



## Factors affecting repurchase intention with customer engagement as intervening variables in B2B context

Negina Kencono Putri\*, Arief Wisnu Wardhana\*\*

**Abstract:** Purpose: The goal of this research is to learn more about the impact of customer satisfaction., social CRM, customer perceived value, on repurchase intention. This research is survey research on consumers of construction companies specifically in this case manufacturing companies in Indonesia.

Method: The selected population is manufacturing companies in Indonesia, with a total of 100 respondents. Simple random sampling was used to determine the respondents, while Smart PLS was used to test the hypothesis.

**Key words:** customer satisfaction, social CRM, customer perceived value, customer engagement, repurchase intention

**JEL:** G22

## Dejavniki, ki vplivajo na namero ponovnega nakupa z vključevanjem strank v kontekstu B2B

**Povzetek:** Namen: Cilj te raziskave je pridobiti več informacij o vplivu zadovoljstva strank, družbenega CRM-ja in vrednosti, ki jo stranke zaznavajo na nameravano ponovno nakupovanje. Gre za raziskavo s pomočjo anketiranja potrošnikov gradbenih podjetij, še zlasti proizvodnih podjetij v Indoneziji.

Metoda: Izbrana populacija so proizvodna podjetja v Indoneziji, s skupno 100 anketiranci. Za določitev anketirancev je bilo uporabljeno preprosto naključno vzorčenje, medtem ko je bil za preverjanje hipotez uporabljen Smart PLS.

**Ključne besede:** zadovoljstvo strank, družbeni CRM, zaznana vrednost strank, sodelovanje strank, namera ponovnega nakupa

\*Universitas Jenderal Soedirman,  
Purwokerto, Indonesia,  
[negina.putri@unsoed.ac.id](mailto:negina.putri@unsoed.ac.id)

\*\*Universitas Jenderal Soedirman  
Purwokerto, Indonesia  
[arief.wardhana@unsoed.ac.id](mailto:arief.wardhana@unsoed.ac.id)

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## 1 INTRODUCTION

Indonesia has the largest manufacturing industrial base in ASEAN, contributing 19.97% of the total region to Gross Domestic Product (GDP) 2020. The manufacturing industry that continues to grow has contributed to the growth of companies in the field of special construction services including building maintenance, mechanical and electrical installations, piping installations, control system installations and others.

To thrive and grow market share and revenue in a competitive environment, businesses must maintain long-term, profitable relationships with their consumers graphable relationships. Company management must have a deep and correct understanding of the effective drivers of customer behavioral intent to strengthen long-term relationships more effectively with customers. Therefore, the first step is to identify the factors that influence repurchase intention. Given the scarcity of studies on the subject, it is imperative that this topic be taken seriously. The primary purpose of this study is to find out more about the factors that influence repurchase intentions in specialized construction firms.

Many factors affect repurchase intention, one of which is customer engagement (Jain et al., 2019). The results of previous studies examined customer involvement in live streaming digital marketing impact repurchase intention (Yu & Zheng, 2021). It reveals that there is a considerable association between customer involvement with followers and purchase intents in digital marketing live streaming, based on 1726 datasets on two e-commerce platforms (Clement Addo et al., 2021).

Businesses try to foster positive customer relationships and maintain repurchase intentions and customer satisfaction (Pansari & Kumar, 2017). Research shows that customer happiness alone is not enough to sustain repurchase intentions. As a result, scientific focus has shifted in recent years to the topic of consumer engagement, particularly the importance of emotional attachment. Customer engagement is entering a new era, and customer happiness and emotions are the keys to customer management in this new era (Pansari & Kumar, 2017). Data suggests that consumer engagement is becoming more important at the corporate level (Pansari & Kumar, 2017). Over 80% of marketers want to recruit engaged customers to increase advocacy and loyalty (Pansari & Kumar, 2017).

Create superior customer perceived value means widely recognized in the marketing literature as an important prerequisite for companies wishing to differentiate themselves from competitors (Evans & Wurster, 1997) and increase customer satisfaction. However, "historically" most companies have relied on the "excellence" of their products or services to differentiate themselves from competitors (Thielemann et al., 2018). Recently, delivering perceived customer value has become a major goal of companies. In previous research, customer perceived positive value effect on customer social media engagement (Zhang & Du, 2020).

Managing customer relationships, often known as CRM, is the answer to maintaining repurchase intentions (Mailangkay & Juwono, 2015). CRM (Customer Relationship Management) is a business approach that aims to optimize customer value and profitability while also increasing shareholder value (Kindle & Cheung, 2007). More and more businesses are combining customer-centered strategies, programs, tools, and technologies to build successful and efficient CRM (Parvatiyar & Sheth, 2001).

Previous studies have generally conceptualized SCRM is a blend of social media and CRM (Harrigan et al., 2015; Kamboj et al., 2018; Trainor et al., 2014; Wang & Kim, 2017). SCRM, on the other hand, isn't just a simple mix of social media and CRM (Baird & Parasnis, 2011; Choudhury & Harrigan, 2014). SCRM's impact on performance as mediated by commitment and CRM, according to research (Malthouse et al., 2013). Moreover, commitment, which is a key concept in the transition from traditional CRM to SCRM, is rarely empirically tested

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(Rajput et al., 2018). Although there is a lot of literature on engagement, the context of SCRM is still very limited (Harrigan et al., 2020). Engagement positively influenced performance (Harrigan et al., 2020) confirmed the positive impact of engagement on social information processes. This study examines the impact of SCRM on the performance of companies operating in the specialty construction sector. The phenomenon of the gap that exists in companies engaged in the special construction sector, namely the small turnover growth of 1.98% in 2019, below the economic growth in 2019 of 5.02%, while in 2020 the growth of this sector experienced -5.31% below the national economic growth which fell by -2.07.

