



The Relationship Between Customer Relationship Management (CRM), Brand Image, e-WOM, Customer Satisfaction, and Customers' Purchase Intention via e-Commerce

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ABSTRACT

Objective: This study investigates the interrelationships among customer relationship management (CRM), brand image, electronic word-of-mouth (e-WOM), customer satisfaction, and customers' purchase intention within the context of e-commerce platforms.

Methods: Data were collected via online self-administered questionnaires distributed via convenience sampling, yielding 389 valid responses. Descriptive analysis and Partial Least Squares Structural Equation Model (PLS-SEM) were used in this study.

Results: The findings demonstrate that CRM, brand image, and e-WOM exert significant, positive influences on both customer satisfaction and purchase intention in e-commerce environments. The role of CRM is crucial for building and maintaining long-term customer relationships, fostering loyalty, and enhancing trust in online platforms. Similarly, a strong, consistent brand image, coupled with positive e-WOM, strengthens customers' perceptions of reliability and credibility, thereby encouraging repeat purchases and higher engagement.

Conclusion: For practitioners, these results highlight the importance of strategic CRM initiatives. E-commerce platform providers should invest in personalized communication systems, data-driven relationship management tools, and effective after-sales support to better address customer needs and expectations. Moreover, companies operating in digital marketplaces can leverage the findings of this study to refine their strategic planning processes, particularly in designing customer-centric marketing and service strategies that improve satisfaction and stimulate purchase intentions. By implementing these insights, businesses can achieve higher levels of performance, profitability, and long-term competitiveness.

Keywords: *e-commerce, customer relationship management, brand image, e-WOM, customer satisfaction, purchase intention*



1. INTRODUCTION

In recent years, social media, a form of brand marketing communication, has become increasingly important in everyday life (Limna et al., 2021; Schmid & Axhausen, 2019). The impact of social networking sites on people's daily lives has increased as technology has developed over recent years (Ahmed et al., 2019). Due to their increased importance and efficiency in the marketing sector, e-commerce and social media have had a considerable impact on direct competition (Heath, 2019). As a result, companies need to reconsider their consumer communications strategy (Yoon et al., 2008). The following changes necessitated the ability to manage online customer relationships with a contemporary competitive advantage. It has become essential for businesses to analyze e-commerce activity that may demand a rapid, customized response or a non-immediate reaction. The challenge of providing increased, high-quality service to a large number of customers across various access channels has become a new challenge. To meet customer needs, businesses should remain consistent across all available channels. Today's customers have a certain authority that encourages businesses to base most of their strategic and development activities on them. CRM has evolved into a more interactive environment where new and existing customer relationships can be shaped and enhanced through the internet and social media (Tavana et al., 2013). A well-implemented CRM can give firms an edge or deter consumer switching. A strong brand reputation can boost customer loyalty and product interest. The strategy is to preserve a good reputation through internet word of mouth. Electronic word of mouth can influence customer buying decisions. With enough product information, customers become interested in buying. Purchase intention response to an object or repurchase. External influences, product launches, needs, and information reviews can stimulate customer interest and influence purchasing decisions. Positive brand feedback influences client purchasing interest, among other aspects. E-commerce suppliers and organizations develop platforms to improve service and buy self-management. However, e-commerce offers much-needed ease. This study could also create a comprehensive tool for e-commerce makers and buyers. This study will address customers' purchase behavior and satisfaction, and their use of electronic word of mouth to repurchase products or share positive reviews, to set e-commerce business management goals. In today's fast-growing business environment, every organization needs customer-centric operations to better understand its customers' needs and preferences. The internet will continue to impact the speed and ease of customer and company communication. Internet technologies must be integrated into CRM at all levels of the company. The lack of customer growth and management plans for most failing enterprises was a major reason. The dilemma is how to improve client satisfaction so firms go the extra mile.

1.1. Research Objective

This study identifies the determinants of customers' purchase intention via e-commerce in Thailand by testing the relationship between CRM, brand image, e-WOM, customer satisfaction, and purchase intention via e-commerce.



1.2. Research Question

What are the determinants influencing customers' purchase intention via e-commerce in Thailand?

2. LITERATURE REVIEW

2.1. Customer Relationship Management (CRM)

Customer Relationship Management (CRM) has evolved into a central concept in modern marketing and organizational strategy. According to Dewa and Setyohadi (2017), CRM encompasses several critical phases, beginning with acquisition, which involves offering a diverse range of products and services tailored to meet consumers' specific needs and desires. This stage emphasizes understanding customer preferences, tailoring products to their prior experiences, and delivering exceptional service to foster satisfaction and trust. Properly managing CRM is therefore essential for companies seeking to sustain customer loyalty and strengthen attachment to particular products or brands (Rahayu et al., 2018). Darvish et al. (2012) further conceptualized CRM as a customer-oriented managerial strategy designed to build enduring and mutually profitable relationships between businesses and their clients. This approach integrates key organizational functions—including marketing, sales, operations, customer service, human resources, finance, and information technology—into a cohesive, customer-centric system (Vasiliu, 2012). CRM is holistic, meaning that every department works to improve the customer experience and ensure the company's activities align with what customers want. Kotler and Keller (2016) emphasized that CRM represents one of the most vital pillars of contemporary marketing, viewing it as a process of building and nurturing relationships that create mutual value and satisfaction. This perspective underscores that successful CRM is not merely a technological tool but a strategic philosophy grounded in relationship-building, emotional connection, and long-term engagement. Similarly, Goranda et al. (2021) concluded that CRM serves as a marketing strategy aimed at establishing strong company–customer relationships. By collecting and analyzing data well, businesses can learn more about what their customers want and need, which will make them happier and improve the service they get. Furthermore, consistent and competent customer service plays a crucial role in maintaining these relationships. As noted by Balaji (2015), when customers repeatedly experience reliable and professional service, their trust in the firm increases, leading to more stable and long-term relationships. This trust acts as a foundation for loyalty, encouraging repeat purchases and positive word-of-mouth referrals.

