Mediator Role of Customer Brand Engagement and Online Brand Experience on Brand Satisfaction and Brand Loyalty in Social Media

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ABSTRACT:

The purpose of this research is to study the mediating role of customer online brand experience between brand engagement and brand satisfaction and brand loyalty in social media. The population under study consisted of 279 customers who were selected randomly from the database of an e-store. The data were analyzed by using a PLS software and using structural equation modeling. The findings revealed that community, information, engagement, identity-related, economic-related, and experience effects on brand engagement. Online brand engagement influences on brand experience. Also, brand experience influences brand satisfaction and brand loyalty. Brand satisfaction effects on brand loyalty. Brand experience plays a mediating role between brand engagement and brand satisfaction and brand loyalty.

1. Introduction

Recently emerging technologies such as social network sites, have taken an important place in consumers' lives and have been influential on their communication with brands and companies offering products and or services (Baumöl et al., 2016; Hassan and Casaló Ariño, 2016). According to the service-dominant logic (SDL), customers are not passive respondents but are active value creators and contribute to value creation by integrating physical, social and cultural resources. Services companies engage customers in value creation and create a competitive advantage (Xie et al., 2008; Yi and Gong, 2013). As consumers increasingly use social networking sites, firms engage them in online brand communities (OBCs).

An online brand community is "a non-geographically bound community based on social relations among followers of a brand" (Islam et al, 2018). In the last decade, OBCs had a sharp growth and around 50% of the leading 100 global brands have created their own OBCs (Bowden et al., 2017). OBCs provide platforms for customers to share their experiences and feelings towards brands (Hprollebeek et al., 2017). Creating a unique online brand experience is important because of the information it provides (Lee and Jeong, 2014). An online environment creates the possibilities of the inter-activities and a real-time experience for its users. Customers are permitted to engage with a brand (Brun *et al*., 2014). It is important to study that how an online brand can create unique brand experiences for its customers (Nysveen and Pedersen, 2014). A brand experience has a positive effect on loyalty that results in boosting the companies' profits (Ong et al, 2018). Similarly, online brand experience leads to customers' satisfaction and loyalty which in turn has an effect on a company's success rate. In fact, loyalty is created when a company can satisfy the needs of the customers in such a way that the customers do not consider the competing brands and exclusively buy from the same company (Jafari et al, 2016).

Studying customer brand engagement behavior is important because engaged customers could be brand missionaries. They won't switch brands and provide feedback for brand management, creating a competitive advantage (Gong,2017). Despite growing scholarly interest in customer brand engagement behavior, there is a lack of quantitative research in the OBC area(Ahn and Black, 2018, Hollebeek et al., 2014). Past researches fail to consider the motivation driving customer engagement in the OBCs (Baldus et al., 2015, Gong, 2017). Despite the emphasis of literature on the need to engage customers in order to improve the brand experience, satisfaction and loyalty, an integrated model has not been developed. The main objective of this study is to propose a comprehensive model to examine effects of online brand experience on brand satisfaction and loyalty in social media by considering the mediator role of customer brand

engagement. The research question would be how online brand experiences effect on brand satisfaction and loyalty in social media by mediating role of customer brand engagement?

2-LITERATURE REVIEW

2-1. Research Model and Hypotheses

2-1-1. Brand Engagement in virtual Communities

Today, as more consumers use Internet, companies are developing online communities, online portals or social networking sites (Xiabing et al,2015). An online brand community is typically defined as "a specialized, non-geographically bound community, based upon social relationships among admirers of a brand in cyberspace" (Jang et al., 2008). Researchers suggest that customer engagement with media is an important antecedent to usages and responses to communication messages (Tsai et al 2013).