Relationships in the context of business to business (B2B) are long-term relationships and companies trying to keep old customers than looking for new customers, in this case the costs incurred by the company will be more to acquire new customers compared to retaining old customers (Palilati, 2007). One thing that can cause a decrease in sales is a decrease in repurchase intention from customers (Ferry et al., 2020). This decrease in repurchase intention can be caused by several factors such as decreased customer engagement (Monferrer et al., 2019; Yu & Zheng, 2021), customer satisfaction, customer perceived (Ferry et al., 2020; Zhang & Du, 2020), Social CRM (Mailangkay & Juwono, 2015; Medjani, 2021).

Given this gap, this study tries to build a framework to explain the mechanism of direct and indirect influence of customer satisfaction, social CRM, customer perceived value, customer engagement variables on purchase intention in the B2B context.

## 2 LITERATURE REVIEW

A customer's impression of whether to repurchase or conduct another transaction with the same service provider in the future is known as repurchase intention. (Hellier et al., 2003). Repurchase intention is a customer's interest in the same company, where customers can decide to repurchase or use the product again (Wilson, 2019). So, repurchase intention can be defined as a community's assessment and contemplation of whether to re-engage with other people in transactional or interactional activities with the same organization.

Customer satisfaction is defined as an individual's evaluation and evaluation of their experience with a company, evaluating whether the company has successfully exceeded customer expectations (Han et al., 2020). Besides that, Satisfaction is defined as a consumer's assessment that a product or service meets their requirements and expectations after they have used it (Japutra et al., 2015). The authors defined customer satisfaction as "consumer satisfaction with a firm as a result of the company's product or service satisfying the consumer's requirements".

Customer satisfaction is "an assessment of the satisfaction, both below and above performance, that a product or service itself and features provides in relation to pleasant consumption (Oliver & Burke, 1999). The customer satisfaction process can be translated through the negative-expectation paradigm (Oliver & Burke, 1999). Expectancy-discount information is based on the development of customer expectations for a product or service prior to making a purchase, followed by a comparison of these expectations with the actual buying experience, and finally completing a purchase.

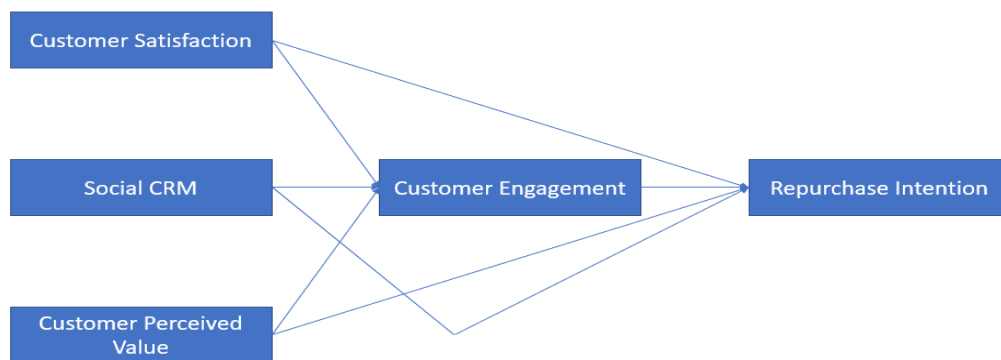
The lack of a definition of SCRM use was highlighted by (Küpper et al., 2015). As a result, they adopted Reinartz et al CRM's definition (Reinartz et al., 2004). SCRM is defined as "the degree to which SCRM technological features are leveraged to assist the organization's activity" (Küpper et al., 2015). To distinguish between the two concepts, you must first grasp the distinctions between regular CRM and SCRM. SCRM is more advanced, collaborative, and

mutually advantageous than the other two approaches. Furthermore, SCRM's relationships are more complex, collaborative, and interactive, and information is generated because of these interactions. SCRM comprises creating relationships and communicating with customers, as well as observing, mentoring, and participating in communications and campaigns. CRM is more focused on increasing the consistency of marketing messaging. SCRM includes more dynamic customer engagement data, online customer profiles, and social profiles.

According to research (Kaveh et al., 2021), sales promotion is a means for merchants to add value to their consumer offerings. According to this study, allowing consumers to choose their favorite promotions is a way of engaging customers in the promotion process, and hence might be considered a form of shared value creation.

One of the most critical organizational issues, according to value-based theory, is maximizing the effectiveness of customer value-adding activities (Slater, 1997). Value is created when potential resources are converted into concrete benefits, according to the Service Dominant Logic (SDL) concept (Gummesson & Mele, 2010). Means that the benefits derived from the retailer's value proposition are tied to the customer's preferences in dealing with promotions. In fact, if consumers value engagement, they get value out of it (Vivek et al., 2012).

Customer engagement framework has clarified its scope, defining it as “the mechanism by which customers add value to the company, either through direct or indirect contributions”. The definition emphasizes that transactional customer behaviour (direct contributions such as purchases) and non-transactional (indirect contributions such as word of mouth) will add value to the company. To identify the essence of customer engagement, we need to look at the view (Bowden, 2009; Brodie et al., 2011; Pansari & Kumar, 2017; Sprott et al., 2009) which states that Customer loyalty is a mix of cognitive and emotional attachments formed as a result of a brand or company experience. In other words, according to the psychological literature, the partners involved had a more satisfying relationship experience and their emotional attachment to the company was stronger (Kitayama et al., 2000).