2.2 Brand Image

Brand image is a critical source of competitive advantage for modern organizations, as it contributes significantly to creating customer value through effective brand differentiation. A strong, positive brand image not only affects what people buy but also increases brand equity and the company's performance (Kala & Chaubey, 2018). In highly competitive markets, a distinctive brand image enables companies to establish emotional and cognitive connections with



consumers, making their products more recognizable and preferred over rival offerings. According to Pratama et al. (2019), brand image comprises the set of attributes and benefits that a brand offers to distinguish itself from competitors. These attributes may include tangible aspects such as product quality, design, and functionality, as well as intangible elements like brand personality, prestige, and emotional appeal. Together, these dimensions shape how consumers perceive and evaluate a brand, ultimately guiding their purchasing behavior and loyalty. Similarly, Anwar et al. (2011) define brand image as the collection of brand associations stored in consumers' memory that collectively form their perception of the brand. Brand attributes are the descriptive traits that make a product or service unique. Brand benefits are the personal value customers derive from using a brand. Brand attitudes are the overall opinions or emotional responses people have toward a brand. In essence, brand image functions as a strategic intangible asset that influences how consumers interpret marketing messages, perceive product value, and make purchase decisions. A favorable brand image can enhance trust, reduce perceived risk, and encourage repeat purchases, thereby reinforcing long-term customer relationships. Conversely, a weak or inconsistent brand image may lead to confusion, decreased loyalty, and diminished competitive positioning. Therefore, building and maintaining a positive brand image is fundamental for organizations seeking to achieve sustainable growth and differentiation in the digital marketplace.

2.3 Electronic Word-of-Mouth (E-WOM)

Kotler and Armstrong (2012) define WOM communication as people talking about products, services, or brands. This form of communication occurs naturally as individuals share their experiences, opinions, and recommendations with others within their social circles. People often think that WOM communication is more trustworthy and credible than traditional advertising because it comes from personal experience rather than company-driven marketing efforts. Such interactions can significantly shape consumer attitudes and influence purchasing behavior, making WOM a powerful element in marketing strategy. This unstructured and organic nature of WOM allows it to spread quickly, often amplifying both positive and negative customer experiences. When consumers are satisfied, their positive remarks can enhance brand reputation and encourage new purchases; conversely, negative experiences can rapidly damage a company's credibility and deter potential customers. Haijli et al. (2014) emphasize that prospective consumers actively pursue WOM information when evaluating new products or brands. They rely on the assessments, reviews, and shared experiences of other consumers to reduce uncertainty and perceived risk in their purchasing decisions. This behavior demonstrates the social dimension of modern consumption, in which individuals use peers' and online communities' opinions as a basis for evaluation and trust formation. In the digital era, this phenomenon has evolved into e-WOM, where product-related discussions occur on social media and online forums, significantly extending the reach and impact of traditional WOM.



2.4 Customer Satisfaction

Customer satisfaction has long been recognized as a central construct in marketing and consumer behavior research. It reflects the degree to which a product or service meets or exceeds consumer expectations, ultimately determining whether customers experience pleasure or disappointment following a purchase. Kotler and Keller (2016) and Siripipatthanakul (2021) state that satisfaction occurs when a brand's product or service performs better than customers expect. Conversely, when performance falls short of expectations, dissatisfaction occurs. This evaluative process forms the foundation of consumers' emotional responses toward a brand or company. Goranda et al. (2021) further emphasize that consumer satisfaction represents the fulfillment of expectations, occurring when customers perceive that their desires or anticipated outcomes have been successfully achieved. Similarly, Soegoto (2013) explains that customer satisfaction results from consumers' assessments of a company's overall performance in meeting their needs. When products or services consistently align with or exceed these expectations, customers develop favorable attitudes toward the company, reinforcing repeat purchase intentions and long-term loyalty. Wijayanti (2017) and Budiyo et al. (2021) view satisfaction as the consumer's perception and emotional response that arises after purchasing or using a product. It reflects the extent to which the product experience matches the consumer's prior expectations and preferences. Satisfaction, therefore, is not merely a rational judgment but also an affective outcome shaped by cognitive evaluation and emotional resonance. Orel and Kara (2014) describe customer satisfaction as the desired outcome of service interactions, involving an evaluative process in which customers determine whether the delivered service meets their needs and expectations. In the context of e-commerce, this evaluation often includes both tangible factors, such as product quality, delivery reliability, and ease of transaction, and intangible factors, such as trust, communication, and emotional connection. Furthermore, Krystallis and Chrysochou (2014) assert that satisfaction represents a post-purchase evaluative state, encompassing both tangible and intangible brand attributes. It serves as a crucial determinant of customer loyalty, as satisfied customers are more likely to engage in repeat purchases, provide positive recommendations, and form strong emotional bonds with the brand. Therefore, maintaining high customer satisfaction is essential for businesses aiming to enhance retention, foster positive word of mouth, and achieve long-term success in competitive markets.

2.5 Purchase Intention

Purchase intention is a fundamental construct in consumer behavior research, representing the likelihood or willingness of a consumer to buy a specific product or service in the future. According to Chen et al. (2015), it serves as an important behavioral indicator of a consumer's potential to engage in a purchase. Essentially, purchase intention serves as a bridge between consumer attitudes and actual buying behavior, providing valuable insights into how marketing stimuli, brand perceptions, and emotional factors translate into tangible purchasing actions. Understanding consumers' purchase intentions enables companies to anticipate market demand and tailor their product offerings, pricing strategies, and promotional activities accordingly. When firms can accurately gauge their target customers' intentions, they are better positioned to



design marketing strategies that resonate with consumer preferences, enhance satisfaction, and ultimately drive higher sales and profitability. In the context of e-commerce, where competition is intense and customer choices are diverse, understanding what motivates purchase intent enables businesses to refine their digital experiences and improve conversion rates. Furthermore, as Kudeshia et al. (2017) note, examining purchase intention not only helps predict immediate sales outcomes but also serves as a predictor of customer retention and brand loyalty. Consumers with a strong intention to purchase are more likely to develop lasting relationships with the brand, make repeat purchases, and advocate for it within their social networks. Therefore, maintaining positive determinants of purchase intention, such as satisfaction, trust, and perceived value, is critical to ensuring long-term brand success.

2.6 Research Hypothesis Development

2.6.1 The Relationship Between CRM And Brand Image via E-Commerce

Several studies have emphasized the interconnection between Customer Relationship Management (CRM), brand image, and customer loyalty, highlighting the mediating role of customer satisfaction in strengthening these relationships. Nyadzayo and Khajehzadeh (2016) found that the indirect effect of customer satisfaction on customer loyalty, mediated by CRM quality, is significantly stronger when consumers perceive a strong brand image than when they perceive a weak one. This finding highlights the moderating influence of brand perception, indicating that CRM initiatives are more successful in fostering customer loyalty when the brand is perceived favorably. In other words, a favorable brand image enhances the credibility and emotional appeal of CRM initiatives, thereby intensifying customer satisfaction and loyalty outcomes. Similarly, Chen and Ching (2007) found positive and significant relationships among CRM practices, mobile service quality, brand image, and customer loyalty. Their results suggest that firms employing effective CRM strategies not only improve service delivery but also strengthen brand perceptions and customer retention rates. This highlights the synergistic effect between CRM and brand image, where consistent communication, personalized engagement, and responsive customer service contribute to a stronger brand reputation and long-term customer commitment. Supporting these insights, Setyadi and Ali (2017) demonstrated that both customer relationship management and service quality have a direct and meaningful impact on brand image. Effective CRM practices, such as maintaining consistent interaction, providing relevant information, and responding promptly to customer concerns, enhance consumers' perceptions of the brand's professionalism and reliability. This improved perception subsequently fosters greater trust and emotional connection with the brand. Moreover, Ali and Hapzi (2010) identified a significant relationship between customer connections and bank image, further reinforcing the importance of CRM in shaping public perceptions. Their research indicated that the quality of customer relationships plays a critical role in establishing a positive institutional image, especially in service-oriented sectors where trust and credibility are paramount.

