

CHAPTER 5

CONCLUSION AND MANAGERIAL IMPLICATION

5.1 Conclusion

This study investigated six hypotheses. The first one investigates how customers perceive Eat Sambel's interactivity and how it affects their engagement with the brand. The results showed that customers who felt Eat Sambel was interactive were more likely to be engaged with the brand itself. In simpler terms, customers who saw Eat Sambel as easy to talk to and responsive were more involved with the brand.

The second hypothesis examined whether customers of Eat Sambel who felt a stronger involvement to the brand (aligned with their needs, values, and interests) were more engaged with the brand. The analysis of the results supported this hypothesis, showing that customers with higher brand involvement demonstrated higher engagement with Eat Sambel. This means that when customers of Eat Sambel gets more involved with the brand (see that the brand is in accordance with their needs, values, and interests), they tend to be more engaged with the brand.

Brand Involvement has a stronger influence on customer brand engagement than perceived brand interactivity, as evidenced by its higher path coefficient. This indicates that customers who are more involved with a brand tend to engage more deeply with it. This finding is a signal for Eat Sambel to maintain strategies that promote brand involvement.

The third hypothesis explored how customer engagement with Eat Sambel affects their trust in the brand. The results supported this hypothesis, indicating that customers who were more engaged with Eat Sambel also tended to trust the brand more. In simpler terms, the more customers interacted and participated with Eat Sambel, the more likely they were to build trust in the brand.

The fourth hypothesis focused on whether customer brand engagement with Eat Sambel influenced their brand loyalty. The results confirmed this hypothesis,

indicating that customers who were more engaged with Eat Sambel were more likely to be loyal to the brand. This means customers who actively participated with Eat Sambel, for example by following them on social media or interacting with their content, were more likely to keep buying the products and recommend the brand to others.

The fifth hypothesis investigated the connection between customer trust in Eat Sambel and their brand loyalty. The analysis supported this hypothesis, indicating that customers who trusted Eat Sambel more were also more likely to be loyal customers. In simpler terms, the more customers felt they could rely on Eat Sambel, the more likely they were to keep buying and recommend the brand to others.

Based on the hypothesis testing analysis, Brand Trust has a higher path coefficient in terms of its influence on Brand Loyalty compared to Customer Brand Engagement. This means that Brand Trust has a stronger influence on Brand Loyalty compared to Customer Brand Engagement. This implies that Eat Sambel should focus on strategies that maintain Brand Trust to maintain a loyal customer base.

The sixth and final hypothesis was finding out if brand trust acts as a mediator between customer brand engagement and brand loyalty. Evidence from the analysis shows a complementary mediation effect of brand trust on the influence of customer brand engagement on brand loyalty. Complementary mediation means that the effect exists both directly and indirectly through brand trust. This means that the more customers of Eat Sambel engage with the brand, the more they will trust the brand, which in turn will drive their loyalty up.

5.2 Managerial Implication

1. The study found that perceived brand interactivity positively influenced customer brand engagement. This means that as customers perceived the brand as interactive, they will be more engaged with the brand. To increase the engagement of their customers, Eat Sambel can increase their perception of the brand's interactivity by replying to comments on social

media and product reviews on various platforms. Eat Sambel should also reply to direct messages and complaints to increase the perception of interactivity. Other sambal brands that would like an increase in customer engagement should also consider replying to comments and personal chats in order to increase perception of interactivity.

2. The study found that brand involvement positively influenced customer brand engagement. This means that when customers are more involved with the brand (in other words, they see that the brand aligns with their needs, values, and interests), the more they will engage with it. Eat Sambel managers should strive to create deeper meaning for their customers. To build stronger customer involvement, Eat Sambel can focus on creating content that resonates with their customers' lives. This means showcasing how Eat Sambel's sambal fits into their everyday moments and how it can enhance them. Additionally, Eat Sambel can create content that sparks excitement for the future by sharing upcoming plans, like new menu items or special events. This approach will keep customers engaged and interested in what's coming next for the brand. Other brands that aims to increase customer engagement should also increase involvement through aligning their brand with the interests of their customers.
3. This study found that customer brand engagement positively influence brand trust and brand loyalty. This means that as customers engage with the brand, the more they will trust it and be loyal to it. To increase the trust and loyalty in the brand, Eat Sambel can increase engagement by creating contents that will help the customers think and feel about the brand. This can be in the form of storytelling, quizzes, and user-generated content. Eat Sambel should also promote behavioral engagement by making the repurchasing system easy and personalized. Other brands that seek to increase customer loyalty and trust should also aim to increase brand engagement through storytelling and user-generated contents.
4. This study found that brand trust positively influence brand loyalty. This means that as customers trust the brand more, they will be more loyal to it.