Customer satisfaction has been demonstrated to have a positive link with purchase intent in several research. (Huang & Dubinsky, 2014; Oliver, 1980; Papagiannidis et al., 2013). In fact, research found that when shopping for clothes, user satisfaction positively affects purchase intention (Papagiannidis et al., 2017). Customer satisfaction, service quality and brand image have a positive effect on purchase intention in the Pakistani mobile phone industry (Mehmood & Shafiq, 2015).

The relationship between customer satisfaction and customer loyalty has not been studied, although customer satisfaction seems to be obvious to brand or company loyalty. (Bowden, 2009; Pansari & Kumar, 2017; van Doorn et al., 2010). Customer pleasure leads to customer

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engagement, albeit the exact combination varies each consumer (Füller, 2010). From a literature review, we hypothesize that customer loyalty becomes more positive as customer satisfaction increases, although there is little empirical evidence for this hypothesis.

In the context of B2B research with the title A customer engagement framework for a B2B context (Youssef et al., 2018) shows that Customer engagement is a three-dimensional construct comprising cognitive, emotional, and behavioral attachment as the three aspects. Customer happiness, commitment, and trust will be evaluated as a prelude to customer engagement, with customer equity being considered as a result. So, it is hypothesized:

H1. Customer satisfaction positive effect on repurchase intention.

H2. Customer satisfaction positive effect on customer engagement

H3. Customer engagement mediates the effect of customer satisfaction on repurchase intention

With a challenging business environment, where companies must share market share with other companies as well as customers with extensive knowledge, companies are expected to be able to adapt to the latest technology and utilize social CRM as an element in a comprehensive CRM strategy. B2B firms must connect with clients differently and engage in two-way conversational exchanges to boost the identification of potential B2B customers. Businesses can gain strength and success by connecting with clients who require value-driven solutions and building relationships with new customers via social media. B2B companies typically occupy market segments where buyers need specialized knowledge to provide custom solutions that meet customer business needs. B2B customers prioritize loyalty and reliability (Peterson & Lucas, 2001) in all areas of the organization - sales, marketing, and customer service. Showing integrity using social media tools leads to more leads in less time and has a measurable impact on business outcomes. While adopting social CRM platforms like webinars, blogs, and Twitter to communicate with B2B clients is crucial, integrating social CRM into your company's existing CRM procedures is even more important. Traditional CRM procedures are supplemented by social CRM that must be tightly integrated into today's B2B organizational environment. Social CRM influences customer loyalty in the B2B sales environment (Rodriguez & Honeycutt, 2011) from all areas of the organization - sales, marketing, and customer service.

Using social media platforms to demonstrate your reputation can result in more leads in less time and have a demonstrable influence on your business outcomes. While adopting social CRM platforms like webinars, blogs, and Twitter to communicate with B2B clients is crucial, integrating social CRM into your company's existing CRM procedures is just as important. Traditional CRM procedures are supplemented by social CRM that must be tightly integrated into today's B2B organizational environment. In the B2B sales environment, social CRM has an impact on customer loyalty (Rodriguez & Honeycutt, 2011) from all sectors of the firm, including sales, marketing, and customer support. Using social media technologies to demonstrate integrity can result in reaching more potential consumers in less time, which will have a meaningful impact on the company's performance. While it's critical to use social CRM platforms like webinars, blogs, and Twitter to engage your B2B clients, it's also critical to integrate social CRM into your company's traditional CRM procedures. Social CRM is supplementing traditional CRM systems, and both must be fully integrated into today's B2B corporate environment. In the B2B sales environment, social CRM has an impact on customer engagement (Rodriguez & Honeycutt, 2011). Using social media technologies to demonstrate integrity can result in reaching more potential consumers in less time, which will have a meaningful impact on the company's performance. While leveraging social CRM platforms like webinars, blogs, and Twitter to engage your B2B clients is critical, integrating social

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CRM into your company's existing CRM procedures is equally critical. Traditional CRM methods are being supplemented by social CRM, and both must be firmly integrated into today's B2B business environment. In the B2B sales environment, social CRM has an impact on customer engagement (Rodriguez & Honeycutt, 2011). While leveraging social CRM platforms like webinars, blogs, and Twitter to engage your B2B clients is critical, incorporating social CRM into your company's regular CRM procedures is just as critical. Traditional CRM procedures must be strongly integrated into today's B2B corporate context, and social CRM is an extension of such processes. In the B2B sales environment, social CRM has an impact on customer engagement (Rodriguez & Honeycutt, 2011). While adopting social CRM platforms like webinars, blogs, and Twitter to communicate with B2B clients is crucial, integrating social CRM into your company's existing CRM procedures is even more important. Classic CRM procedures must be strongly integrated into today's B2B organizational context. Social CRM is an extension of traditional CRM practices. In the B2B sales world, social CRM has an impact on customer loyalty (Rodriguez & Honeycutt, 2011).

Previous research stated that SCRM is very important to encourage customer engagement (Harrigan et al., 2020). Engagement is considered the most important one of social media (Wang & Kim, 2017) and SCRM is strong in increasing customer engagement (Choudhury & Harrigan, 2014). So, it is hypothesized:

H4. Social CRM positive effect on repurchase intention

H5. Social CRM positive effect on customer engagement

H6. customer engagement mediates the effect of social CRM on repurchase intention

There is a favorable association between client participation (consumer engagement) in value co-creation and purchase intention, according to several research (Algharabat et al., 2018; Blasco-Arcas et al., 2016; Hsieh & Chang, 2016; Papagiannidis et al., 2017). As an example, research found a positive effect of customer engagement (customer engagement) on purchase intent (purchase intention) in an online retail environment. Research found that if customers felt they were committed to co-creating the customer experience, their intention to buy increased significantly. According to (Papagiannidis et al., 2013), one of the most important benefits of customer involvement in the purchasing process is the intention to buy, which allows businesses to boost their profit margins. Therefore, an increase in the intention to buy can be considered due to the customer's involvement in the sales promotion process.