H1: There is a significant influence of CRM on Brand Image via e-commerce.



2.6.2 The Relationship Between CRM and Customer Satisfaction via E-Commerce

Customer Relationship Management (CRM) plays a crucial role in fostering customer satisfaction, loyalty, and overall organizational performance across various industries. Hassana et al. (2014) examined the effectiveness of CRM in retaining and satisfying customers in their investigation of Shell Pakistan. Their findings revealed that CRM implementation has a significant, positive impact on customer satisfaction, demonstrating that well-structured relationship management practices directly enhance customer experiences and long-term retention. Similarly, Ata and Toker (2012) found that CRM adoption exerts a strong positive influence on both customer satisfaction and organizational performance within business-to-business (B2B) contexts. Their results suggest that companies that integrate CRM into their strategic processes are better able to manage client relationships, streamline communication, and deliver consistent value, leading to higher satisfaction and improved business outcomes. Nkrumah et al. (2021) extended this understanding to the healthcare sector, revealing that CRM is positively associated with patient satisfaction and patient loyalty. Furthermore, they observed a significant correlation between patient satisfaction and loyalty, suggesting that effective CRM practices not only meet patient needs but also strengthen emotional bonds and trust, ultimately driving long-term commitment to healthcare providers. In a similar vein, Sofi et al. (2020) identified a positive and significant relationship between CRM dimensions, specifically customer orientation, knowledge management, and CRM organization, and customer satisfaction. Their findings also indicated that CRM-based technology enhances satisfaction levels, emphasizing the importance of digital tools in managing customer data, improving service personalization, and facilitating real-time interaction. This demonstrates how technology-enabled CRM systems deliver a seamless, satisfying customer experience.

H2: There is a significant influence of CRM on Customer satisfaction via e-commerce.

2.6.3 The Relationship Between CRM And Purchase Intention via E-Commerce

Yunus et al. (2022) found a substantial positive correlation among digital marketing, CRM, and online purchase intention in the realm of digital commerce. Their results indicate that integrating CRM systems into digital marketing strategies enables businesses to deliver personalized content, enhance customer engagement, and build stronger trust factors, collectively encouraging consumers to proceed with online transactions. As online consumers increasingly seek seamless, responsive, and personalized experiences, CRM serves as a critical enabler of digital purchase behavior. According to Hakim et al. (2017), implementing an effective CRM program enhances perceived customer value, thereby increasing consumers' willingness to purchase. When companies successfully manage customer interactions, personalize their services, and maintain consistent communication, they build trust and an emotional connection that directly influences buying decisions. This highlights the strategic importance of CRM not only as a retention tool but also as a driver of customer acquisition and purchase motivation. Haque et al. (2017) further supported this view through their study conducted in Dhaka City's apartment market. Their findings revealed that CRM, together with Integrated Marketing Communication (IMC) and



Perceived Effectiveness (PE), exerts a significant direct impact on the formation of consumers' purchase intentions. This suggests that CRM, when aligned with effective communication and perceived marketing credibility, can strongly influence potential buyers' decision-making processes in high-involvement purchases such as real estate. Similarly, Gasawneh et al. (2021) reported that mobile CRM applications positively affect perceived service convenience and consumers' intention to reuse online services. By leveraging mobile-based CRM, companies can offer instant communication, faster service responses, and real-time updates, all of which improve customer satisfaction and stimulate repurchase intentions. This underscores the growing relevance of mobile technology in strengthening the CRM–purchase intention relationship, especially in fast-paced digital markets.

H3: There is a significant influence of CRM on Purchase Intention via e-commerce.

2.6.4 The Relationship Between Brand Image and e-WOM via E-Commerce

Lee and Hwangi (2021) found that acceptance and diffusion of WOM vary significantly across online brand community types, revealing a three-way interaction among community type, consumer engagement, and WOM diffusion. This finding underscores that different online environments, such as informational and transactional communities, shape the way consumers exchange opinions and influence one another. Thus, the social and psychological dynamics of each community significantly influence the sharing and adoption of brand-related messages. Susanti et al. (2020) further demonstrated a positive and significant relationship among brand awareness, brand trust, and brand image, showing that these factors collectively enhance e-WOM behavior. Their findings indicate that when consumers have strong brand awareness and regard it as trustworthy and reputable, they are more likely to share positive opinions and experiences online. This interaction indicates that brand image drives trust formation and motivates consumers to engage in active online advocacy. Supporting this perspective, Ismail (2012) found that brand image is a primary determinant of brand love, which, in turn, influences WOM communication. This implies that when consumers develop strong emotional attachments to brands with positive images, they are more likely to express that affection through verbal recommendations and social sharing. Similarly, DAM (2020) reported that brand image is positively linked to positive WOM, reinforcing the notion that favorable brand perceptions stimulate consumers' willingness to promote and defend the brand within their social networks.

H4: Brand Image significantly influences e-WOM via e-commerce.

2.6.5 The Relationship Between Brand Image And Customer Satisfaction Via E-Commerce

Vierdwiyani and Syafarudin (2020) found that brand image exerts a significant positive effect on customer satisfaction, indicating that favorable consumer perceptions of a brand enhance overall satisfaction with the products or services offered. Ferdiawan et al. (2015) similarly found that brand image positively affects satisfaction, supporting the idea that a strong, consistent brand identity makes customers happier. Zuhri and Palupiningdyah (2018) also confirmed this



relationship, emphasizing that brand image serves as a key determinant of how customers evaluate their experiences and interactions with a brand. Brand image affects customer satisfaction in both digital and service-based settings. Rahi et al. (2020) examined the adoption of internet banking in Pakistan and found that customer satisfaction, alongside factors such as website design, e-customer service, and brand image, significantly motivates users to engage with online financial services. This finding demonstrates the value of brand image in creating trust and positive experiences in digital platforms, where consumer evaluations are heavily influenced by perceptions of reliability and professionalism. Brand image not only leads to satisfaction but also helps people form deeper emotional connections, such as brand love. Haddad (2019) demonstrated that social identification, brand image, and customer satisfaction are determinants of brand love, offering a conceptual framework for fostering robust emotional connections between consumers and brands. By fostering positive brand perceptions and consistently meeting customer expectations, companies can enhance both satisfaction and affection, encouraging loyalty, advocacy, and long-term engagement.