Customer engagement is defined as "the creation of a deeper, more meaningful connection between companies and customers" (Kumar et al. 2010, p. 297). Recently, researchers in marketing have been interested in the concept of customer engagement. Patterson et al. (2006) claimed that customer engagement is the psychological, cognitive, and emotional levels shown by customers while interacting with an organization or a brand. Bowden (2009) believed that customer engagement is a mental process that new customers become loyal and old customers remain loyal to a certain brand (Zhang et al ,2016). Marketing researchers discuss that engagement include specific subjects (e.g. users, customers, consumers) and objects (e.g. products, firms, firm activities, media channels) (Hollebeek et al., 2014; Patterson, Ting;2006, Van Doorn et al., 2010). The focus of this study is on CBE (Customer Brand Engagement). CBE is basically about intensity of an individual's participation, connection with an organization's offerings and activities, or a customer's behavioral manifestations, beyond purchase phase (Hollebeek, 2011; Vivek et al., 2012). In the context of studies conducted in the field of social media, CBE is considered to have three sub-dimensions: cognitive processing, affection, and activation (e.g., Hollebeek, 2011; Hollebeek et al., 2014; Dessart et al., 2015). These correspond to cognitive, emotional, and behavioral aspects of "engagement" in the broader customer engagement literature (Pongpaew et al,2017).

"Consumer engagement is also often understood as a motivational construct" (Dessart et al., 2015, p. 29). Studies that examine these motivational elements in the context of social media (including Dessart et al., 2015) indicate that CBE is not just about interaction with brand, but also about interaction with other users in the brand

community. This relates to an earlier discussion of CBE before social media was widespread; that is, "community engagement refers to the positive influences of identifying with the brand community, which are defined as the consumer's intrinsic motivation to interact and cooperate with community members" (Algesheimer et al., 2005, p. 21).

2-1-2. Motivations of Brand Engagement in virtual Communities

To provide content, advertisers must understand consumers' motivations for interacting with brands on SNSs (Social Networking Sites). Recent researches have explored motivations for using SNSs in general and found that the key motivators for traditional media usage (e.g., entertainment, social integration, personal identity, and information) are applicable to social media (Boyd 2008; McQuail 1983). This study analyses five relevant motivations in social media including community motivations (c.f. social interaction motivations), information motivations, entertainment motivations, personal identity motivations and economic motivations (Karjaluoto,2016).

Pervious researches revealed that community value is the strongest driver of a brands social integration that involves the sense of belonging, supportive peer groups, and the enhanced interpersonal connections associated with media usage (Eastin, and Bright 2008). Entertainment is an important motivation for viewing user-generated content (Brodie et al 2013). Entertainment refers to relaxation, enjoyment, and emotional relief created by escaping from daily routines (Shao 2009). Personal identity is concerned with an individual's self-identity that involves self-expression, identity management, and self-fulfillment (Papacharissi 2007). Impression management and identity expression have been identified as motivators of social networking sites where users can express their individuality by adjusting their profiles, linking to particular friends, displaying their "likes" and "dislikes," and joining groups (Karjaluoto, 2016). Need for information is another motivation for participating in online brand communities (Muntinga, 2011). Information seeking include search for advice, opinions, and information exchange (Kaye 2007; Park, Kee, and Valenzuela 2009). Finally, economic benefits is another motivation for joining brand communities (Zheng et al,2015) . For example, economic incentives such as discounts, time savings, or opportunities to participate in competitions are important motivations for consumers to engage in online brand communities (Gwinner et al, 1998).

The following hypotheses are based on these five motivations that drive consumers' brand engagement in social media:

H1: Community experience influences customer brand engagement.
H2: Information experience influences customer brand engagement.
H3: Enjoyment experience influence customer brand engagement.
H4: Identity-related experience influences customer brand engagement.
H5: Economic-related experience influences customer brand engagement.

2-1-3 The effect of customer Brand Engagement on online brand experience

Schmitt (1999) discuses that overall experience is a consumer feeling that can be divided to sensory experience, affective experience, cognitive experience, behavioral experience, and related experiences. Consumer preferences have changed and the customer experience has received more and more attention. Christodoulides (2004) proposed that interaction between customer and the contact points of a brand is an online brand experience in the virtual environment. Morgan-Thomas and Veloutsou (2013) defined online brand experience as "an individual's internal and subjective response to the contact with the online brand" (p. 22). Quality of online brand experience and a relationship with brand engagement can be improved (Helm, 2007). Accordingly, in this study we try to measure the online brand experience based on khan et al. (2016) study as "a holistic response to the stimuli within the website environment".