Eat Sambel can strengthen customer trust by focusing on delivering exceptional quality. Ensuring their products consistently meet or exceed the expectations set through marketing is crucial. Transparency on social media is also key. Sharing truthful and informative content about ingredients, preparation, and customer experiences fosters a sense of reliability. Other brands in the spices and sauces industry that aims to increase loyalty should also maintain or increase transparency and consistency in producing good quality products.

5. This study also has implications for customers seeking a sambal product to remain loyal to. When deciding which products to purchase, customers may weigh brands perceived as interactive on social media and assess alignment with their own interests. Engagement with the brand—such as product consideration, social media interaction, or renewed interest in trying the product—should also be considered. Additionally, customers should evaluate the brand's transparency in its processes and consistency in product quality. These factors assist customers in deciding whether to cultivate loyalty towards a particular product.

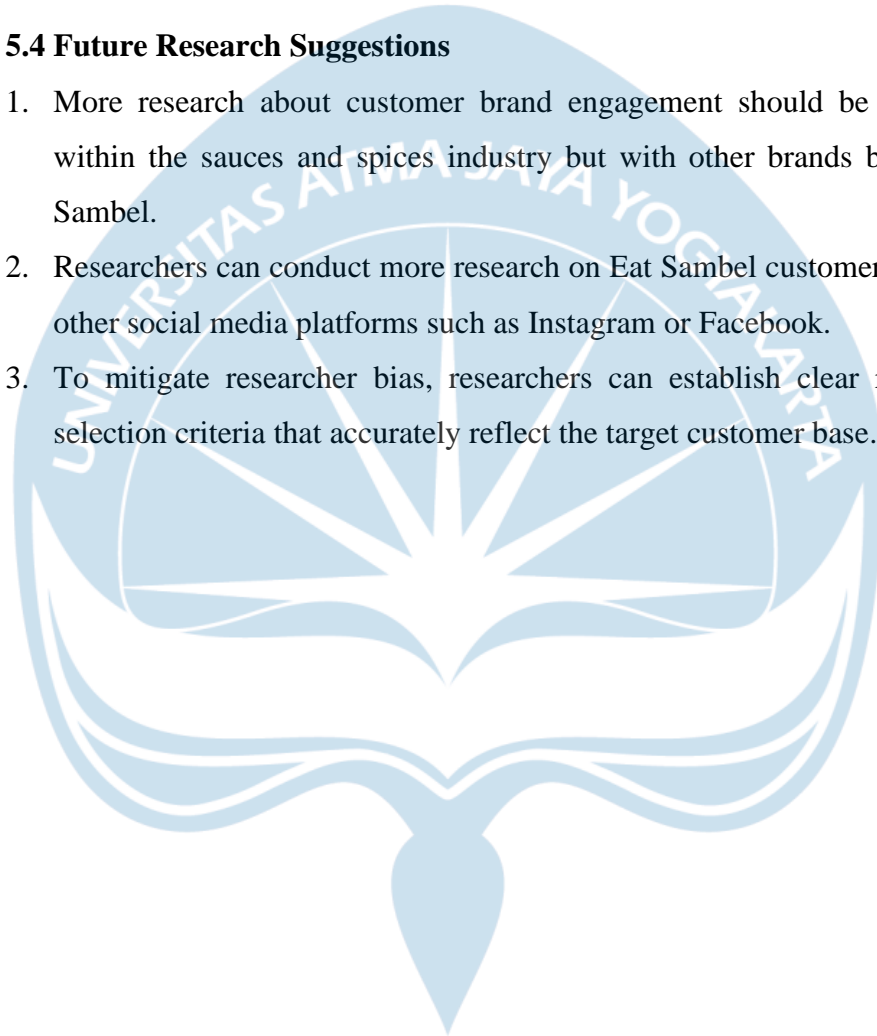
5.3 Research Limitation

1. This research is conducted on customers of Eat Sambel, a brand within the sauces and spices industry. This means that the results of this study might not be generally applicable to other brands within the industry or outside of it.
2. This research is conducted only on customers of Eat Sambel on TikTok. This means that customers that don't use TikTok are not considered. Although the brand exists in other social media platform such as Instagram and Facebook.
3. Several question items have to be trimmed because of not meeting the outer loading critetion based on Hair et al. (2021). The questions items that were trimmed includes BINV5, CBE1, CBE2, and CBE3.