H5: There is a significant influence of brand image on customer satisfaction.

2.6.6 The Relationship Between Brand Image And Purchase Intention Via E-Commerce

Charo et al. (2015) found that a positive brand image has a significant and favorable effect on buyers' decision-making, indicating that consumers are more likely to choose products and services from brands they perceive as reputable and reliable. Similarly, Torlak et al. (2014) reported that brand image functions as a moderating factor in purchasing decisions, suggesting that strong brand perceptions can amplify the influence of other marketing and social factors on consumers' choices. Shukla (2011) emphasized that brand image acts as an important mediator in the relationship between normative interpersonal influences and the intention to purchase prestigious or "classy" brands. This finding highlights the dual role of brand image as both a direct driver of purchase intention and a channel through which social and psychological factors exert their influence. Vierdwiyani and Syafarudin (2020) confirmed that brand image has a direct and significant positive effect on purchasing decisions, reinforcing its centrality in consumers' evaluative and choice processes. In addition to traditional product contexts, research has examined the role of consumer attitudes and social media influences on purchase intention. Doszhanov et al. (2015) found that consumers with a strong "green" attitude are more likely to translate their environmental concerns into actual purchases of eco-friendly products. Likewise, Lu et al. (2014) demonstrated that social media users' attitudes toward sponsored recommendation posts significantly and positively affect their actual purchasing behavior, highlighting the importance of brand image in online and digital contexts where peer and influencer opinions are highly visible. Previous studies consistently show that a favorable, reputable brand image increases consumers' willingness and intention to purchase a product (Jung et al., 2016). Agmeka et al. (2019) further corroborated this finding, showing that brand image significantly influences purchase intention across different product categories and consumer segments. Collectively, these studies underscore that brand image is not merely a



symbolic representation of a company but a strategic asset that directly impacts consumer behavior, mediates social influences, and strengthens the likelihood of purchase.

H6: There is a significant influence of brand image on customers' purchase intention.

2.6.7 The Relationship Between e-WOM and Customer Satisfaction via E-Commerce

Hendratta et al. (2021) demonstrated that both elements exert a positive influence, suggesting that strong brand equity combined with effective e-WOM communication can enhance customers' perceptions of value and their overall satisfaction with products or services. These results show how important it is to manage brand image and encourage positive online interactions in order to meet and exceed customer expectations. Product characteristics further nuance the impact of word-of-mouth, whether positive or negative, on customer satisfaction. Shi et al. (2016) found that product type, rather than the source of WOM, moderates the relationship between WOM and satisfaction. For experience goods, where product quality can only be assessed after consumption, positive WOM may lead to decreased satisfaction, whereas negative WOM can increase it, likely due to adjusted consumer expectations. On the other hand, when evaluating search goods prior to purchase, positive WOM boosts satisfaction while negative WOM reduces it. This highlights the complicated interaction between consumer expectations, product type, and social information in shaping post-purchase satisfaction. Consumer preferences for different marketing strategies also affect satisfaction levels. Avogo et al. (2022) noted that during the COVID-19 pandemic, the majority of students expressed greater satisfaction with traditional word-of-mouth strategies than with online review marketing when choosing accommodations. This suggests that personal recommendations or social influence may carry more weight in specific decision-making contexts, particularly in situations of uncertainty or heightened risk. Moreover, the influence of WOM extends to tourism and hospitality contexts. Yang et al. (2016) found that positive WOM praise significantly contributes to travelers' satisfaction and loyalty. By enhancing perceived value and reinforcing positive expectations, favorable word of mouth encourages repeat engagement and strengthens long-term loyalty. These findings emphasize that managing both the content and quality of e-WOM or WOM is critical for cultivating consumer satisfaction and fostering sustained brand relationships.

H7: There is a significant influence of e-WOM on Customer satisfaction via e-commerce.

2.6.8 The Relationship Between e-WOM and Purchase Intention Via E-Commerce

Recent studies have highlighted the significant role of e-WOM in shaping both brand image and consumer purchase intention. Pratama et al. (2019) found a significant positive correlation among e-WOM communication, brand image, and purchase intention, suggesting that online discussions and shared experiences about a brand enhance consumers' perceptions and motivate their purchase intentions. This shows that e-WOM is not just a way to spread information; it is also a strategic tool for building brand equity and changing people's behavior. Elseidi and El-Baz (2016) concluded that e-WOM positively affects purchase intention, particularly when the



information originates from trusted sources. Their study emphasizes that consumers are more likely to develop favorable attitudes toward a brand when they receive recommendations or evaluations from credible peers, online communities, or influencers. This indicates that the persuasive power of e-WOM is largely dependent on the perceived reliability of the communication source, which can significantly influence consumer decision-making and brand loyalty. Sulthana and Vasantha (2019) corroborated these findings by demonstrating that disseminating information via social media, through e-WOM, positively affects purchase intention. Social media sites offer people easy, interactive ways to share their thoughts, experiences, and suggestions. Thus, positive e-WOM on social networks enhances consumers' confidence in their purchase decisions and increases their likelihood of engaging with the brand.

H8: E-WOM significantly influences customers' purchase intentions via e-commerce.

2.6.9 The Relationship Between Customer Satisfaction And Purchase Intention Via E-Commerce

Empirical studies demonstrate a strong relationship between purchasing decisions and customer satisfaction, with implications for future purchase intentions. Vierdwiyan and Syafarudin (2020) found that purchasing decisions have a significant positive effect on customer satisfaction. Furthermore, their study revealed that purchasing decisions mediate the relationships among service quality, brand image, and customer satisfaction, suggesting that consumers' choices can amplify or attenuate the impact of these variables on overall satisfaction. This highlights the dynamic interplay between service delivery, brand perception, and actual purchasing behavior in shaping consumer evaluations. Research consistently shows that satisfaction directly influences purchase intention. Chiang et al. (2021) reported that customer satisfaction has a direct, significant relationship with purchase intentions among Chinese consumers, indicating that satisfied customers are more likely to repeat purchase. These findings are consistent with earlier studies by Ness et al. (2010) and Konuk (2018), which also demonstrated a significant and positive link between customer satisfaction and consumers' intent to buy. This evidence indicates that satisfaction functions as a principal psychological catalyst, converting favorable consumption experiences into definitive behavioral intentions. In online contexts, customer satisfaction plays an equally critical mediating role. Kalia et al. (2016) confirmed that online consumer satisfaction mediates the relationship between online service quality and future purchase intentions. This indicates that high-quality digital service experiences, such as efficient navigation, prompt responses, and reliable delivery, enhance satisfaction, thereby increasing consumers' likelihood of making repeat purchases. The mediation effect underscores the importance of not only delivering superior services but also ensuring that consumers perceive and evaluate them positively.

