emotional happiness (Aghazadeh, 2015). A business group can contact former clients who have stopped doing business with them using various search engines. Once the company contacts lost customers and expresses concern, the reason the customer left the brand can be found. Any complaints or other issues must be handled. Customers believe that they are both personally and financially satisfying. Correspondingly, using digital social media platforms such as Instagram, Twitter, or Facebook to retain clients is a suitable approach for relating and generating high levels of

fulfilment in clients. This is the case because the comments, reviews, and likes have a constructive effect on the client's emotions. Through cooperative virtual communications, client fulfilment can be increased by eliminating misinterpretation (Singh, 2020; Aljumah et al., 2022a). Given the above discussion, it is possible to propose the following hypothesis:

H3 The ability to retain clients is positively correlated with customer satisfaction.

Individuals with entrepreneurial goals manage an organisation's operational, production, and marketing processes and resources. Entrepreneurial goals impact how an organisation operates, how well it markets itself, and, ultimately, how well it performs. The business owner is not emotionally or financially pleased with the company's dealings when they intend to act straightforwardly toward clients and trade products and services to determine prices without offering discounts or haggling. The company where the entrepreneur's top priority is to maintain its brand and customers, despite enduring some loss, has a happier customer because it positively influences business operations (Francioni, 2014). Customer happiness is impacted by entrepreneurial goals, which also influence how digital advertising tactics such as customer linking, customer retention and marketing sensing are applied.

The effectiveness of digital marketing sensing is affected by the entrepreneur's goals regarding the use of digital apparatuses and platforms to sense buyers' needs (Nawaz et al., 2020). Client satisfaction will increase if the business owner intends to learn more about them through virtual meetings (Porcar, 2019; Nuseir and Aljumah, 2020a).

Similarly, if the owner of the business plans to use various pages to connect with past, present, and prospective customers, doing so would be a successful way to engage with them and encourage customer satisfaction. Additionally, suppose that the business owner plans to win back lost clients and keep hold current ones. In this case, client retention capabilities are extended, leading to increased client satisfaction (Miles, 2019; Aljumah et al., 2023b).

H4 Entrepreneurial goals moderate the relationship between customer satisfaction and marketing sensing skills.

H5 Customer linking skills and customer satisfaction are moderated by entrepreneurial intentions.

H6 Entrepreneurial goals moderate the ability to retain customers and customer satisfaction.

Customers' attitudes toward a brand result from their thoughts and emotions about how the business conducts it. The presence of customers within a company significantly influences its success in the market. Any company can only function with or survive with customers, and only a small number of them. Clients maintain the company's operations. Contentment determines customers' purchasing power and intent, which influences the business organisation's marketing and success (Feng, 2012; Alshawabkeh et al., 2021). Buyers want to purchase cutting-edge or contemporary goods and services to maintain their social standing and to satisfy their wants. Clients are passionately pleased and choose to purchase products from the targeted trademark if the company provides high-quality goods and services that align with the contemporary market demands. This improves the nation's marketing standing, stimulating its output and operational

happenings (Sacramento, 2017; Aljumah et al., 2022c). Similar situations occur once a business sells its goods and services, intending to profit reasonably per unit and offering high-quality goods at competitive rates. Customers are pleased when they compare the price and superiority of a brand's merchandise with other brands and discover that these commodities are generally offered at lower rates. Generally, consumers want to obtain the finest product at the lowest price. Consequently, customer financial satisfaction boosts the marketing of goods and services and enhances company performance (Meng, 2018; Tu et al., 2023).

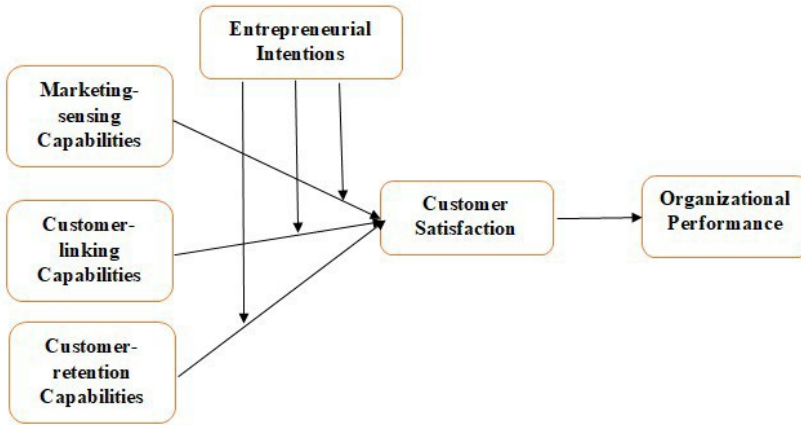
- H7 The performance of a company is positively impacted by customer satisfaction.
- H8 Customer satisfaction substantially mediates the relationship between marketing-sensing capabilities and organisational performance.
- H9 Customer-linking capabilities and organisational performance are substantially mediated by customer satisfaction.
- H10 The ability to retain customers and organisational performance are significantly mediated by customer satisfaction.