4. This study employs judgmental sampling, a method where the researcher selects participants based on their expertise of the topic. While this approach ensures a targeted sample, it's important to acknowledge the potential for researcher bias to influence respondent selection.

5.4 Future Research Suggestions

1. More research about customer brand engagement should be conducted within the sauces and spices industry but with other brands besides Eat Sambel.
2. Researchers can conduct more research on Eat Sambel customers that uses other social media platforms such as Instagram or Facebook.
3. To mitigate researcher bias, researchers can establish clear respondent selection criteria that accurately reflect the target customer base.



BIBLIOGRAPHY

- Abou-Shouk, M., & Soliman, M. (2021). The impact of gamification adoption intention on brand awareness and loyalty in tourism: The mediating effect of customer engagement. *Journal of Destination Marketing and Management*, 20(January), 100559. <https://doi.org/10.1016/j.jdmm.2021.100559>
- Al-Htibat, A., & Garanti, Z. (2019). Impact of interactive eReferral on tourists behavioral intentions. *Marketing Intelligence and Planning*, 37(5), 527–541. <https://doi.org/10.1108/MIP-08-2018-0348>
- Barta, S., Belanche, D., Fernández, A., & Flavián, M. (2023). Influencer marketing on TikTok: The effectiveness of humor and followers' hedonic experience. *Journal of Retailing and Consumer Services*, 70(March 2022). <https://doi.org/10.1016/j.jretconser.2022.103149>
- Bian, X., & Haque, S. (2020). Counterfeit versus original patronage: Do emotional brand attachment, brand involvement, and past experience matter? *Journal of Brand Management*, 27(4), 438–451. <https://doi.org/10.1057/s41262-020-00189-4>
- Bozkurt, S., Gligor, D. M., & Babin, B. J. (2021). The role of perceived firm social media interactivity in facilitating customer engagement behaviors. *European Journal of Marketing*, 55(4), 995–1022. <https://doi.org/10.1108/EJM-07-2019-0613>
- Brodie, R. J., Hollebeek, L. D., Jurić, B., & Ilić, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of Service Research*, 14(3), 252–271. <https://doi.org/10.1177/1094670511411703>
- Chaudhuri, A., & Holbrook, M. B. (2001). The chain of effects from brand trust and brand affect to brand performance: The role of brand loyalty. *Journal of Marketing*, 65(2), 81–93. <https://doi.org/10.1509/jmkg.65.2.81.18255>
- Cheung, M. L., Pires, G., Rosenberger, P. J., & De Oliveira, M. J. (2020). Driving consumer–brand engagement and co-creation by brand interactivity. *Marketing Intelligence and Planning*, 38(4), 523–541. <https://doi.org/10.1108/MIP-12-2018-0587>
- Cohen, J. (1988). Statistical power analysis for the behavioral sciences. In *LAWRENCE ERLBAUM ASSOCIATES*.
- Corrêa, S. C. H., Soares, J. L., Christino, J. M. M., Gosling, M. de S., & Gonçalves, C. A. (2020). The influence of YouTubers on followers' use intention. *Journal of Research in Interactive Marketing*, 14(2), 173–194. <https://doi.org/10.1108/JRIM-09-2019-0154>