H9: There is a significant influence of customer satisfaction on customers' purchase intention via e-commerce.



2.6.10 The Relationship Between CRM, Customer Satisfaction, and Purchase Intention via E-Commerce

Recent research has highlighted the mediating role of customer satisfaction in shaping the relationships among service quality, technological applications, and purchase intentions, particularly in digital and online contexts. Khatoon et al. (2020) demonstrated that, in e-banking, customer satisfaction partially mediates the relationships among information technology (IT), service quality, and customer purchase intentions. Their findings suggest that while IT infrastructure and high-quality e-banking services directly influence purchase behavior, the effect is further strengthened when customers are satisfied with their overall service experience. This highlights the centrality of satisfaction as a mechanism through which service excellence translates into concrete consumer actions. In the context of digital marketing, Dash and Chakraborty (2021) confirmed that customer satisfaction significantly affects purchase intention and acts as a crucial mediator between digital marketing practices and consumers' decision to buy. Their study underscores that promotional activities, personalized content, and interactive online engagement are more likely to convert into actual purchases when they positively influence customer satisfaction. Further extending the understanding of mediating mechanisms, Deb et al. (2021) examined the interplay of satisfaction and religiosity in moderating the relationship between skepticism and patronage intention. Their results demonstrated that satisfaction not only mediates the effects of skepticism on purchase behaviors but also interacts with personal values to shape consumers' decision-making processes. This finding illustrates that satisfaction functions as both a mediator and a moderator, depending on contextual and individual factors, underscoring its multifaceted role in consumer behavior research.

H10: Customer satisfaction is a significant mediator between CRM and Purchase Intention via e-commerce.

2.6.11 The Relationship Between Brand Image, Customer Satisfaction, and Purchase Intention Via E-Commerce

Empirical research highlights the significant role of brand image and brand prestige in influencing perceived quality, customer satisfaction, and purchase intention. Baek et al. (2010) found that brand prestige positively affects perceived quality, which in turn mediates the relationship between prestige and purchase intention. This indicates that consumers' perceptions of a brand's status or exclusivity enhance their evaluation of product quality, ultimately increasing their willingness to purchase. Similarly, Sayan (2021) demonstrated that brand image significantly and positively influences purchase intention, with customer satisfaction serving as a full mediator in this relationship. This finding suggests that a favorable brand image enhances satisfaction, which, in turn, translates into a stronger intention to buy. It demonstrates the value of maintaining a positive brand image as a foundational strategy for generating both satisfaction and purchase behavior. Brand image and satisfaction also play a role in keeping customers.



H11: Customer satisfaction is a significant mediator between Brand Image and Purchase Intention via e-commerce.

2.6.12 The Relationship Between CRM, Brand Image, and e-WOM via e-Commerce

Jalilvand et al. (2012) found that brand image significantly mediates the effect of e-WOM on consumers' purchase intentions, indicating that positive online recommendations and shared experiences influence buying behavior more effectively when they enhance the brand's perceived image. Similarly, Suyoga et al. (2018) confirmed that brand image serves as a mediator in the e-WOM–purchase intention relationship, reinforcing the idea that the impact of online word-of-mouth is partially dependent on how consumers perceive and evaluate the brand. These findings are further supported by Putra et al. (2020), who reported that brand image not only exerts a direct positive effect on purchase intention but also partially mediates the relationship between e-WOM and purchasing behavior. This suggests that e-WOM can enhance purchase intention both directly and indirectly by improving brand perception. Asdiana et al. (2020) also demonstrated the significant mediating role of brand image in this context, highlighting that online discussions, reviews, and recommendations translate into stronger purchase intentions primarily when they reinforce favorable brand perceptions. Baqai et al. (2021) emphasized the strategic importance of simultaneously managing e-WOM and brand image, noting that both factors positively influence online purchase intention and contribute to an organization's sustainable development. By fostering a strong brand image while encouraging positive e-WOM, companies can not only enhance immediate sales but also build long-term consumer trust, loyalty, and engagement.

H12: Brand Image is a significant mediator between CRM and e-WOM via e-commerce.

2.6.13 The Relationship Between e-WOM, Customer Satisfaction, and Purchase Intention Via E-Commerce

Empirical studies have consistently shown that electronic word-of-mouth (e-WOM) positively influences brand image, brand attitudes, and consumers' purchase intentions. Elseidi et al. (2016) demonstrated that e-WOM significantly enhances brand image and shapes consumers' perceptions and attitudes toward a brand, thereby positively affecting their intention to purchase. This suggests that online discussions, reviews, and recommendations are powerful tools for shaping consumer evaluations and buying behavior. Similarly, Torlak et al. (2014) and Charo et al. (2015) found that e-WOM has a significant positive relationship with both brand image and purchase intention, indicating that consumer-generated content on digital platforms reinforces a brand's credibility and appeal while motivating actual purchasing behavior. These studies collectively underscore that e-WOM not only facilitates information exchange but also strengthens brand perception and consumer decision-making in meaningful ways. In addition to the direct effects of e-WOM, research has shown that customer satisfaction plays a critical role in shaping behavioral intentions. Konuk (2019) found that customer satisfaction partially mediates between satisfaction and behavioral intentions, suggesting that while satisfaction directly



influences purchase or repurchase intentions, it also channels the effects of other factors, such as perceived brand value or e-WOM, into tangible consumer behaviors. This mediating role underscores that enhancing satisfaction can amplify the effectiveness of marketing strategies and online communications, ultimately driving stronger purchase intentions and customer loyalty.

H13: Customer satisfaction is a significant mediator of the relationship between e-WOM and Purchase Intention via e-commerce.