Based on the "flow" theory, O'Brien (2010) researched the user engagement in an online shopping environment and defined it as a user experience, which involves attention concentration, perceived usefulness, continuity, novelty, aesthetic feeling, and affection. In the past, scholars focused on an offline brand experience. However, in the virtual environment, consumers are interested in more engagement. And active participation of consumers results in deep involvement. Thus, these enhance the interaction between consumers and brands, and produce more brand experiences (Bao, 2017). Customer brand engagement and brand experience concepts are related to each other in some cases (Hollebeek, 2011). In defining relationship between these two constructs, researchers have argued that customer brand–engagement results in brand experiences. Nysveen and Pedersen (2014) wrote that "to create positive sensory brand experiences, co-creation participation has to stimulate consumers' senses in interesting and preferably appealing ways leading to customer engagement with the brand" (p. 814). Furthermore, customer brand engagement influence on online brand experiences have been discussed in online branding literature (Rowley, 2004; Mollen and Wilson, 2010). Thus, based on above theoretical arguments, we infer that customer brand–engagement influences online brand experiences. Therefore, we propose the following hypothesis:

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H6: customer's brand engagement influences the customer's online brand experience.

2-1-4 The effect of Online brand experiences on brand satisfaction

Oliver (1999) states that brand satisfaction occurs when a consumer's evaluation of a brands products performance exceeds or equals their expectations. This definition is called the disconfirmation paradigm and is widely cited and referred to in brand satisfaction researches (Hsu et al. 2016; Peluso, 2011:3). It describes the difference between expectations that consumer may have had prior to using or buying a product from brand and actual performance of product. This means that brand satisfaction is created post-consumption (Peluso, 2011:13). Brakus et al. (2009) argued that brand experiences provide value to consumers and improve their satisfaction with the brand. Studies have explained the role of unique and memorable brand experiences in enhancing brand satisfaction in contexts of website-based brand environment (Ha and Perks, 2005) and online branding (Lee and Jeong, 2014; Morgan-Thomas and Veloutsou, 2013). Therefore, the present study establishes the following hypothesizes:

H7: Online brand experiences influence brand satisfaction.

2-1-5 The effect of brand experiences on brand loyalty

Brand loyalty has been defined as; "a deeply held commitment to rebuy a preferred product/service consistently in the future, causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior" (Chaudhuri and Holbrook, 2001:82; Oliver, 1999:34). This literature indicates the consumers need to repurchase and commit to a certain brand instead of others, despite external influences. Morrison and Crane (2007) stated that creating and maintaining unique brand experiences are important in order to build service brand loyalty. Moreover , Sikdar et al. (2015) wrote that "if the experience is positive it creates a desire for repeat usage (p.765). Therefore, based on the arguments about the positive influence of brand experience on brand loyalty available in literature (Khan et al, 2016, Francisco-Maffezzolli et al., 2014; Klaus et al., 2013; Ramaseshan and Stein, 2014), this study hypothesizes the positive effect of online brand experience on customer's brand loyalty.

H8: Online brand experiences influence brand loyalty.

2-1-6 The effect of brand experiences on brand loyalty

The level of satisfaction from existing experience of contact with a company will influence the bond developed with it. Under certain conditions, satisfaction contributes in consumer retention

and is a key predictor of loyalty (Voss *et al.*, 2010). Nysveen et al. (2013) also explained the positive influence of brand satisfaction on brand loyalty in context of service brands. Satisfaction in various contexts translates into loyalty when satisfaction is really high in various contexts (Harris and Goode, 2004; Chandrashekaran *et al.*, 2007; Christodoulides and Michaelidou, 2011). Expecting the same in context of the present study, we propose the following hypothesis:

H9: Brand satisfaction positively influences brand loyalty.