3 Research methods

This research investigates the connection between marketing detection, client linkage, customer retention abilities, and the level of happiness experienced by customers, as well as the effect that the level of happiness has on the overall performance of an organisation. This study also examines the intentions of entrepreneurial moderating tasks among the interconnection of marketing tactics and clients' contentment and evaluates the intermediating task of client fulfilment among the interaction of advertising tactics and business results of the industrial sector in the United Arab Emirates. Questionnaires were used in the quantifiable data collection to ask participants for information. The subjects for this study were selected from the promotion section of the UAE industrial industry based on a straightforward, unsystematic selection process. The material was gathered through personal mail contact. A total of 550 surveys were distributed to the marketing department staff, but 305 were returned after 15 days, indicating a response rate of approximately 55.45%.

This underlying research examines the extent and structural ideal by utilising smart PLS, and evaluates the validity, reliability, and interconnection of the given variables in the study (Shah et al., 2024; Rashid et al., 2024; Ramzan and ul Hameed, 2024). The adoption of smart PLS in this research was prompted by the framework's complexity and the hypotheses evaluating the study's objective (Khan and Arefin, 2024; Iqbal, 2024; Farooq, 2024; Babin, 2021). In this study, organisational performance (OP) was used as the dependent parameter with seven items, entrepreneurial intention (EI) as the moderating variable with four items, and customer satisfaction (CS) as the intervening variable with six items. As additional predictors, researchers used the five-item customer-linking capabilities (CLC), six-item marketing-sensing capabilities (MSC), and four-item customer- retention capabilities (CRC). Figure 2 lists these constructs along with their connections.

Figure 2 Theoretical model findings (see online version for colours)



This study investigated the relationship between convergent validity-related items. The results showed that the composite reliability (CR), alpha, and loading parameters were all greater than 0.70 and 0.50, respectively. These results demonstrate a strong correlation between categories and convergent validity. Table 1 lists these numbers.

Table 1 Convergent validity

<i>Constructs</i>	<i>Items</i>	<i>Loading</i>	<i>Alpha</i>	<i>CR</i>	<i>AV</i>
Customer-linking capabilities	CLC1	0.958	0.966	0.97	0.90
	CLC3	0.943			
	CLC4	0.952			
	CLC5	0.959			
Customer-retention	CRC1	0.880	0.909	0.93	0.78
	CRC2	0.879			
	CRC3	0.888			
	CRC4	0.896			
Customer satisfaction	CS1	0.813	0.889	0.91	0.69
	CS2	0.815			
	CS3	0.856			
	CS4	0.812			
	CS6	0.863			
Marketing-sensing	MSC	0.912	0.944	0.95	0.78
	MSC	0.823			
	MSC	0.905			
	MSC	0.904			
	MSC	0.912			
	MSC	0.846			

Table 1 Convergent validity (continued)

<i>Constructs</i>	<i>Items</i>	<i>Loading</i>	<i>Alpha</i>	<i>CR</i>	<i>AV</i>
Entrepreneurial intention	EI1	0.669	0.845	0.82	0.53
	EI2	0.676			
	EI3	0.675			
	EI4	0.885			
Organisational	OP2	0.954	0.959	0.96	0.83
	OP3	0.828			
	OP4	0.952			
	OP5	0.955			
	OP6	0.827			
	OP7	0.954			

Additionally, this study examined the relationship between variables that contribute to discriminant validity. To evaluate cross-loading and discriminant validity, Fornell-Larcker's method was used first. The results showed that the parameters that revealed a linkage with the parameters themselves were more significant than those that revealed links with the other variables.

These results demonstrate that the factors had little in common and demonstrated good discriminant validity. Tables 2 and 3 list these numbers, respectively.

Table 2 Fornell-Larcker

	<i>CLC</i>	<i>CR</i>	<i>CS</i>	<i>MS</i>	<i>EI</i>	<i>OP</i>
CL	0.953					
CR	0.384	0.88				
CS	0.408	0.37	0.83			
MS	0.470	0.38	0.50	0.88		
EI	0.746	0.33	0.32	0.39	0.73	
OP	0.486	0.36	0.49	0.84	0.39	0.91

Table 3 Cross-loadings

	<i>CL</i>	<i>CR</i>	<i>CS</i>	<i>MS</i>	<i>EI</i>	<i>OP</i>
CLC1	0.95	0.33	0.39	0.44	0.71	0.46
CLC3	0.94	0.40	0.36	0.44	0.70	0.45
CLC4	0.95	0.38	0.391	0.44	0.718	0.46
CLC5	0.95	0.34	0.401	0.45	0.709	0.47
CRC1	0.32	0.88	0.340	0.30	0.313	0.29
CRC2	0.35	0.87	0.338	0.35	0.276	0.34
CRC3	0.33	0.88	0.327	0.34	0.289	0.30
CRC4	0.35	0.89	0.305	0.36	0.308	0.34

Table 3 Cross-loadings (continued)