2.7. Conceptual Framework

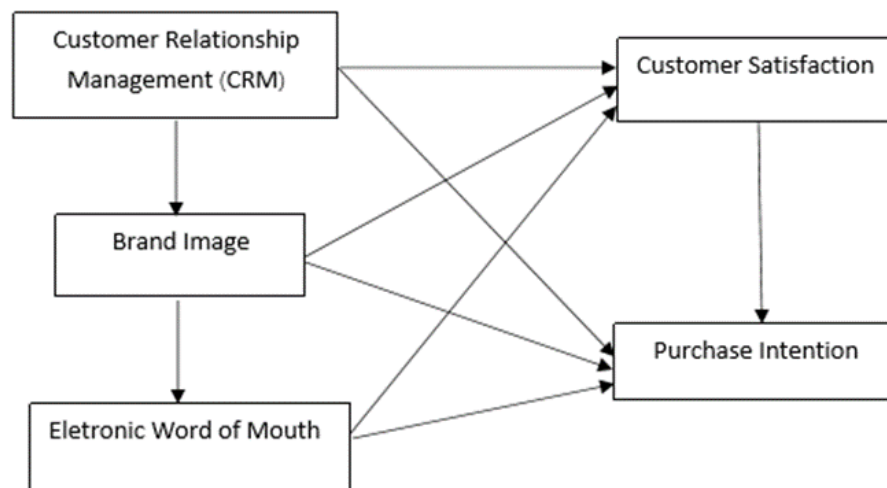


Figure 1. Conceptual Framework

3. RESEARCH METHODOLOGY

3.1. Research Method

In this study, data were collected using closed-ended questionnaires employing a five-point Likert scale, a method widely recognized for capturing the degree of agreement or disagreement with research items. The researchers carefully developed the questionnaire items, drawing on previous studies to ensure content validity and alignment with the constructs under investigation. The researchers conducted a pre-test of the questionnaire with 30 respondents prior to the main data collection to assess clarity, comprehension, and reliability. Cronbach's alpha was used to evaluate internal consistency, with a threshold of 0.70 considered acceptable for all constructs, thereby ensuring measurement reliability. Each item in the questionnaire was measured on a five-point Likert scale, ranging from 1= strongly disagree to 5=strongly agree. (Limna et al.,



2022; Kraiwanit et al., 2024; Phuangsuwan et al., 2025; Siripipatthanakul et al., 2025). The demographic characteristics of the respondents, including age, gender, education, and occupation, were adapted from the approaches used by Siripipatthanakul et al. (2022); and Xu et al. (2022) to allow for a comprehensive understanding of the sample profile. The measurement items for the key constructs were sourced from validated instruments in prior research to ensure construct validity. Specifically, items measuring Customer Relationship Management (CRM) were adapted from Ammari and Soliman (2016); brand image items were based on Zamrudi et al. (2021); e-WOM (electronic word-of-mouth) items were derived from Farzin and Fattahi (2018); customer satisfaction items followed Bilal et al. (2021); and purchase intention items were adopted from Le et al. (2021).

3.2. Population and Sample

The study's target population is unknown. A typical survey has a 95 percent confidence level. Accordingly, a minimum of 385 cases must be collected at $p=0.5$ using convenience sampling, with a sample error of 5% and a precision level of 95% (Kanyama et al., 2022; Limna et al., 2022). The total number of participants in the study was 389.

3.3. Data Collection

Data was collected via the online survey. Convenience sampling was used to collect the data. Before distributing online questionnaires, the researchers explained the study's objective to the respondents and solicited their participation.

3.4. Data Analysis

The data collected for this study were analyzed using SPSS Version 27 and the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through ADANCO 2.3, enabling both descriptive and inferential statistical analyses. Initially, descriptive statistics were employed to examine the respondents' demographic characteristics, including frequency and percentage distributions, providing a clear overview of the sample profile. In addition, the responses to each variable and individual questionnaire item were assessed using mean scores and standard deviations, allowing the researchers to evaluate general trends and variability within the dataset. To ensure the reliability and consistency of the measurement instruments, Cronbach's Alpha coefficients were calculated for all constructs. This analysis verified that the items used to measure CRM, brand image, e-WOM, customer satisfaction, and purchase intention were internally consistent. Furthermore, factor loadings were assessed to examine the convergent validity of the instruments, ensuring that each item adequately represented its corresponding construct. The data set's overall reliability was confirmed using Cronbach's Alpha, providing confidence in the quality of the measurements. For inferential analysis, PLS-SEM using ADANCO 2.3 was employed to test the study hypotheses. The thresholds were established for key indicators: Cronbach's Alpha and factor loadings were set at a minimum of 0.6 to confirm internal consistency, Average Variance Extracted (AVE) was set at 0.5 to assess convergent



validity, and the Standardized Root Mean Square Residual (SRMR) was set at 0.08 to evaluate model fit. This rigorous approach allowed for the examination of complex relationships among the study constructs, providing both statistical robustness and meaningful insights into the effects of CRM, brand image, and e-WOM on customer satisfaction and purchase intention.

4. RESULTS

Table 1. Demographic Characteristics of the Respondents (n=389).

Demographics		Frequency	Percentage
Gender	Female	165	42.40%
	Male	224	47.60%
Age	18-24 years old	25	6.40%
	25-34 years old	193	49.60%
	35-44 years old	117	30.10%
	45-54 years old	50	12.90%
	55 years old or over	4	1.00%
Education	Associated degree	5	1.30%
	Bachelor's degree	259	66.60%
	Above Bachelor's degree	125	32.10%
Status	Single	241	62.00%
	Married	62	15.90%
	Divorce	1	0.03%
	In Relationship	85	21.90%
Occupation	Student	27	6.90%
	Civil Servant	20	5.10%
	State Enterprise officer	34	8.70%
	Private Company Employee	153	39.30%
	Personal Business	75	19.30%
	Freelancer	78	20.10%
	Vender	1	0.03%
	Housekeeper	1	0.03%
Monthly Income	Less than 10,000 THB	1	0.30%
	10,001- 20,000 THB	26	6.70%
	20,001- 30,000 THB	62	15.90%
	30,001- 40,000 THB	120	30.80%
	40,001- 50,000 THB	117	30.10%
	More than 50,000 THB	63	16.20%
Total		389	100%



Three hundred and eighty-nine (389) online questionnaires. The results revealed that most respondents were female (57.60%), single (62.00%), aged 26-30 (49.60%), had a bachelor's degree (66.60%), and earned a monthly income of 30,001-40,000 baht (30.80%). Moreover, respondents were private company employees (39.30%). The demographic profile was represented as the study's sample.

4.1. PLS-SEM Results

Table 2. Item Loadings, Jöreskog's Rho and Average Variance Extracted (n=389).