Many researchers explained the effects of brand experience on the brand satisfaction and brand loyalty (Brakus et al 2009; Khan et Rahman 2015; Nysveen et al.2012).Thus we propose:

H10- The effects of customer brand engagement on brand satisfaction are mediated by online brand experiences

H11- The effects of customer brand engagement on brand loyalty are mediated by online brand experiences
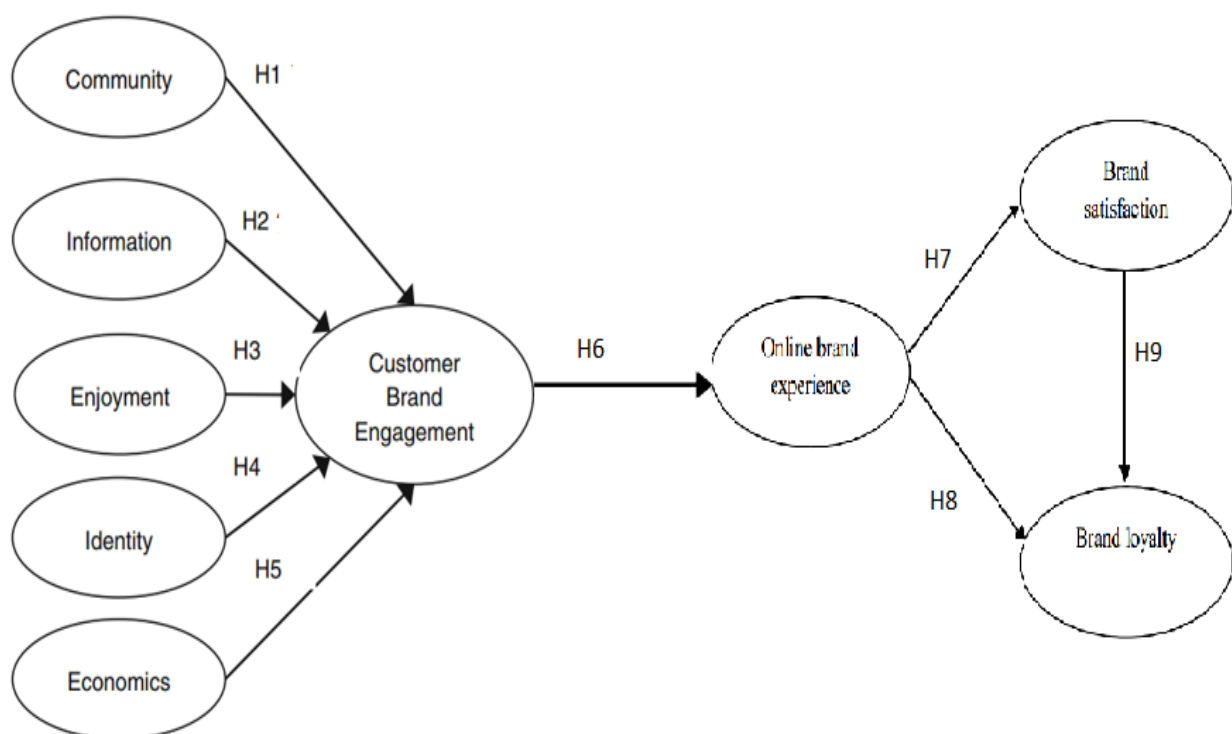

Figure 1. Conceptual framework1

3. Methodology

This research is practical in purpose and the data analysis is a descriptive correlation. The data for this study is partly gathered through literature review and partly through field study using questionnaires. This research model was developed to address existing research gap.

Questionnaire items were developed based on literature reviews. Initially, the questionnaire was developed in English and translated Farsi with the help of a professional translation team. Research participants include customers of an e-store (Digikala) website who had the experience of a single purchase on the website. Using the databank of the company, 20 emails were sent to customers of the website which were selected randomly and 10 targeted experts were selected to pretest the questionnaire and assure the understandability of translation. Based on feedbacks, a few items were rephrased and a few items were deleted from the final version of the questionnaire. Then within the databank of the website 500 emails were selected randomly. The return rate of questionnaires was 96% which is 390 questionnaires. Some of the incomplete and faulty questionnaires were omitted and finally, 376 questionnaires were analyzed. To analyze the data, Smart PLS 2.0 software was utilized based on the discussion of Ringle *et al*. (2005).