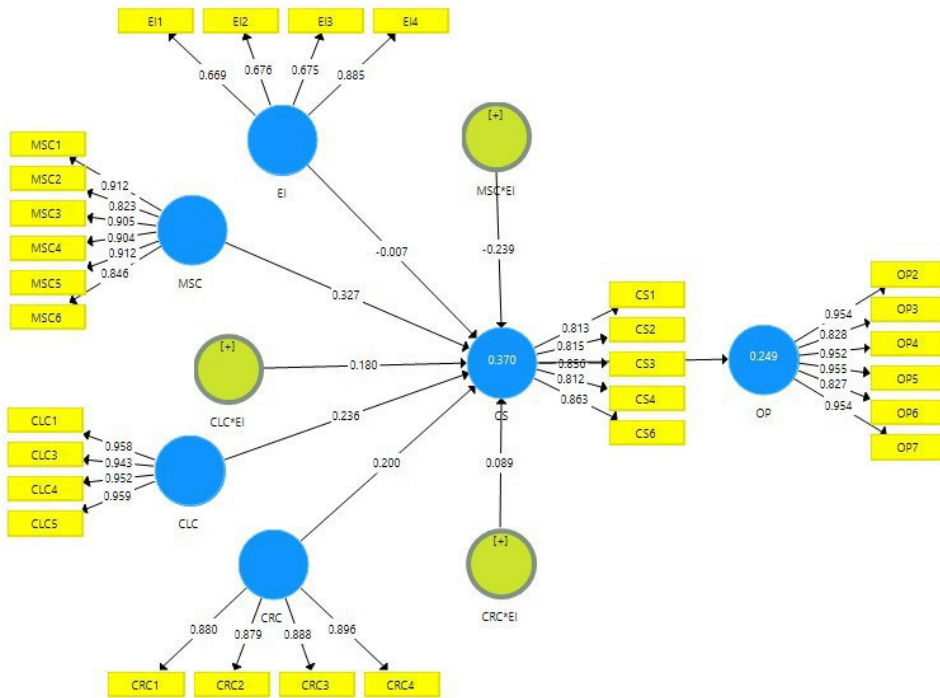
	<i>CL</i>	<i>CR</i>	<i>CS</i>	<i>MS</i>	<i>EI</i>	<i>OP</i>
CS1	0.37	0.29	0.813	0.47	0.334	0.49
CS2	0.35	0.30	0.815	0.45	0.288	0.40
CS3	0.29	0.28	0.856	0.36	0.242	0.39
CS4	0.33	0.33	0.812	0.39	0.214	0.35
CS6	0.33	0.32	0.863	0.40	0.261	0.40
MSC1	0.39	0.34	0.447	0.91	0.331	0.73
MSC2	0.43	0.32	0.465	0.82	0.362	0.77
MSC3	0.44	0.34	0.446	0.90	0.356	0.72
MSC4	0.44	0.33	0.452	0.90	0.352	0.73
MSC5	0.38	0.33	0.434	0.91	0.327	0.73
MSC6	0.40	0.35	0.439	0.84	0.361	0.79
EI1	0.26	0.12	0.090	0.13	0.669	0.10
EI2	0.26	0.10	0.100	0.08	0.676	0.10
EI3	0.24	0.11	0.071	0.11	0.675	0.09
EI4	0.82	0.37	0.379	0.45	0.885	0.46
OP2	0.45	0.31	0.451	0.77	0.367	0.95
OP3	0.42	0.35	0.463	0.77	0.353	0.82
OP4	0.45	0.31	0.457	0.76	0.368	0.95
OP5	0.44	0.31	0.445	0.77	0.375	0.95
OP6	0.43	0.36	0.459	0.77	0.352	0.82
OP7	0.44	0.31	0.450	0.77	0.368	0.95

The heterotrait monotrait (HTMT) ratio was used to evaluate discriminant validity. The results showed that the HTMT ratio was below 0.85. These results demonstrate that the factors had little in common and demonstrated good discriminant validity. Table 4 presents these values.

Table 4 Heterotrait monotrait ratio

	<i>CL</i>	<i>CR</i>	<i>CS</i>	<i>MSC</i>	<i>EI</i>	<i>O</i>
CL						
CR	0.41					
CS	0.43	0.41				
MS	0.49	0.41	0.54			
EI	0.53	0.24	0.22	0.266		
OP	0.50	0.38	0.53	0.890	0.25	

Figure 3 Measurement assessment model (see online version for colours)



H7 and correlates well with business success. The findings also show that buyer fulfilment strongly links the relationship between organisational success and marketing strategies and accepts H8, H9, and H10.

Table 5 lists the links.

Table 5 Path analysis

<i>Relationships</i>	<i>Beta</i>	<i>S.D.</i>	<i>T statistics</i>	<i>P values</i>	<i>L.L.</i>	<i>U.L.</i>
CLC → CS	0.236	0.105	2.248	0.013	0.066	0.409
CLC*EI → CS	0.180	0.071	2.524	0.007	0.035	0.277
CRC → CS	0.200	0.058	3.475	0.000	0.099	0.294
CRC*EI → CS	0.089	0.056	1.591	0.057	0.000	0.184
CS → OP	0.499	0.046	10.926	0.000	0.435	0.577
MSC → CS	0.327	0.064	5.096	0.000	0.216	0.430
MSC*EI → CS	-0.239	0.065	3.671	0.000	-0.348	-0.136
CLC → CS → OP	0.118	0.055	2.157	0.017	0.035	0.219
CRC → CS → OP	0.100	0.026	3.887	0.000	0.056	0.139
MSC → CS → OP	0.163	0.044	3.742	0.000	0.096	0.246

The findings demonstrate that customer retention, linking, and marketing-sensing skills are positively correlated with customer happiness and the acceptance of H1, H2, and H3. Relationships between the constructs were also examined in this study. Additionally, this study demonstrated that in the manufacturing sector of the United Arab Emirates,

entrepreneurial intention takes H4 and H5 and meaningfully moderates the connection between customer-linking capabilities, marketing-sensing capabilities, and client satisfaction. However, entrepreneurial plans reject H6, and reasonable customer satisfaction and retention rates are insignificant. In addition, customer satisfaction accepts