Items	Factor Loadings	Mean	SD.
CRM			
Jöreskog's Rho = 0.7563, AVE = 0.5109			
CRM1. E-commerce can interact between customers and buyers.	0.6628	4.85	0.419
CRM2. E-commerce can support customers' needs and expectations	0.6598	4.50	0.641
CRM3. E-commerce can offer after-sales services.	0.8111	4.59	0.605
Brand Image			
Jöreskog's Rho = 0.7466, AVE = 0.4977			
BI1. E-commerce continuously improves its online services.	0.6808	4.62	0.590
BI2. E-commerce has excellent quality.	0.7926	4.60	0.633
BI3. E-commerce is keeping up with my lifestyle.	0.6335	4.66	0.531
e-WOM			
Jöreskog's Rho = 0.8077, AVE = 0.5840			
e-WOM1. The information I share on social networks about products and brands via e-commerce often influences other members' opinions.	0.7518	4.48	0.652
e-WOM2. I always publish my experiences with products and brands on e-commerce platforms and social networks at the request of other members.	0.8152	4.40	0.782
e-WOM3. I am willing to share my experiences with products and brands via e-commerce with other members on social networks.	0.7226	4.35	0.750



Customer Satisfaction

Jöreskog's Rho = 0.7739, AVE = 0.5332

CSAT1. The product I chose via e-commerce exceeded my expectations.	0.7512	4.67	0.584
CSAT2. The product I chose via e-commerce was of better quality than I expected.	0.7432	4.68	0.566
CSAT3. The product I chose via e-commerce is better differentiated from competitors.	0.6949	4.71	0.539

Purchase Intention

Jöreskog's Rho = 0.8087, AVE = 0.5850

PI1. I will buy this product via e-commerce.	0.7369	4.71	0.538
PI2. I will surely purchase this product via e-commerce.	0.7708	4.78	0.454
PI3. I am willing to purchase this product repeatedly via e-commerce.	0.7861	4.78	0.454

Table 3. R-Squared (n=389).

Construct	Coefficient of Determination (R ²)	Adjusted R ²
Brand Image	0.2969	0.2951
e-WOM	0.1657	0.1636
Customer Satisfaction	0.3001	0.2946
Purchase Intention	0.4221	0.4161

Table 4. Effect Overview (n=389).

Effect	Beta	Indirect Effect	Total Effect	Cohen's f ²
CRM → CS	0.3030	0.1639	0.4669	0.0899
CRM → PI	0.1880	0.2811	0.4692	0.0385
CRM → BI	0.5449		0.5449	0.4223
CRM → EWOM		0.2218	0.2218	
CS → PI	0.3985		0.3985	0.1923
BI → CS	0.2555	0.0452	0.3007	0.0605
BI → PI	0.1316	0.1627	0.2943	0.0183
BI → EWOM	0.4071		0.4071	0.1987
EWOM → CS	0.1111		0.1111	0.0143
EWOM → PI	0.1054	0.0443	0.1497	0.0154



Table 5. Total Effects Inference (n=389).

Effect	Original Coefficient	Standard Bootstrap Results					Percentile Quantiles		
		Mean Value	Standard Error	T-Value	P-Value (2-Sided)	P-Value (1-Sided)	0.5%	2.5%	97.5%
CRM → CS		0.4684	0.0551	8.4768	0.0000	0.0000	0.3242	0.5779	0.5779
CRM → PI		0.4727	0.0599	7.8317	0.0000	0.0000	0.3171	0.5816	0.5816
CRM → BI		0.5489	0.0426	12.7821	0.0000	0.0000	0.4247	0.6310	0.6310
CRM → EWOM		0.2253	0.0340	6.5298	0.0000	0.0000	0.1479	0.2953	0.2953
CS → PI		0.3941	0.0615	6.4841	0.0000	0.0000	0.2418	0.5123	0.5123
BI → CS		0.3028	0.0593	5.0710	0.0000	0.0000	0.1502	0.4218	0.4218
BI → PI		0.2945	0.0649	4.5345	0.0000	0.0000	0.1299	0.4173	0.4173
BI → EWOM		0.4099	0.0476	8.5601	0.0000	0.0000	0.2960	0.4963	0.4963
EWOM → CS		0.1137	0.0520	2.1374	0.0328	0.0164	-0.0013	0.2169	0.2169
EWOM → PI		0.1493	0.0605	2.4759	0.0135	0.0067	0.0052	0.2730	0.2730

CRM = Customer Relationship Management, BI = Brand Image, e-WOM = Electronic word of mouth, CS = Customer Satisfaction, PI = Purchase Intention

4.2. Assumptions

Table 6. Summary of Hypothesis Testing

Hypotheses	Results	Actions
H1: Customer Relationship Management → Brand Image	$\beta=0.545$ at $p<0.001$	Accepted
H2: Customer Relationship Management → Customer Satisfaction	$\beta=0.303$ at $p<0.001$	Accepted
H3: Customer Relationship Management → Purchase Intention	$\beta=0.188$ at $p<0.01$	Accepted
H4: Brand Image → Customer Satisfaction	$\beta=0.255$ at $p<0.001$	Accepted



H5: Brand Image → Purchase Intention	$\beta=0.132$ at $p<0.05$	Accepted
H6: Brand Image → e-WOM	$\beta=0.407$ at $p<0.001$	Accepted
H7: e-WOM → Customer Satisfaction	$\beta=0.111$ at $p<0.05$	Accepted
H8: e-WOM → Purchase Intention	$\beta=0.105$ at $p<0.05$	Accepted
H9: Customer Satisfaction → Purchase Intention	$\beta=0.398$ at $p<0.001$	Accepted