According to several research, perceived value has a direct impact on purchasing intent (See-To & Ho, 2014). As a result, if we wish to better understand the influence of customer participation in sales promotions on buy intention, we can say that customer participation in sales promotion activities affects perceived value and will also have an impact on purchase intention.

Value of co-creation B2B has a favorable impact on consumer propensity to repurchase. This backs up the prior observation that co-creation is beneficial. Consumer readiness to pay more increases because of B2B activity. So, it is hypothesized that:

H7. Customer Perceived Value positive effect on repurchase intention

H8. Customer Perceived Value positive effect on customer engagement

H9. Customer engagement mediates the effect of customer perceived value on repurchase intention

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A brand's marketing operations raise client awareness of the product or service being marketed. This helps customers to know what the company has to offer and triggers the desire to buy. The customer experience in buying can be positive or negative, which results in a certain level of satisfaction and emotion for a brand/company (Cambra-Fierro et al., 2015; Verleye, 2015). If customers are satisfied, then there will be a possibility of making repeat purchases, and if they are happy, then they will engage in non-transactional behavior (Chahal & Dutta, 2015; Klaus & Maklan, 2013; van Doorn et al., 2010). There is a significant positive relationship between fan page engagement on social media and purchase intention (Rahman et al., 2018). In the context of B2B research (Permadi & Silalahi, 2021) shows that customer engagement has a positive and significant impact on repurchase intention, the higher consumer engagement. towards PT United Tractors products, the higher consumer interest in buying back PT United Tractors products. So, it is hypothesized:

H10. Customer engagement affect repurchase intention

### 3 RESEARCH METHOD

Explanatory research is used in this study to explain the cause-and-effect relationship between the variables investigated by evaluating the hypothesis. To evaluate the existing hypothesis, the author wishes to describe the relationship between the independent and dependent variables. Clients of specialized building enterprises, in this case Indonesian manufacturers, make up the study's population 30,381 (www.bps.go.id, 2019). Sampling is a process in which several respondents are selected from the entire population size and the results of the selected respondents are then generalized or applied to the entire population.

A sample size of 100 manufacturing companies is derived from the entire population with an accuracy (error) of 10%. Collecting samples by sending questionnaires to consumers of specialized construction businesses in Indonesia and addressed to purchasing managers and engineering managers of manufacturing companies.

The population of this study, in this case industrial companies in Indonesia, has no strata so it is very homogeneous. The sample for this study was chosen using the basic random sampling method, which provides an equal opportunity for individuals from the population to be sampled directly. This is just one step in the sampling procedure (Suliyanto, 2018). The instrument used is a Likert scale. According to (Istijanto, 2006), the Likert scale measures the extent to which respondents agree or disagree with a sequence of comments about an object. There are five categories on this scale, ranging from "strongly agree" to "strongly disagree."

Data collection techniques using questionnaire to obtain the data needed for this research. Questionnaire is a systematic method for collecting data from respondents, which consists of written or oral questions (Malhotra, 2009). This research questionnaire obtained responses from respondents about four factors, including three independent variables (customer satisfaction, Social CRM, customer perceived value, customer engagement) and 1 dependent variable (Repurchase Intention). An online survey in the form of a Google form was distributed via email, LinkedIn, Telegram, and Whatsapp to 100 purchasing managers and engineering managers from manufacturing companies in Indonesia.

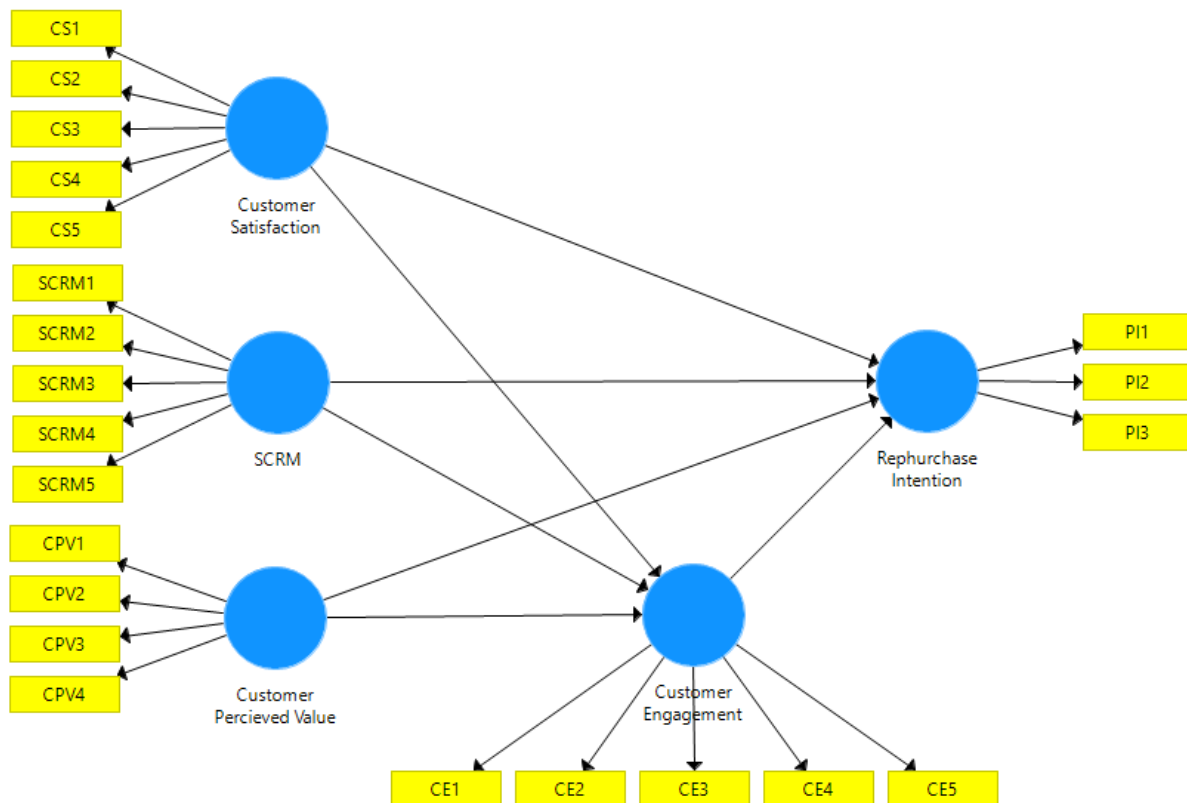
Data analysis techniques with using SmartPLS software, Partial Least Square (PLS-SEM) approach was used to evaluate the data in this study. PLS-SEM has been widely used in marketing research, where the unique methodological features of PLS-SEM have