Figure 4 Structural assessment model (see online version for colours)

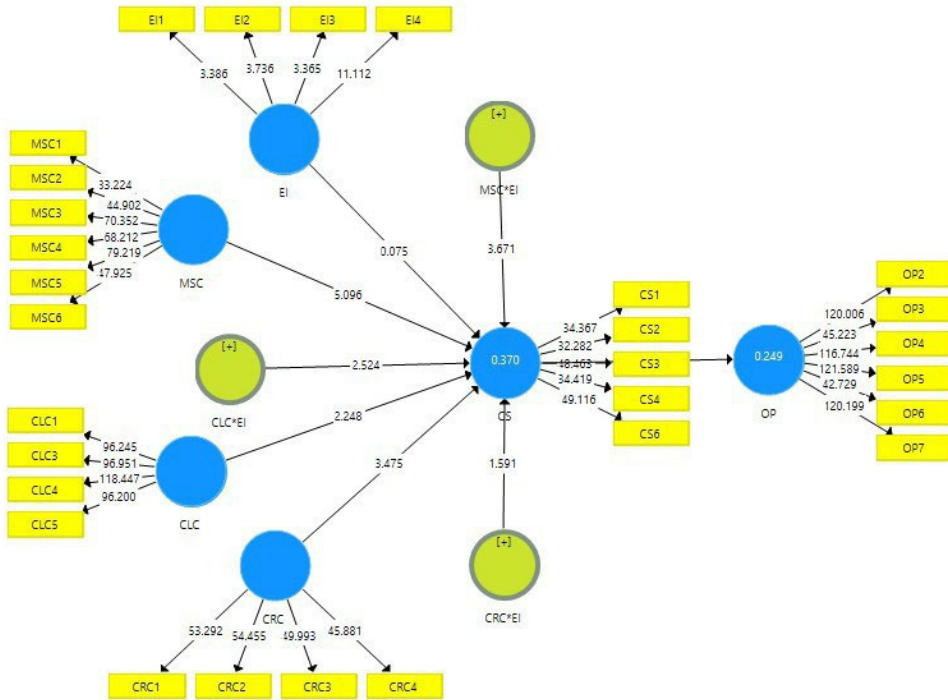


Figure 5 CLC*EI (see online version for colours)

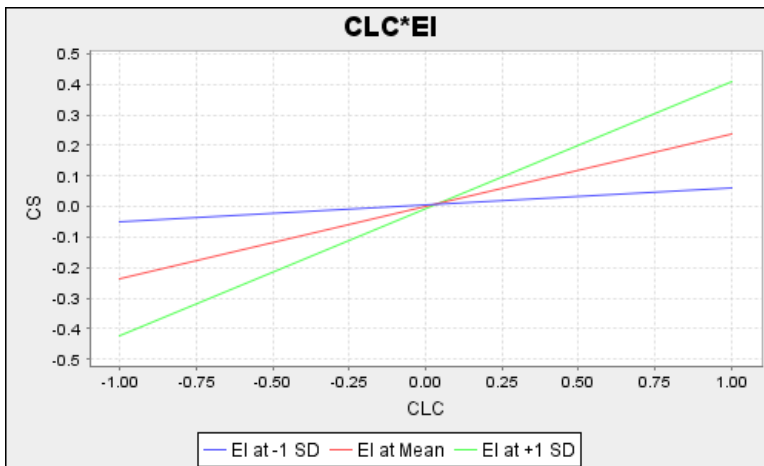


Figure 6 CRC*EI (see online version for colours)

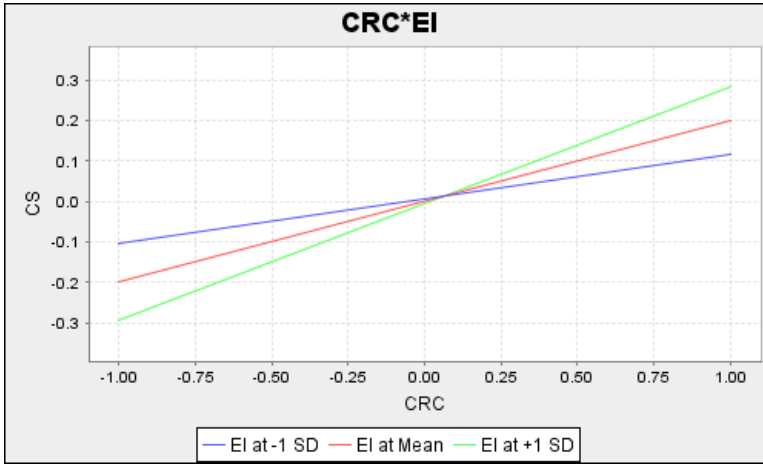
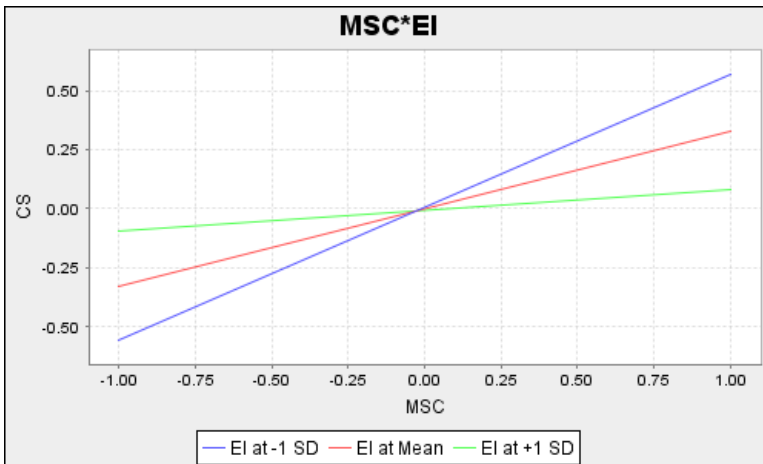