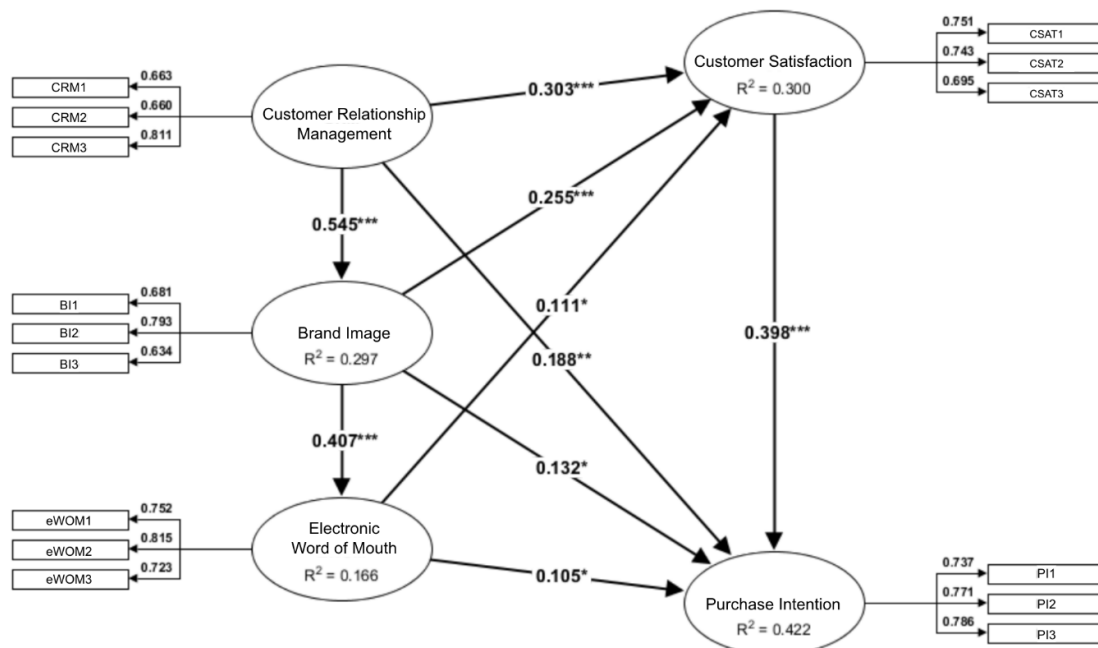


Figure 2. PLS-Structural Equation Model of Study



According to the summary of hypothesis testing, CRM can predict brand image at $\beta = 0.545$, $p < 0.001$. CRM can predict customer satisfaction at $\beta = 0.303$, $p < 0.001$. CRM can predict purchase intention with $\beta = 0.188$, $p < 0.01$. Moreover, brand image can predict customer satisfaction at $\beta = 0.255$, $p < 0.001$. Brand image can predict purchase intention at $\beta = 0.132$, $p < 0.05$. Brand image can predict e-WOM at $\beta = 0.407$, $p < 0.001$. e-WOM can predict customer satisfaction at $\beta = 0.111$, $p < 0.05$. e-WOM can predict purchase intention at $\beta = 0.105$, $p < 0.05$. Additionally, customer satisfaction can predict purchase intention at $\beta = 0.398$, $p < 0.001$. Overall, the determinants explain about 42.2% of the variance in purchase intention ($R^2 = 0.422$). Customer satisfaction is a significant mediator, accounting for about 30.0% of the variance ($R^2 = 0.30$). Brand image is a significant mediator, accounting for about 29.7% of the variance ($R^2 = 0.297$). E-WOM is a significant mediator, accounting for about 16.6% of the variance ($R^2 = 0.166$).

5. DISCUSSIONS

The study's PLS-SEM model confirmed the proposed conceptual framework. The findings indicated that CRM, brand image, and e-WOM significantly influence customer satisfaction and purchase intention via e-Commerce. The findings provide empirical support for a series of previously established relationships within the literature. Firstly, the results indicate a significant link between CRM and brand image, aligning with the findings of Ali and Hapzi (2010), who suggest that effective customer relationship management enhances a brand's overall perception. Similarly, CRM was found to have a direct and positive impact on customer satisfaction, corroborating the results of Hassana et al. (2014), highlighting that consistent, quality interactions with customers strengthen their overall satisfaction with a company. In addition, CRM was shown to significantly influence purchase intention, supporting Yunus et al. (2022) and emphasizing that well-managed customer relationships encourage consumers to engage in repeat purchases or online transactions. Regarding brand image, the study found it significantly influences e-WOM, consistent with Susanti et al. (2020), indicating that a strong brand image encourages consumers to share positive experiences online. Brand image also directly affects customer satisfaction and purchase intention, confirming the findings of Rahi et al. (2020) and Agmeka et al. (2019), respectively. This reinforces the role of brand image as a critical driver of both consumer evaluations and behavioral intentions in digital marketplaces. The study further confirms that e-WOM significantly influences both customer satisfaction and purchase intention, consistent with the research of Hendrata et al. (2021) and Sulthana and Vasantha (2019). This indicates that positive online recommendations and consumer-shared experiences not only enhance satisfaction but also increase the likelihood of purchase. Moreover, customer satisfaction was found to significantly affect purchase intention, in line with Vierdwiyani and Syafarudin (2020), highlighting its central role in translating positive evaluations into concrete buying behavior. The findings also demonstrate the mediating role of customer satisfaction in several relationships. Specifically, customer satisfaction mediates the influence of CRM on purchase intention, supporting Khatoon et al. (2020); it mediates the effect of brand image on purchase intention, in agreement with Sayan (2021); and it mediates the relationship between e-WOM and purchase intention, consistent with Elseidi et al. (2016). Additionally, brand image was identified as a significant mediator between CRM and e-WOM, corroborating the results of



Asdiana et al. (2020). These mediation effects emphasize the importance of satisfaction and brand perception in channeling the influence of organizational strategies and online communication into meaningful consumer behaviors.

6. CONCLUSIONS

The study shows that CRM, brand image, and e-WOM strongly affect e-commerce consumer satisfaction and purchase intention. A platform-specific CRM improves service, draws customers, and encourages repeat purchases. Employees help maintain excellent service standards, which boost client happiness and loyalty. Positive customer experiences boost e-WOM, platform reputation, and buy intentions. Strong brand images differentiate products, build trust, and signal quality, encouraging repurchase. In conclusion, CRM, brand image, exceptional service, and e-WOM increase consumer pleasure and loyalty, ensuring e-commerce success. E-commerce platforms and other digital firms can learn from this study to develop customer-focused strategies. Managers can improve customer satisfaction and encourage repeat engagement with their platforms by understanding the relationships between CRM, brand image, e-WOM, customer satisfaction, and purchase intention. As committed consumers earn income and promote the platform through good referrals, improved satisfaction and purchase intents may boost business performance. This study advances our understanding of how CRM, brand image, and e-WOM affect e-commerce customer behavior, which has practical implications. These findings help researchers and practitioners understand how digital methods might boost consumer happiness and loyalty. However, this research was done only in the e-commerce sector, which may limit its applicability to other business platforms. Thus, CRM and related elements should be studied in traditional retail, hybrid platforms, and service-oriented businesses to determine their effects on customer satisfaction and purchase intention. To further understand satisfaction and purchase intention across corporate contexts, future research should also examine technological adoption, customization, and consumer engagement tactics.

7. LIMITATIONS AND RECOMMENDATIONS

This study investigates the impact of CRM, brand image, e-WOM, customer satisfaction, and purchase intention within the context of e-commerce. The research focused exclusively on participants from Bangkok, which may limit the generalizability of the findings to other regions or populations. Consequently, future studies should expand the geographic scope to include a more diverse set of locations, enabling a broader understanding of the factors influencing customer behavior in different contexts. Moreover, future research should consider incorporating additional variables that may affect customer satisfaction and purchase intention, as the current study examined only a select set of predictors. Employing a mixed-methods approach could further enrich the findings; for instance, qualitative methods, such as interviews, would allow researchers to explore participants' perceptions, motivations, and experiences in greater depth. This approach could provide more nuanced insights into how CRM, brand image, and e-WOM interact to shape customer satisfaction and purchasing decisions, complementing the quantitative results and strengthening the overall understanding of consumer behavior in e-commerce.



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