4. Results

This section focuses on analysis and interpretation of data that were collected for the study. This section is divided to three sections. (1) Consistent with the reliable survey instrument, (2) provides a base for Smart PLS and establishes reliability and validity of the questionnaire. Confirming the items dealing with underlying constructs. (3) Is an important section which is categorized into two segments? Section (3.1) presents measurement model results through confirmatory factor analysis (CFA). Section (3.2) exhibits structural model through evaluation of the structural equation model with substantive relations in framework.

4-1.Structural Evaluation of the Model

First, the inner-model was evaluated through examining psychometric reliability and validity tests for measurement of items used. Assessment of inner-model is also denoted as confirmatory factor analysis (CFA), which is practically useful when one dependent construct becomes independent in subsequent dependence relationship (Tabachnick and Fidell, 2012). Next step was to measure outer-model through multiple regression technique (i.e. hypothetical relationships based on sign, magnitude and significance level).

First part in estimating model is designated measurement model and employs CFA to measure reliability (Cronbach's alpha and composite reliability) and validity (convergent and discriminant) of the model. Measurement or outer- model employs factor analysis to measure the extent to which observed variables is loaded on their underlying construct. In this study, construct level reliability was examined by using Cronbach's alpha and by composite reliability. Table 1 shows that the Cronbach's alpha was higher than the required value of 0.6 (Cronbach, 1951) and composite

reliability was higher than the recommended 0.7 value (Nunnally, 1978). Convergent validity enlightens that correlation between responses obtained through different methods denote same construct (Niedergassel, 2011). On other hand, it indicates that set of items should denote one and same underlying construct that can be confirmed through their one-dimensionality (Henseler and Fassott, 2010). In this study convergent validity was surveyed by means of widely recognized method average variance extracted (AVE) (Hair et al., 2012; Henseler and Fassott, 2010; Tabachnick and Fidell, 2012). An AVE was originally recommended by Fornell and Larcker, (1981) it examines the amount of variance that a construct captures from its measuring items compared with the amount of measurement error. Table 2 shows that AVE extracted for each construct was higher than the required value of 0.5 (50%) (Fornell and Larcker, 1981) and designate that each construct has capability to enlighten more than half of the variance to its measuring items on average.

The discriminant validity is complementary concept of convergent validity which shows that two conceptually different constructs should be different. For example, the set of measuring items are expected not to be unidimensional (Henseler and Fassott, 2010). In this study, discriminant validity at construct-level was inspected by means of Fornell and Larcker (1981) criterion, while at item level were inspected by means of Chin (1998) criterions. Fornell and Larcker criterion propose that square root of AVE for each construct should be greater than other construct's correlation with any other (i.e. inter-construct correlation). Table 2 shows that none of inter-construct correlation value was above the square-root of the AVE and fulfilled the criterion of the discriminant validity.

Table 1: Outer/Factor Loading with AVE, CR and Cronbachs Alpha

Construct	Item	Loading factor	t-value	AVE	Composite Reliability	Cronbachs Alpha
Community	A1	0.85	19.75	0.787	0.936	0.910
	A2	0.86	20.16			
	A3	0.83	19.14			
	A5	0.85	20.01			
Information	B1	0.78	13.61	0.835	0.910	0.804
	B2	0.86	14.59			
Enjoyment	C1	0.87	20.14	0.814	0.929	0.886
	C2	0.83	18.75			
	C3	0.85	19.59			
Identity	D1	0.86	19.81	0.817	0.931	0.888
	D2	0.86	19.91			