distinguished it from other SEM approaches (Hair et al., 2012). Despite criticism from researchers (Goodhue et al., 2012), the PLS-SEM approach has been widely used in several studies in strategic management, consumer behavior, marketing (Reinartz et al., 2004), and corporate social responsibility (Reinartz et al., 2004).

The smartPLS bootstrap approach is used to determine the indirect effect between variables. Customer involvement is the mediating variable in this investigation. The independent variable's influence on the dependent variable is thought to be mediated by the mediating variable. The hypothesis is rejected if the T statistic value exceeds the T table, and the P value is less than the significance threshold specified (5 percent).

## 4 RESULTS AND DISCUSSION

This research is processed by PLS-SEM analysis.



### Information

- CS = Customer Satisfaction
- SCR = Social Customer Relationship Management
- CPV = Customer Perceived Value
- CE = Customer Engagement
- PI = Repurchase Intention



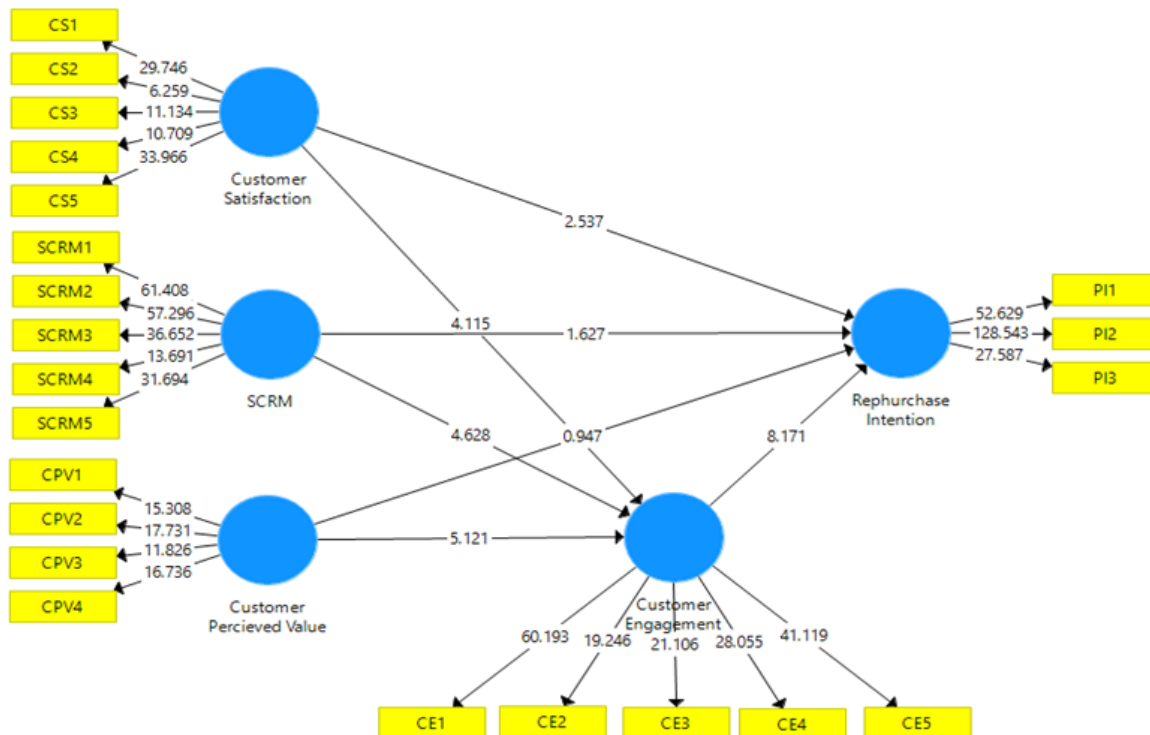
Table 1. Validity and Reliability Test

Variable	Indicator	Cronbach's Alpha	Validity	AVE	CR	Reliability
Customer Satisfaction	CS1	0.855	Valid	0.535	0.849	Reliable
	CS2	0.667	Valid			
	CS3	0.670	Valid			
	CS4	0.656	Valid			
	CS5	0.863	Valid			
Social CRM	SCRM1	0.938	Valid	0.747	0.936	Reliable
	SCRM2	0.930	Valid			
	SCRM3	0.842	Valid			
	SCRM4	0.753	Valid			
	SCRM5	0.847	Valid			
Customer Perceived Value	CPV1	0.747	Valid	0.620	0.867	Reliable
	CPV2	0.829	Valid			
	CPV3	0.752	Valid			
	CPV4	0.818	Valid			
Customer Engagement	CE1	0.910	Valid	0.693	0.918	Reliable
	CE2	0.772	Valid			
	CE3	0.806	Valid			
	CE4	0.788	Valid			
	CE5	0.878	Valid			
Purchase Intention	PI1	0.903	Valid	0.822	0.932	Reliable
	PI2	0.956	Valid			
	PI3	0.858	Valid			

Source: authors

The AVE value of all constructs is greater than 0.5, and the CR value of all constructs is greater than 0.70, indicating that all constructs have and meet the composite criteria, according to the results of the analysis. reliability.

