

# Big personality traits in small-world networks: how CEOs can improve customer satisfaction using social media.

## Abstract

Despite the importance of corporate social media for connecting with customers, employees, and all stakeholders, the role of top managers' social media accounts, in this relationship, remains relatively unexplored. Drawing on strategic leadership and organizational networks literatures we test a personality-network fit explanation of how CEOs can improve customer satisfaction using social media. We find that extravert CEOs have a positive direct effect on satisfaction. Yet, when the moderation of network closeness is introduced, agreeable CEOs score higher in terms of customer satisfaction. The results of a moderate-mediation analysis show that extravert CEOs can influence satisfaction through the mediation of employees approval, when their network closeness is low. This study contributes to research in marketing by suggesting how different top managers' personalities can leverage the affordances of social media to either directly, or indirectly influence customer satisfaction.

Keywords: CEO, personality traits, social network, customer satisfaction, employee approval, extraversion, agreeableness, closeness

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