Figure 7 MSC*EI (see online version for colours)



4 Discussions and implications

4.1 Findings

The study's findings indicate that marketing-sensing capabilities, a key digital marketing strategy, have a positive relationship with customer satisfaction. Marketing-sensing capabilities, which involve understanding customer perceptions and preferences, help businesses demonstrate their commitment to customer feedback and responsible business practices. These findings align with prior research by Bindroo et al. (2020), which highlighted the importance of enhancing marketing-sensing techniques to achieve higher customer satisfaction. Similarly, Hendar (2018) found that collecting qualitative data from customers through digital channels such as websites and social media platforms like

WhatsApp, Facebook, and Instagram reassures customers of the social and economic benefits of engaging with these businesses.

The research also reveals that customer-linking capabilities in digital marketing are strongly associated with higher levels of customer satisfaction (Aljumah, 2022). Effective customer-linking capabilities enable businesses to build and maintain meaningful relationships with their customers, which in turn fosters greater satisfaction. These results are consistent with findings by Chiu et al. (2016), who demonstrated that digital platforms play a crucial role in developing relationships with a broader audience, appealing to their emotional, social, and financial needs. Paillé's (2018) study further supports this by suggesting that leveraging customer-linking capabilities through digital media can enhance customer engagement and satisfaction.

Additionally, the study shows a significant correlation between customer satisfaction, digital marketing strategies, and customer retention capabilities. Companies that continuously monitor customer transactions and maintain relationships through tailored product and service offerings are more likely to evoke positive emotions and satisfaction among their clients. Gordini and Veglio's (2017) research, which found that digital tools and media could enhance customer satisfaction by offering attractive deals, addressing product issues, and delivering high-quality goods, support this.

The study also highlights the moderating role of entrepreneurial objectives on customer satisfaction and marketing effectiveness. Firms with strong entrepreneurial goals tend to enhance their marketing capabilities, leading to higher customer satisfaction. This finding supports Yang's (2017) research, which showed that entrepreneurial intentions significantly influence the development of marketing-sensing abilities and their impact on customer satisfaction (Nuseir et al., 2022a).

Moreover, entrepreneurial intent was found to perfectly moderate the relationship between customer-linking capabilities and customer satisfaction. Harker's (2020) research corroborates this, indicating that changes in a company's entrepreneurial focus can significantly affect the effectiveness of customer-linking capabilities. Similarly, Morrish and Jones (2020) argue that entrepreneurial goals shape the relationship between customer-linking skills and customer satisfaction. The study also demonstrated that entrepreneurial objectives moderate the connection between customer retention capabilities and satisfaction, a finding supported by Miles (2019), who showed that entrepreneurial intentions directly affect customer retention, satisfaction, and overall business relationships.

Finally, the study confirms a positive correlation between customer satisfaction and organisational success. These findings align with research by Blessing and Natter (2019), which demonstrated that consumer purchasing intent, driven by product satisfaction, is a critical factor in market success. Consequently, changes in customer satisfaction can have a significant impact on organisational performance.

This study offers both theoretical and empirical contributions. Theoretically, it enriches the existing literature on digital marketing by examining the impact of three digital promotional strategies – customer retention, customer linking, and marketing sensing – on customer satisfaction. The study serves as a mediator between these digital strategies and customer contentment, further exploring the link between customer satisfaction and organisational success. Practically, the research provides valuable insights for leading brands and economists on enhancing customer satisfaction through effective digital marketing strategies. It underscores the importance of entrepreneurial

goals in optimising digital promotional approaches and offers practical guidance on boosting organisational performance while maintaining high consumer brand loyalty.

5 Conclusions and limitations

5.1 Conclusions

This study explores the evolution of customer brand loyalty and its impact on organisational performance, with a focus on the role of digital marketing strategies such as customer linking, retention capabilities, and marketing sensing. The findings highlight the significant influence of marketing sensing capabilities in enhancing customer satisfaction. These capabilities allow businesses to gauge customer perceptions and feedback effectively, fostering a sense of trust and anticipation for improved products and services.

The research also emphasises the importance of building and nurturing relationships with customers through digital media and platforms. By leveraging these tools, companies can reach a broader audience and engage them on emotional, social, and economic levels, ultimately converting them into loyal customers. Additionally, the use of customer retention strategies reinforces the company's reputation for long-term business integrity, positively shaping customer perceptions.

Furthermore, the study delves into the factors influencing entrepreneurial intentions and their relationship with customer satisfaction. It underscores the interconnectedness between customer linking, marketing sensing, and retention capabilities in driving customer satisfaction. The research concludes that satisfied customers – those who feel valued in their social, emotional, and financial interactions with a company – are crucial to sustained organisational success.