Regardless of whether the proposed hypothesis is accepted, it should be evaluated with SmartPLS 3.0's Bootstrapping function. The hypothesis is accepted when the significance criterion is less than 0.05 or the t value surpasses the critical value (Hair et al., 2012). The statistical t value at the 5% significance level is 1.96.



It is vital to test a hypothesis utilizing SmartPLS 3.0's Bootstrapping feature, regardless of whether it is accepted or not. When the significance threshold is less than or equal to 0.05, or when the value of t surpasses the critical value, the hypothesis is accepted (Hair et al., 2012). At a 5% significance level, the statistical value of t is 1.96.

Table 2. Path Coefficient

	Hypothesis	Original Sample	T Statistics	P Value	Results
H1	<i>Customer satisfaction</i> > repurchase intention	0.195	2,537	0.011	Support
H2	<i>Customer satisfaction</i> > customer engagement	0.317	4.115	0.000	Support
H4	<i>Social CRM</i> > repurchase intention	0.122	1,627	0.104	Decline
H5	<i>Social CRM</i> > customer engagement	0.356	4.628	0.000	Support
H7	<i>Customer Perceived Value</i> > repurchase intention	-0.067	0.947	0.344	Decline
H8	<i>Customer Perceived Value</i> > customer engagement	0.310	5.121	0.000	Support
H10	<i>customer engagement</i> > repurchase intention	0.663	8.171	0.000	Support

Source: authors

The following is a description of the link between the independent variable and the dependent variable via the mediating variable.

Table 3. Indirect Effect

	<b>Hypothesis</b>	<b>Original Sample</b>	<b>T Statistics</b>	<b>P Value</b>	<b>Results</b>
H3	<i>Customer satisfaction &gt; customer engagement &gt; repurchase intention</i>	0.210	4,199	0.000	Support
H6	<i>Social CRM &gt; customer engagement &gt; repurchase intention</i>	0.236	3.940	0.000	Support
H9	<i>Customer Perceived Value &gt; customer engagement &gt; repurchase intention</i>	0.236	3.716	0.000	Support

Source: authors

### Relationship between customer satisfaction and repurchase intention

Client satisfaction and repurchase intention have a favourable and statistically significant relationship in specialized construction businesses. With an original sample value of 0.195, which indicates a positive number, a t-statistic value of 2.537, which is larger than the t-table value of 1.96, and a p-value of 0.011, which is less than 0.05, the customer satisfaction variable has a significant effect on the repurchase intention variable. Customer happiness is linked to repurchase intent, and the other way around. When customers are dissatisfied, they are less likely to purchase again.

There is a relationship between customer satisfaction and repurchase intention related to special construction companies. Means that customers who are satisfied with the purchase/use of the services of a special construction company will increase repurchase intention. One of the most essential aspects in increasing repurchase intent is customer happiness. At a special construction company to always prioritize customer satisfaction to create a harmonious atmosphere and sustainable relationship. This is not only about marketing, but also after-sales service must also be considered, in handling customer complaints, special construction companies are always responsive and provide the best service to maintain and improve customer satisfaction. Due to positive previous experiences, satisfied consumers tend to make more purchases. According to research conducted by Best (2013), consumers who are "very satisfied" will have a significant effect on company profitability, but consumers who are "very dissatisfied" will not have a significant impact on company profitability. Customer satisfaction increases repurchase intentions positively (Huddleston et al., 2009).

The fact that customers are satisfied with the performance of a brand (company) shows a strong belief that customer satisfaction can be understood as an association of positive information dissemination by customers on previous interaction experiences. with the company, which has an impact on their trust in the company. Because satisfied customers will continue to use the services of the same brand (company) continuously and make repeat purchases, the more satisfied customers are, the more loyal they are to certain brands (Ha & Perks, 2005).

### Relationship between customer satisfaction and customer engagement

Customer satisfaction and customer engagement in specialized construction enterprises have a strong and statistically significant relationship, according to research. Based on the path coefficient, which shows a positive number with a t-statistic value of 4.115 greater than the t-table value of 1.96 and a p-value of 0.000 less than 0.05, the customer satisfaction variable has a significant effect on the customer engagement variable with an original sample value of 0.317. The correlation between customer satisfaction and customer engagement can be

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seen as follows: if customer satisfaction is high, customer engagement will be high, and if low, customer engagement will be low.

These findings indicate that customer satisfaction has an important role in causing customer engagement, which in turn increases repurchase intention. This finding also proved to be consistent with the previous literature. This complements previous research which showed that customer satisfaction positively affects customer engagement (Youssef et al., 2018). The existence of a mutually beneficial relationship in the engagement interaction between the customer and the company can increase mutual trust between the two, and this interaction is outside the buying activity. Customers feel confident because they believe in the reliability or ability and integrity of the company in providing a good response when interacting. It means, high engagement shows higher customer trust in the company in an interaction relationship. Customers with high engagement tend to be loyal to a product, company or brand (Vivek et al., 2012).