- Doney, M., & Cannon, J. P. (1997). Trust examination of the nature of in buyer-seller relationship for assistance. *Journal of Marketing*, 61(2), 35–51.
- Fernandes, T., & Moreira, M. (2019). Consumer brand engagement, satisfaction and brand loyalty: a comparative study between functional and emotional brand relationships. *Journal of Product and Brand Management*, 28(2), 274–286. <https://doi.org/10.1108/JPBM-08-2017-1545>
- France, C., Merrilees, B., & Miller, D. (2016). An integrated model of customer-brand engagement: drivers and consequences. *Journal of Brand Management*, 23(3), 334–348.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R. In *Springer Nature*. <https://doi.org/10.1080/10705511.2022.2108813>
- Hair, J. F., Ringle, C. M., Hult, G. T. M., & Sarstedt, M. (2022). A primer on partial least squares structural equation modeling. In *SAGE Publications, Inc.* (Vol. 46, Issues 1–2). <https://doi.org/10.1016/j.lrp.2013.01.002>
- Harrigan, P., Evers, U., Miles, M., & Daly, T. (2017). Customer engagement with tourism social media brands. *Tourism Management*, 59, 597–609. <https://doi.org/10.1016/j.tourman.2016.09.015>
- He, H., Li, Y., & Harris, L. (2012). Social identity perspective on brand loyalty. *Journal of Business Research*, 65(5), 648–657. <https://doi.org/10.1016/j.jbusres.2011.03.007>
- Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. *Journal of Interactive Marketing*, 28(2), 149–165. <https://doi.org/10.1016/j.intmar.2013.12.002>
- Jaggia, S., & Kelly, A. (2022). *Business Statistics: Communicating with Numbers* (4th editio).
- Jun, S., & Yi, J. (2020). What makes followers loyal? The role of in fl uencer interactivity in building in fl uencer brand equity. *Journal of Product & Brand Management*, 6(April), 803–814. <https://doi.org/10.1108/JPBM-02-2019-2280>
- Khan, I., Hollebeek, L. D., Fatma, M., Islam, J. U., & Rahman, Z. (2020). Brand engagement and experience in online services. *Journal of Services Marketing*, 34(2), 163–175. <https://doi.org/10.1108/JSM-03-2019-0106>
- Kwon, J. H., Jung, S. H., Choi, H. J., & Kim, J. (2020). Antecedent factors that affect restaurant brand trust and brand loyalty: focusing on US and Korean

- consumers. *Journal of Product and Brand Management*, 30(7), 990–1015.
<https://doi.org/10.1108/JPBM-02-2020-2763>
- Li, M. W., Teng, H. Y., & Chen, C. Y. (2020). Unlocking the customer engagement-brand loyalty relationship in tourism social media: The roles of brand attachment and customer trust. *Journal of Hospitality and Tourism Management*, 44(November 2019), 184–192.
<https://doi.org/10.1016/j.jhtm.2020.06.015>
- McKnight, D. H., & Chervany, N. L. (2001). What trust means in e-commerce customer relationships: An interdisciplinary conceptual typology. *International Journal of Electronic Commerce*, 6(2), 35–59.
<https://doi.org/10.1080/10864415.2001.11044235>
- Mulia, I. (2023). “Sambal” *Insight 2022*. <https://magpie.co.id/insights/sambal2022>
- Naumann, K., Bowden, J., & Gabbott, M. (2020). Expanding customer engagement: the role of negative engagement, dual valences and contexts. *European Journal of Marketing*, 54(7), 1469–1499.
<https://doi.org/10.1108/EJM-07-2017-0464>
- Nunan, D., Birks, D. F., & Malhotra, N. K. (2020). *Marketing research: applied insight*.
- Parihar, P., Dawra, J., & Sahay, V. (2019). The role of customer engagement in the involvement-loyalty link. *Marketing Intelligence and Planning*, 37(1), 66–79.
<https://doi.org/10.1108/MIP-11-2017-0318>
- Quester, P., & Lin Lim, A. (2003). Product involvement/brand loyalty: Is there a link? *Journal of Product & Brand Management*, 12(1), 22–38.
<https://doi.org/10.1108/10610420310463117>
- Ruvio, A., & Iacobucci, D. (2023). *Consumer Behavior* (1st Editio). Wiley.
- Samarah, T., Bayram, P., Aljuhmani, H. Y., & Elrehail, H. (2022). The role of brand interactivity and involvement in driving social media consumer brand engagement and brand loyalty: the mediating effect of brand trust. *Journal of Research in Interactive Marketing*, 16(4), 648–664.
<https://doi.org/10.1108/JRIM-03-2021-0072>
- Schindler, P. S. (2022). *Business Research Methods* (14th editi).
- Sekaran, U., & Bougie, R. (2019). *Research Methods For Business: A Skill Building Approach, 8th Edition* (8th Editio). Wiley.
- Shanahan, T., Tran, T. P., & Taylor, E. C. (2019). Getting to know you: Social media personalization as a means of enhancing brand loyalty and perceived

quality. *Journal of Retailing and Consumer Services*, 47(October 2018), 57–65. <https://doi.org/10.1016/j.jretconser.2018.10.007>