Construct	Item	Loading factor	t-value	AVE	Composite Reliability	Cronbachs Alpha
Economic	D3	0.84	19.02	0.863	0.926	0.841
	E1	0.81	14.63			
	E2	0.90	15.96			
Customer Brand engagement	F1	0.87	-	0.587	0.906	0.873
	F2	0.85	21.69			
	F3	0.83	20.78			
	F4	0.82	20.45			
	F5	0.84	21.38			
	F6	0.49	5.50			
	F7	0.43	8.54			
Online brand experience	G1	0.84	-	0.776	0.946	0.928
	G2	0.85	20.16			
	G3	0.86	20.59			
	G4	0.84	20.02			
	G5	0.86	20.43			
Brand satisfaction	H1	0.69	-	0.717	0.910	0.869
	H2	0.81	13.96			
	H3	0.79	13.64			
	H4	0.86	14.52			
Brand loyalty	I1	0.81	-	0.746	0.921	0.886
	I2	0.78	16.29			
	I3	0.83	17.46			
	I4	0.83	17.60			

Table 2: Square Root AVE and Correlations of Latent Variables

Construct	Com	INF	ENJ	IDE	ECO	BE	OBE	BS	BL
Community	**0.887**								
Information	0.298	**0.914**							
Enjoyment	0.427	0.262	**0.902**						
Identity	0.331	0.253	0.244	**0.904**					
Economic	0.331	0.212	0.285	0.216	**0.929**				
Brand engagement	0.569	0.426	0.448	0.447	0.414	**0.766**			
Online brand experience	0.273	0.228	0.316	0.304	0.331	0.426	**0.881**		
Brand satisfaction	0.402	0.293	0.404	0.359	0.231	0.394	0.25	**0.846**	
Brand Loyalty	0.403	0.369	0.432	0.373	0.331	0.384	0.395	0.198	**0.864**

*The diagonal figures in bold indicate the average variances extracted (AVE) for constructs.

5. Structural Model Results

Once the reliability and validity of outer models is recognized, several steps need to be taken to assess the hypothesized relationships within inner model. The structural model permits to evaluate the path model i.e., established with the series of structural equations representing theoretical model (Chin and Dibbern,2010). The essential criterions used for the assessment of the structural model in this study were- coefficient of determination estimation of path coefficient (β), and t-value (Chin and Dibbern, 2010; Götz et al., 2010; Henseler and Fassott, 2010; Tenenhaus et al2005). After running a LISREL model, estimates are provided for the path coefficients, which represent the hypothesized relationships linking the constructs. Path coefficient values are standardized on a range from -1 to + 1, with coefficients closer to +1 representing strong positive relationships and coefficients closer to -1 indicating strong negative relationships. Even though values close to -1 or +1 are almost always statistically significant, a standard error must be obtained using t-value to examine for significance (Helm et al., 2009). After confirming whether relationships are significant, the relevance of significant relationships should be considered. The meaningful of sizes of structural coefficients should be considered. As identified by Hair et al (2013), many previous studies overlook this step and just trust to the significance of effects. If this important step is overlooked, researchers may concentrate on a relationship that even though significant, may be too small to merit attention of research community

Table 3 shows 11 path relations representing 11 hypotheses. Graphical image of paths is presented in figure 1.

5-1. Testing for Mediation

Mediation analysis seeks to go beyond the question of whether an independent variable causes a change in a dependent variable. The goal of mediation is to address the question of how that change occurs (Hayes, 2009). To evaluate the significance of path coefficients and estimate standard error it is necessary to use t-value procedure (Hair et al., 2012). According to the theoretical model of this study, one variable is proposed as a mediating variable namely, Online brand experience. The indirect effects of these variables have been examined in table 3:

Table 3: Hypothesis Testing

	Hypothesis	Beta	t-value	R^2	Result	Sign
Direct effect	H1: Community → Brand engagement	0.28	5.15		Supported	+
	H2: Information → Brand engagement	0.22	4.26		Supported	+
	H3: Enjoyment → Brand engagement	0.14	2.74	0.52	Supported	+
	H4: Identity → Brand engagement	0.23	4.72		Supported	+
	H5: Economic → Brand engagement	0.17	3.52		Supported	+
	H6: Brand engagement → Online brand experience	0.44	8.07	0.29	Supported	+
	H7: Online brand experience → Brand satisfaction	0.27	4.70	0.14	Supported	+
	H8: Online brand experience → Brand satisfaction	0.29	5.03	0.36	Supported	+
	H9: Brand satisfaction → Brand loyalty	0.31	5.18		Supported	+
Indirect Effect	Sobel test					
		Beta	Subel Test	Sig	Result	Sign
	H10: Brand engagement→ Online brand experience→ Brand satisfaction	0.118	4.061	0.001	Supported	+
	H11:Brand engagement→ Online brand experience→ Brand loyalty	0.128	4.268	0.001	Supported	+

|t|>1.96 Significant at P<0.05, |t|>2.58 Significant at P<0.01,
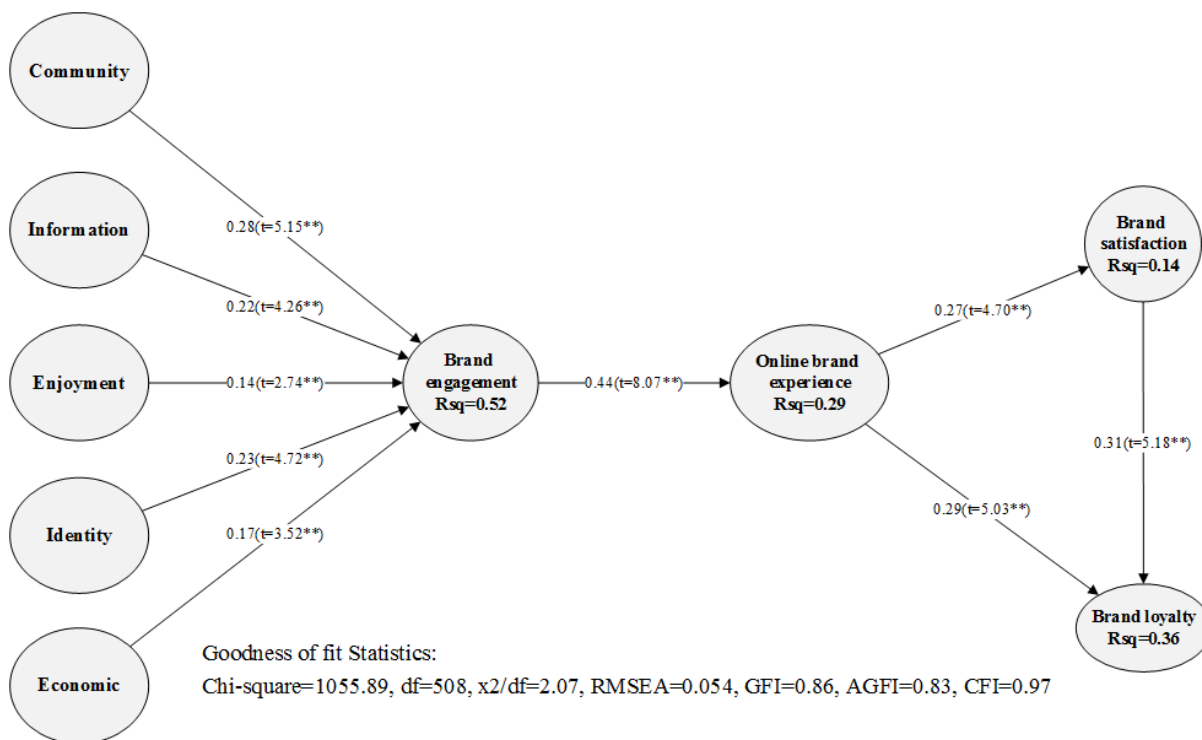
Figure 1: Paths Standardized coefficient (β) and t-value Results