### **Relationship between customer satisfaction and repurchase intention mediated by customer engagement**

Customer happiness and repurchase intention, as mediated by customer involvement, have a positive and statistically significant link. This is consistent with indirect impact results based on the original sample value of 0.21, which shows a positive number with a t statistic value larger than 1.96 and a p value less than 0.05. As a result, it can be concluded that customer happiness has a significant impact on repurchase intention, with the customer engagement variable serving as a mediator. Because both the direct and indirect impacts of customer happiness on repurchase intention are positive, it can be argued that in specialized construction enterprises, customer engagement partially mediators the relationship between customer satisfaction and repurchase intention.

### **Relationship of social CRM with repurchase intention**

The original sample result of 0.112 for the path coefficient is positive. The t-statistic value of social CRM on repurchase intention is 1.627, smaller than the t-table value of 1.96, which is indicated by a p-value of 0.104 which is more than 0.05. Thus, it is said that the social CRM has no significant effect on the repurchase intention variable. The growth or decline of social CRM has no effect on purchase intention.

The fourth hypothesis seeks to find out how SCRM's social media technology can directly impact repurchase intentions in special construction companies. This theory is a continuation of a relationship proposed in prior CRM research; however, it was rejected. The increase in social CRM does not directly affect the increase in repurchase intention. This finding supports a previous study conducted on 6000 marketing practitioners in the list obtained from CorpData which stated that the use of CRM technology will not increase repurchase intention (Choudhury & Harrigan, 2014).

### **Social CRM relationship with customer engagement**

Social CRM has a beneficial and significant influence on customer engagement in specialized construction companies. The path coefficient with an original sample value of 0.356 indicates a positive number with a t-statistic value of 4.628 greater than the t-table value of 1.96 and a p-value of 0.000 less than 0.05 which indicates that the variable social CRM has a significant effect on customer engagement variables. The results can be understood as follows: the better the social CRM, the greater the customer engagement; conversely, if

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social CRM is inadequate, consumer engagement with certain construction companies will be poor.

The final hypothesis, that social CRM will have a beneficial impact on customer involvement, has also been validated. This study backs up some previous research, particularly around customer involvement, which was published in a special edition of the *Journal of Service Research* in 2010. This research attempts to place customer interaction within the context of social CRM in general. The discovery that social media technologies such as Facebook, Twitter, Instagram, and other blogs enable marketers to communicate with customers is a contribution to both theory and social CRM modeling. This lends credence to the idea that social CRM improves client engagement (Choudhury & Harrigan, 2014).

### **Social CRM relationship with repurchase intention mediated by customer engagement**

There is a large and positive relationship between social CRM and repurchase intention, as mediated through customer engagement. This is in accordance with the results of certain indirect effects based on the original sample value of 0.236, which indicates a positive number with a t statistic value greater than 1.96 and a p value less than 0.05. The social CRM variable has a strong influence on the repurchase intention variable through the customer engagement variable. Based on minimal direct effect and large indirect relationship between social CRM and repurchase intention, it can be concluded that in specialized construction firms, complete customer engagement fully mediates the relationship between social CRM and repurchase intention.

SCRM is starting to be considered as an important tool in creating and maintaining reciprocal relationships with clients. This gives the company the ability to maintain a steady stream of customers and acquire new leads. In a special construction company in Indonesia and based on a managerial perspective, SCRM is an important means of maintaining long-term relationships with customers which in turn will affect the company's performance. SCRM activities are implemented mainly through Facebook, Instagram and Twitter which are the most widely used platforms on social media. Though businesses need to use more other social media platforms to reach out to all their customers. The implementation of SCRM differs from one specialized construction company to another. SCRM creates great opportunities in achieving sustainable competitive advantage. This supports previous research where social CRM has a significant positive effect on customer engagement and significantly positive effect on company performance. SCRM has a positive effect on company performance mediated by Engagement (Medjani, 2021).

### **Relationship between customer perceived value and repurchase intention**

The path coefficient with an initial sample value of -0.067 represents a negative value. The t-statistic value of customer perceived value on repurchase intention is 0.947, smaller than the t-table value of 1.96, this is indicated by its p-value which is more than 0.05. Thus, it is said that the consumer perception value does not have a substantial effect on the repurchase intention. Increased or reduced consumer value perceptions have no effect on purchase intentions.

The seventh hypothesis seeks to find out how customer perceived value can directly impact repurchase intention in a special construction company but is rejected in this case. The increase in customer perceived value does not directly affect the increase in repurchase intention. In contrast to B2C in B2B relationships, sometimes the lack of a sense of belonging to the company, low prices, good quality, good function of goods/services from special construction companies are not necessarily the basis for technical managers and purchasing

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managers to make repurchases. This finding supports previous research which states that perceived risk value does not affect repurchase intention (Gan & Wang, 2017).

### **Relationship between customer perceived value and customer engagement**

Customer perceived value and customer involvement in specialized construction enterprises have a strong and positive association. The path coefficient of 0.310 indicates a positive number, and the t-statistical value of 5.121, which is greater than the t-table value of 1.96, and the p-value of 0.000, which is less than 0.05, indicate that the variable customer perceived value has a significant effect on the variable customer engagement. This research implies that as customer perceived value rises, customer engagement rises, and when customer perceived value falls, consumer engagement with specialty construction enterprises falls.

In this study, we expand our knowledge of customer perceived value. Specialty construction companies must measure the value of their customers on a regular basis. Because the perception of high customer value guarantees increased customer engagement. This validates previous research showing that consumer perceived value positively affects customer engagement (Kumar & Nayak, 2019).