Statista. (2024a). *Revenue of the sauces & spices market worldwide by country in 2022*. Consumer Goods & FMCG. <https://www.statista.com/forecasts/758675/revenue-of-the-sauces-and-condiments-market-worldwide-by-country>

Statista. (2024b). *Sauces & Spices - Indonesia*. <https://www.statista.com/outlook/cmo/food/sauces-spices/indonesia#:~:text=Revenue in the Sauces %26 Condiments,US%248.63bn in 2024.>

Touni, R., Kim, W. G., Choi, H. M., & Ali, M. A. (2020). Antecedents and an outcome of customer engagement with hotel brand community on Facebook. *Journal of Hospitality and Tourism Research*, 44(2), 278–299. <https://doi.org/10.1177/1096348019895555>

World Population Review. (2024). *TikTok Users by Country 2024*. <https://worldpopulationreview.com/country-rankings/tiktok-users-by-country>

Zhao, X., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37(2), 197–206. <https://doi.org/10.1086/651257>

APPENDIX 1: Survey Questionnaire

“THE ANTECEDENTS AND EFFECTS OF SOCIAL MEDIA CUSTOMER BRAND ENGAGEMENT (THE CASE OF EAT SAMBEL ON TIKTOK)”

A. Filter Questions

1. Apakah Anda pernah membeli produk Eat Sambel dalam 6 bulan terakhir?
 - a. Ya
 - b. Tidak
2. Apakah Anda pernah berinteraksi dengan akun Eat Sambel (@*eatsambel*) di TikTok? (pernah memberi like, komentar, mengirim chat atau membagikan konten Eat Sambel) dalam 3 bulan terakhir?
 - a. Ya
 - b. Tidak

B. Respondent Profile

1. Jenis Kelamin
 - a. Laki-laki
 - b. Perempuan
2. Usia
3. Domisili
Respondents choose from 38 provinces of Indonesia
4. Berapa kali Anda pernah membeli produk Eat Sambel
 - a. 1 kali
 - b. 2 kali
 - c. 3 kali
 - d. Lebih dari 3 kali

C. Perceived Brand Interactivity

No.	Kode	Pertanyaan	Skala				
			STS	TS	N	S	SS
1.	BINT1	Eat Sambel mendengarkan apa yang saya sampaikan.					
2.	BINT2	Eat Sambel memungkinkan saya untuk berkomunikasi secara langsung dengan mereka.					
3.	BINT3	Eat Sambel akan menanggapi pesan saya dengan cepat.					
4.	BINT4	Eat Sambel akan memberikan tanggapan jika saya mengirim pesan atau komentar.					

D. Brand Involvement

No.	Kode	Pertanyaan	Skala				
			STS	TS	N	S	SS
1.	BINV1	Eat Sambel sangat bermakna bagi saya.					
2.	BINV2	Eat Sambel memiliki arti yang penting bagi saya.					
3.	BINV3	Bagi saya pribadi, merek Eat Sambel itu penting.					
4.	BINV4	Saya tertarik dengan merek Eat Sambel.					
5.	BINV5	Saya mengikuti Eat Sambel di TikTok.					

E. Customer Brand Engagement

No.	Kode	Pertanyaan	Skala				
			STS	TS	N	S	SS
1.	CBE1	Mengonsumsi produk Eat Sambel membuat saya memikirkan mereknya.					
2.	CBE2	Saya sering memikirkan merek Eat Sambel ketika saya mengonsumsinya.					
3.	CBE33	Mengonsumsi Eat Sambel membuat saya berminat untuk belajar lebih lanjut tentangnya.					
4.	CBE4	Saya merasa produk Eat Sambel enak.					
5.	CBE5	Mengonsumsi produk Eat Sambel membuat saya puas.					
6.	CBE6	Saya merasa senang saat mengonsumsi produk Eat Sambel.					
7.	CBE7	Saya merasa ketagihan saat mengonsumsi produk Eat Sambel.					
8.	CBE8	Saya lebih banyak mengonsumsi produk Eat Sambel, dibandingkan dengan merek sambal lain.					