6. Goodness-of-Fit statistics:

Structural model analysis LISREL was used to create the covariance-based structural equation model (SEM). To assess model fit, several statistics are used. Root mean square error of approximation (RMSEA) is a typical measure for overall model fit. It is an average of residuals between observed and estimated input matrices. A smaller value of RMSR represents a better model fit. The goodness-of-fit index (GFI) also represents the overall degree of fit (the squared residuals from prediction compared to the actual data), but it is not adjusted for the degrees of freedom. GFI ranges in value from 0.0 (no fit) to 1.0 (perfect fit). Adjusted goodness-of-fit index (AGFI), which is an extension of GFI, is the most popular parsimonious fit measure. AGFI is adjusted by the ratio of degrees of freedom for the proposed model to the degrees of freedom for the null model. The basic objective is to diagnose whether model fit has been achieved by "over-fitting" the data with too many coefficients. Comparative fit index (CFI), which ranges from 0.0 to 1.0, relates the proposed model to some baseline model (null model) some realistic model that all other models should be expected to exceed. The ratio of Chi-Square to degrees of freedom provides information on the relative efficiency of competing models in accounting for the data .The recommended maximum value for RMSEA is 0.09 (Chau, 1997), relative fit index (RFI) which compares a chi-square for the model tested to one from a baseline model, variations of RFI (which are not explicitly designed to provide penalties for less parsimonious models) such as the normed fit index (NFI) and non-normed fit index (NNFI or TLI), For GFI, AGFI, NFI, NNFI, RFI and CFI, a commonly recommended minimum value for a very good fit is 0.90 (Segars and Grover, 1993; Hair et al., 1995). The ratio of χ^2 to degrees of freedom is recommended to be less than 3.0 to indicate a reasonable fit (Segars and Grover, 1993). Results   shown in Fig. 1, had a GFI of 0.86 and AGFI of 0.83 indicating a good fit of the measurement model, since some studies suggested a good fit of a model if the value of AGFI exceeds 0.8 instead of 0.9 (Doll et al. 1994, Baumgartner and Homburg 1996, McCallum and Hong 1997). Results of the model indicate a good overall model fit (Chi-square=1055.89, df=508, x2/df=2.07, RMSEA=0.054, GFI=0.86, CFI=0.97).

7. Conclusion

The purpose of this research was to study the influence of customer brand engagement on customer online brand experience and the influence of customer brand experience on brand satisfaction and brand loyalty in social media. Also, customer brand engagement is driven by community, information, enjoyment, identity and economic factors.

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The proposed conceptual model added to current literature by including motivational factors of customer brand engagement and improving theoretical understanding of customer brand engagement and experience factors in an online brand community. Many researchers emphasized the importance of customer brand engagement and experience in social media. However, some researches limited their work by proposing a conceptual model without validating it. In this research, the conceptual model was validated and the model had a good fit and it was explained by a quantitative research. The findings confirmed the existence of five motivational drivers of brand engagement in social media. Factors of community, information, enjoyment, identity, and economic related experiences showed a positive effect on brand engagement. In addition, construct of brand engagement has a positive effect on online brand experience. Furthermore, online brand experiences influence both brand satisfaction and brand loyalty. Finally, it is shown that brand satisfaction has a relationship with brand loyalty. Findings show that with help of online brand communities (OBCs) it is possible to indirectly effect brand loyalty and brand satisfaction via indirect effects of brand engagement and online brand experience. Thus showing the mediator role of customer brand engagement and online brand experience on brand satisfaction and brand loyalty.

7-1. Managerial Implications

In addition of theoretical implications, results of this study provide important insights for managers in social media. Managers should use drivers to motivate customers to engage in brand communities and ensure free interaction among members in these communities to create satisfied and loyal customers.

Managers should build their own brand community and formulate a social media marketing strategy that encourage engagement and experience in online communities.

7-2. Limitations

The followings are limitations of this research. First, respondents of survey were selected by convenience sampling method. Thus, the findings should be generalized by caution since participation of respondents was voluntary. Second, a quantitative method was applied for testing causal relationship. The instrument for gathering data was a questionnaire and Likert scale was used for designing it, that could be a limitation. Therefore, for improving the quality of findings a qualitative research method is recommended for future researches.

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