5.2 Limitation

This study has several theoretical and empirical limitations, similar to those of many other studies. It is advised that future researchers take note of these restrictions and work toward overcoming them. Although numerous cultural and economic variables influence customer satisfaction with a company's interactions, this research only examines digital promotional strategies such as customer linking, marketing sensing, and retention capabilities. As a result, this study could be more thorough. Future researchers will need to focus on a few additional elements outside of those mentioned above: digital promotional strategies relating to the growth of customer happiness.

Additionally, this study focuses on entrepreneurial goals as a mediator between the development of consumer satisfaction and digital marketing strategies. Simultaneously, the same can be used as a moderator between the abovementioned variables. Therefore, it is advisable that future researchers consider entrepreneurial goals to be mediators. This study derives its thesis based on information gathered from the manufacturing sector of the UAE economy. The United Arab is a prosperous nation. An established nation has a distinct culture and economy from that of other nations. The likelihood that a study performed in a developed economy will hold true in developing economies is lower. As a result, researchers need to examine how customer happiness changes in developing nations' economies in the future.

References

- Aghazadeh, H. (2015) 'Strategic marketing management: achieving superior business performance through intelligent marketing strategy', *Procedia – Social and Behavioral Sciences*, Vol. 207, pp.125–134, <https://doi.org/10.1016/j.sbspro.2015.10.161>.
- Aljumah, A., Nuseir, M.T. and Alshurideh, M.T. (2021) 'The impact of social media marketing communications on consumer response during the COVID-19: does the brand equity of a university matter?', in Alshurideh, M., Hassanien, A.E. and Masa'deh, R. (Eds.): *The Effect of Coronavirus Disease (COVID-19) on Business Intelligence. Studies in Systems, Decision and Control*, Vol. 334, Springer, Cham, https://doi.org/10.1007/978-3-030-67151-8_21.
- Aljumah, A., Nuseir, M.T. and Islam, M.A. (2020) 'Impacts of service quality, satisfaction and trust on the loyalty of foreign patients in Malaysian medical tourism', *International Journal of Innovation, Creativity and Change*, Vol. 11, No. 2, pp.451–467.
- Aljumah, A.I. (2022) 'Exploring nexus among big data analytic capability and organizational performance through mediation of supply chain agility', *Uncertain Supply Chain Management*, Vol. 10, No. 3, pp.999–1008.
- Aljumah, A.I., Nuseir, M.T. and El Refae, G.A. (2023a) 'Examining the effect of social media interaction, E-WOM, and public relations: assessing the mediating role of brand awareness', *International Journal of Data and Network Science*, Vol. 7, No. 1, pp.467–476.
- Aljumah, A.I., Nuseir, M.T. and El Refae, G.A. (2022a) 'The effect of sensory marketing factors on customer loyalty during COVID 19: exploring the mediating role of customer satisfaction', *International Journal of Data and Network Science*, 2022, Vol. 6, No. 4, pp.1359–1368.
- Aljumah, A.I., Nuseir, M.T. and Refae, G.A.E. (2022b) 'Business analytics and competitive advantage for SMEs in UAE: a mediating role of technology assets', *Proceedings – 2022 23rd International Arab Conference on Information Technology, ACIT 2022*.
- Aljumah, A.I., Nuseir, M.T., Refae, G.E., Saboune, F.M.F. and Urabi, S. (2023b) 'Harnessing IoT, e-business, and digital marketing for enhancing user satisfaction and performance in UAE's hotel industry: an empirical study', *International Conference on Intelligent Computing, Communication, Networking and Services, ICCNS 2023*, pp.259–266.
- Aljumah, A.I., Shahroor, H., Nuseir, M.T. and El Refae, G.A. (2022c) 'The effects of employee commitment and environment uncertainty on product quality: the mediating role of supply chain integration', *Uncertain Supply Chain Management*, Vol. 10, No. 4, pp.1379–1386.
- Alshawabkeh, A., Nuseir, M.T. and Aljumah, A. (2021) 'Impacts of social media on the buying intention of the consumers in Edinburgh, UK', *International Journal of Procurement Management*, Vol. 14, No. 4, pp. 470–486.
- Amangala, A.F. (2019) 'Market orientation, service quality perception, and customer satisfaction: the role of market-sensing capabilities', *Business Perspectives and Research*, Vol. 8, No. 2, pp.216–231, <https://doi.org/10.1016/j.jretai.2019.04.001>.
- Ascarza, E., Neslin, S.A., Netzer, O., Anderson, Z., Fader, P.S., Gupta, S. and Neal, D. (2018) 'In pursuit of enhanced customer retention management: review, key issues, and future directions', *Customer Needs and Solutions*, Vol. 5, No. 1, pp.65–81, <https://doi.org/10.1007/s40547-017-0080-0>.
- Babin, B.J. (2021) 'Covariance-based structural equation modeling in the Journal of Advertising: review and recommendations', *Journal of Advertising*, Vol. 46, No. 1, pp.163–177.
- Bindroo, V., Mariadoss, B.J., Echambadi, R. and Sarangee, K.R. (2020) 'Customer satisfaction with consumption systems', *Journal of Business-to-Business Marketing*, Vol. 27, No. 1, pp.1–17.
- Blessing, G. and Natter, M. (2019) 'Do mystery shoppers predict customer satisfaction and sales performance?', *Journal of Retailing*, Vol. 95, No. 3, pp.47–62, <https://doi.org/10.1016/j.jretai.2019.04.001>.
- Bodolica, V. and Spraggon, M. (2019) 'Toward patient-centered care and inclusive health-care governance: a review of patient empowerment in the UAE', *Public Health*, Vol. 169, pp.114–124, <https://doi.org/10.1016/j.puhe.2019.01.017>.