### **The relationship between customer perceived value and repurchase intention is mediated by customer engagement**

Customer participation mediates a positive and significant association between the customer's perceived value and repurchase desire. This is in line with the discovery of an indirect impact based on the initial sample value of 0.206, which is a positive number with a t-statistic of 3.716 more than 1.96 and a p-value of 0.00 less than 0.05. As a result, it can be concluded that customer perceived value has a significant impact on repurchase intent, with customer involvement serving as an intermediary. It may be concluded that in specialized construction enterprises, based on the insignificant direct influence and the large indirect association between the customer's perceived value and repurchase intention.

### **Relationship between customer engagement and repurchase intention**

Customer engagement and repurchase intention have a good and strong link in a unique construction company. It can be concluded that customer engagement has a significant effect on repurchase intention based on the path coefficient with an original sample value of 0.663, which shows a positive number with a t-statistic value of 8.171 more than the t-table value of 1.96 and a p-value of 0.000 less than 0.05. The following is an explanation of the findings: For a specialist construction company, the stronger the customer engagement, the higher the repurchase intention; conversely, the lower the customer engagement, the lower the repurchase intention.

## **5 CONCLUSION**

The following conclusions can be drawn regarding the elements (customer satisfaction, social CRM, customer perceived value and customer engagement) that affect repurchase intentions in specialized construction companies:

1. Customer satisfaction Significant influence on the repurchase intention of specialized construction companies. These results indicate that repurchase intention will grow as

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- customer satisfaction increases, and vice versa: if customer satisfaction is low, repurchase intention for specialty construction companies will be low.
2. Customer satisfaction significant influence on consumer engagement. These results indicate that customer engagement will grow as customer satisfaction increases, and conversely, if customer satisfaction is low, consumer engagement with specialized construction companies will be low.
  3. Customer satisfaction mediated by customer engagement has a major impact on the intention to repurchase in a specialized construction company. There is a direct or indirect correlation between customer satisfaction and repurchase intention, so it can be judged that customer involvement partially mediates the relationship between customer satisfaction and repurchase intention in specialized construction companies.
  4. Social CRM does not have a significant effect on the repurchase intention at a special construction company. The rise or fall of social CRM does not affect repurchase intention in special construction companies.
  5. Social CRM has a significant effect on consumer engagement. These results indicate that the higher the social CRM, the greater the customer engagement, and the lower the social CRM, the lower the consumer involvement with a particular construction company.
  6. Social CRM mediated by customer engagement has a major impact on the intention to repurchase in a specialized construction company. The consequence of a small direct effect and a substantial indirect relationship between social CRM and repurchase intention, Customer engagement appears to mediate the relationship between social CRM and repurchase intention in specialized construction firms.
  7. Customer Perceived Value does not have a significant impact on the repurchase intention variable for the specific construction business. The increase or decrease in customer perceived value has no impact on the repurchase intention of a specialty construction business.
  8. Customer Perceived Value great influence on consumer engagement. These results suggest that customer engagement will increase when customer perceived value increases, and conversely, if social CRM is poor, consumer engagement with specialized construction firms will be low.
  9. Customer perceived value Customer involvement has a major impact on the desire to repurchase in a specialized construction company. On the basis of negligible direct influence and substantial indirect relationship between customer perceived value and repurchase intention in construction companies, can be said to mediate the relationship between customer perceived value and repurchase intention.
  10. Customer engagement has a significant effect on the repurchase intention of a particular construction company. These indicate that customer engagement is positively correlated with repurchase intentions in specialized construction firms.

The managerial consequences of this study include:

1. Specialized construction companies must pay attention to the customer satisfaction, the bigger customer satisfaction, will repeated purchases in the future. To thrive in the market, a business must be able to meet every customer need. Thus, satisfied consumers will remain loyal and will increase sales volume.
2. It is critical to comprehend the causes and consequences of consumer involvement for specific construction enterprises to succeed. to develop customer-engaging sales techniques to be able to anticipate the development of relevant marketing efforts.
3. By advertising the company's products, specialized construction firms must engage clients in two-way contact and develop long-term partnerships. that customers will find useful Specialized construction firms want more and better ways to communicate

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- with customers via technology and social media, allowing them to track and retain clients.
4. The transition to SCRM is a cultural transformation that should include SCRM as a key component of a business strategy that involves all levels of the organization's personnel. This is achievable when customers are involved, perspectives are shared, and collaborative customer discussions are maintained. This demonstrates that top management's support, social media-savvy staff, and employee experience and devotion are the fundamental foundations of SCRM's success. The usage of social media as a CRM medium opens up prospective market chances in market development by allowing potential customers who use social media to reach out to you.
  5. Specialized construction companies must understand that customer perceived value means the extent to which consumers get the benefits of a product from several prices that have been paid. If consumers have a high level of perceived value, then this will increase customer engagement. Customers who already feel engaged will increase repurchase intention.
  6. Interacting with customers will be able to strengthen the relationship between a specialized construction company and the customer in this case is a manufacturing company. Strong business relationships between specialty construction companies and manufacturing companies can help businesses retain their hard-earned customer base. With a customer engagement strategy, there are more and more innovative ways that businesses are doing to attract and retain customers and also increase repurchase intention.

This research has limitations. First, the questionnaires were distributed online through the google form, they did not provide and assist directly to the respondents and in filling out the questionnaires. Due to several factors such as the busyness of the respondents and related to constraints and location. This constraint makes it impossible to know whether the respondent filled out the questionnaire correctly or not. Researchers cannot directly answer things that are not known by respondents regarding the questions asked which are still confusing in the questionnaire. Second, some of the companies contacted were not willing to fill out the questionnaire. One of the factors was that these managers were too busy with their work and did not have time to complete them.

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