- Chen, K.-H., Wang, C.-H., Huang, S.-Z. and Shen, G.C. (2016) 'Service innovation and new product performance: the influence of market-linking capabilities and market turbulence', *International Journal of Production Economics*, Vol. 172, pp.54–64, <https://doi.org/10.1016/j.ijpe.2015.11.004>.
- Chiu, S.-C., Liu, C.-H. and Tu, J.-H. (2016) 'The influence of tourists' expectations on purchase intention: linking marketing strategy for low-cost airlines', *Journal of Air Transport Management*, Vol. 53, pp.226–234, <https://doi.org/10.1016/j.jairtraman.2016.03.010>.
- Dobrzykowski, D.D., Leuschner, R., Hong, P.C. and Roh, J.J. (2015) 'Examining absorptive capacity in supply chains: linking responsive strategy and firm performance', *Journal of Supply Chain Management*, Vol. 51, No. 4, pp.3–28, <https://doi.org/10.1111/jscm.12085>.
- Farooq, H.U. (2024) 'Prescribing change: unpacking privatization's impact on government teaching hospitals in Punjab, Pakistan', *The Asian Bulletin of Business and Social Science Research*, Vol. 4, No. 1, pp.95–119, <https://doi.org/10.62019/abbsr.v4i1.48>.
- Feng, M. (2012) 'Customer-centric green supply chain management affects operational performance and customer satisfaction', *Business Strategy and the Environment*, Vol. 25, No. 3, pp.205–220, <https://doi.org/10.1002/bse.1868>.
- Francioni, S. (2014) 'SMEs and marketing: a systematic literature review', *International Journal of Management Reviews*, Vol. 20, No. 2, pp.227–254, <https://doi.org/10.1111/ijmr.12128>.
- Gabler, C.B. (2019) 'Salesperson ambidexterity and customer satisfaction: examining the role of customer demandingness, adaptive selling, and role conflict', *Journal of Personal Selling & Sales Management*, Vol. 37, No. 1, pp.27–41, <https://doi.org/10.1080/08853134.2016.1272053>.
- Gordini, N. and Veglio, V. (2017) 'Customers' churn prediction and marketing retention strategies. An application of support vector machines based on the AUC parameter-selection technique in the B2B e-commerce industry', *Industrial Marketing Management*, Vol. 62, pp.100–107, <https://doi.org/10.1016/j.indmarman.2016.08.003>.
- Harker, M.J. (2020) 'Marketing and entrepreneurship: an integrated view from the entrepreneur's perspective', *International Small Business Journal*, Vol. 33, No. 3, pp.321–348.
- Hendar, H. (2018) 'Marketing innovativeness on marketing performance: role of religio-centric relational marketing strategy', *Journal of Relationship Marketing*, Vol. 19, No. 1, pp.52–74, <https://doi.org/10.1080/15332667.2019.1664869>.
- Iqbal, S. (2024) 'Information sustainability in a digital learning environment: an application of technology acceptance model', *The Asian Bulletin of Business and Social Science Research*, Vol. 4, No. 1, pp.51–74, <https://doi.org/10.62019/abbsr.v4i1.46>.
- Jasimuddin, S.M., Mishra, N. and Almuraqab, N.A.S. (2017) 'Modeling the factors that influence the acceptance of digital technologies in e-government services in the UAE: a PLS-SEM approach', *Production Planning & Control*, Vol. 28, No. 16, pp.1307–1317, <https://doi.org/10.1080/09537287.2017.1375144>.
- Joseph, S. (2017) 'Strategic use of digital promotion strategies among female emigrant entrepreneurs in UAE', *International Journal of Emerging Markets*, Vol. 13, No. 6, pp.1699–1718, <https://doi.org/10.1108/IJoEM-10-2016-0268>.
- Khan, A.Z. and Arefin, S. (2024) 'Mediating role of knowledge management and innovation in the relationship between supply chain management and organizational performance: an empirical test in the fast-moving consumer goods (FMCG) industry of Pakistan', *The Asian Bulletin of Business and Social Science Research*, Vol. 4, No. 1, pp.120–125, <https://doi.org/10.62019/abbsr.v4i1.49>.
- Lee, S.H. (2020) 'Revisiting the relationship between marketing capabilities and firm performance: the moderating role of market orientation, marketing strategy, and organizational power', *Journal of Business Research*, Vol. 69, No. 12, pp.5597–5610, <https://doi.org/10.1016/j.jbusres.2016.03.067>.
- Meng, C. (2018) 'Corporate social responsibility, customer satisfaction, and financial performance: the moderating effect of the institutional environment in two transition economies', *Journal of Cleaner Production*, Vol. 150, pp.26–39, <https://doi.org/10.1016/j.jclepro.2017.02.192>.

- Miles, M.P. (2019) 'The museum of old and new art: leveraging entrepreneurial marketing to create a unique arts and vacation venture', *Journal of Vacation Marketing*, Vol. 23, No. 1, pp.85–96, <https://doi.org/10.1177%2F1356766716634153>.
- Morrish, S.C. and Jones, R. (2020) 'Post-disaster business recovery: an entrepreneurial marketing perspective', *Journal of Business Research*, Vol. 113, pp.83–92, <https://doi.org/10.1016/j.jbusres.2019.03.041>.
- Nawaz, M.A., Ahmadv, T.I., Hussain, M.S. and Bhatti, M.A. (2020) 'How do energy use, financial development, and economic growth affect carbon dioxide emissions in selected associations of Southeast Asian nations?', *Paradigms*, Vol. SI, No. 1, pp.159–165.
- Nuseir, M.T. and Aljumah, A. (2020a) The role of digital marketing in business performance with the moderating effect of environmental factors among SMEs of UAE', *International Journal of Innovation, Creativity, and Change*, Vol. 2020, No. 3, pp.310–324.
- Nuseir, M.T. and Aljumah, A. (2020b) 'Digital marketing adoption influenced by relative advantage and competitive industry: a UAE tourism case study', *International Journal of Innovation, Creativity and Change*, Vol. 11, No. 2, pp.617–631.
- Nuseir, M.T., Aljumah, A.I. and El Refae, G.A. (2022a) 'Impact of big data analytics and managerial support on CRM: exploring mediating role of marketing analytics', *9th International Conference on Internet of Things, Systems, Management and Security, IOTSMS 2022*.
- Omar, M.S., Ariffin, H.F. and Ahmad, R. (2016) 'Service quality, customer's satisfaction and the moderating effects of gender: a study of Arabic restaurants', *Procedia-Social and Behavioral Sciences*, Vol. 224, pp.384–392, <https://doi.org/10.1016/j.sbspro.2016.05.393>.
- Paillé, P. (2018) 'Linking market orientation and environmental performance: the influence of environmental strategy, employee involvement, and environmental product quality', *Journal of Business Ethics*, Vol. 127, No. 2, pp.479–500, <https://doi.org/10.1007/s10551-014-2059-1>.
- Porcar, M. (2019) 'What to avoid to succeed as an entrepreneur', *Journal of Business Research*, Vol. 68, No. 11, pp.2279–2284, <https://doi.org/10.1016/j.jbusres.2015.06.011>.
- Ramzan, S. and ul Hameed, W. (2024) 'The impact of environmental, social, and governance (ESG) performance on dividend policy and economic outcomes of Pakistani firms: a survey-based research: a survey-based research', *The Asian Bulletin of Green Management and Circular Economy*, Vol. 4, No. 1, pp.90–101, <https://doi.org/10.62019/abgmce.v4i1.67>.
- Rashid, Z., Rashid, S. and Rashid, M. (2024) 'Do environmental laws and green awareness promote sustainability in higher education: a policy guideline for sustainable development goals', *The Asian Bulletin of Green Management and Circular Economy*, Vol. 4, No. 1, pp.53–66, <https://doi.org/10.62019/abgmce.v4i1.69>.
- Sacramento, S. (2017) 'Delighting the customer: creativity-oriented high-performance work systems, frontline employee creative performance, and customer satisfaction', *Journal of Management*, Vol. 45, No. 2, pp.728–751, <https://doi.org/10.1177%2F0149206316672532>.
- Shah, S.K.A., Ali, Z. and Rais, K. (2024) 'Green HRM for enhanced environmental performance: a circular economy perspective aligned with SDGs', *The Asian Bulletin of Green Management and Circular Economy*, Vol. 4, No. 1, pp.1–17, <https://doi.org/10.62019/abgmce.v4i1.71>.
- Singh, J. (2020) 'Corporate social initiatives and employee retention', *Organization Science*, Vol. 26, No. 6, pp.1702–1720, <https://doi.org/10.1287/orsc.2015.1006>.
- Takata, H. (2016) 'Effects of industry forces, market orientation, and marketing capabilities on business performance: an empirical analysis of Japanese manufacturers from 2009 to 2011', *Journal of Business Research*, Vol. 69, No. 12, pp.5611–5619, <https://doi.org/10.1016/j.jbusres.2016.03.068>.
- Tu, Y-T., Aljumah, A.I., Nguyen, S.V., Tai, T.D. and Qiu, R. (2023) 'Achieving sustainable development goals through a sharing economy: empirical evidence from developing economies', *Journal of Innovation and Knowledge*, Vol. 8, No. 1, p.100299.

- Wang, H., Wang, Z. and Xu, X. (2016) 'Time-aware customer preference sensing and satisfaction prediction in a dynamic service market', Paper presented at the *International Conference on Service-Oriented Computing*.
- Whitler, K.A. (2017) 'Research in marketing strategy', *Journal of the Academy of Marketing Science*, Vol. 47, No. 1, pp.4–29, <https://doi.org/10.1007/s11747-018-0598-1s>.
- Yang, P. (2017) 'Entrepreneurial marketing of international high-tech business-to-business new ventures: a decision-making process perspective', *Industrial Marketing Management*, Vol. 64, pp.147–160, <https://doi.org/10.1016/j.indmarman.2017.01.0071>.