9.	CBE9	Ketika saya mengonsumsi produk sambal, biasanya saya memilih mengonsumsi Eat Sambel.					
10.	CBE10	Saya paling sering mengonsumsi Eat Sambel.					

F. Brand Loyalty

No.	Kode	Pertanyaan	Skala				
			STS	TS	N	S	SS
1.	BL1	Saya akan mengatakan hal-hal yang positif tentang merek Eat Sambel kepada orang lain.					
2.	BL2	Saya akan merekomendasikan Eat Sambel kepada orang lain yang meminta saran saya.					
3.	BL3	Saya akan mendorong teman dan kerabat untuk membeli Eat Sambel.					
4.	BL4	Saya akan membeli produk Eat Sambel lagi.					
5.	BL5	Saya akan menjadi pelanggan setia Eat Sambel.					

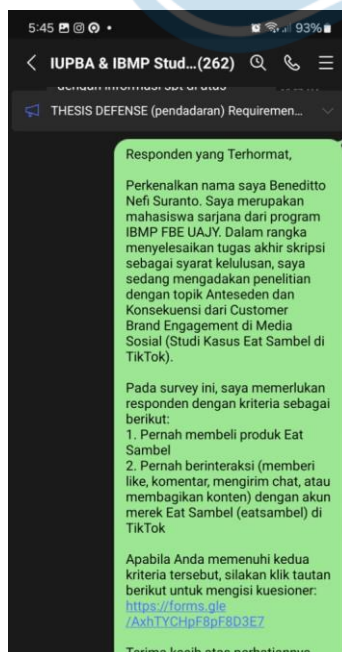
G. Brand Trust

No.	Kode	Pertanyaan	Skala				
			STS	TS	N	S	SS
1.	BT1	Eat Sambel memberikan cita rasa yang saya inginkan.					
2.	BT2	Saya mengandalkan Eat Sambel jika ingin makan sambal.					
3.	BT3	Eat Sambel tidak pernah mengecewakan saya.					

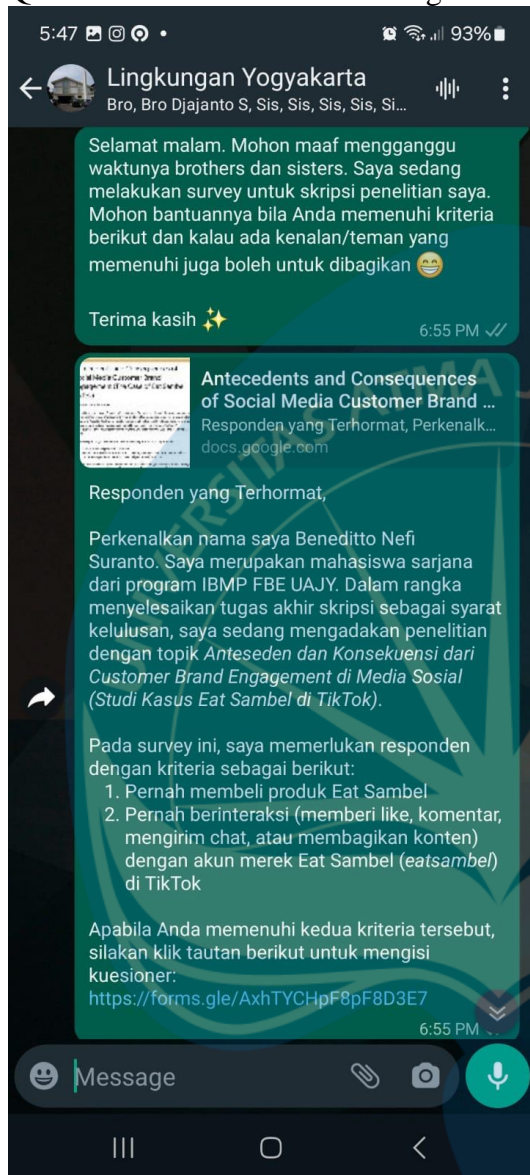
Questionnaire Distribution through Instagram story



Questionnaire Distribution through Line



Questionnaire Distribution through WhatsApp



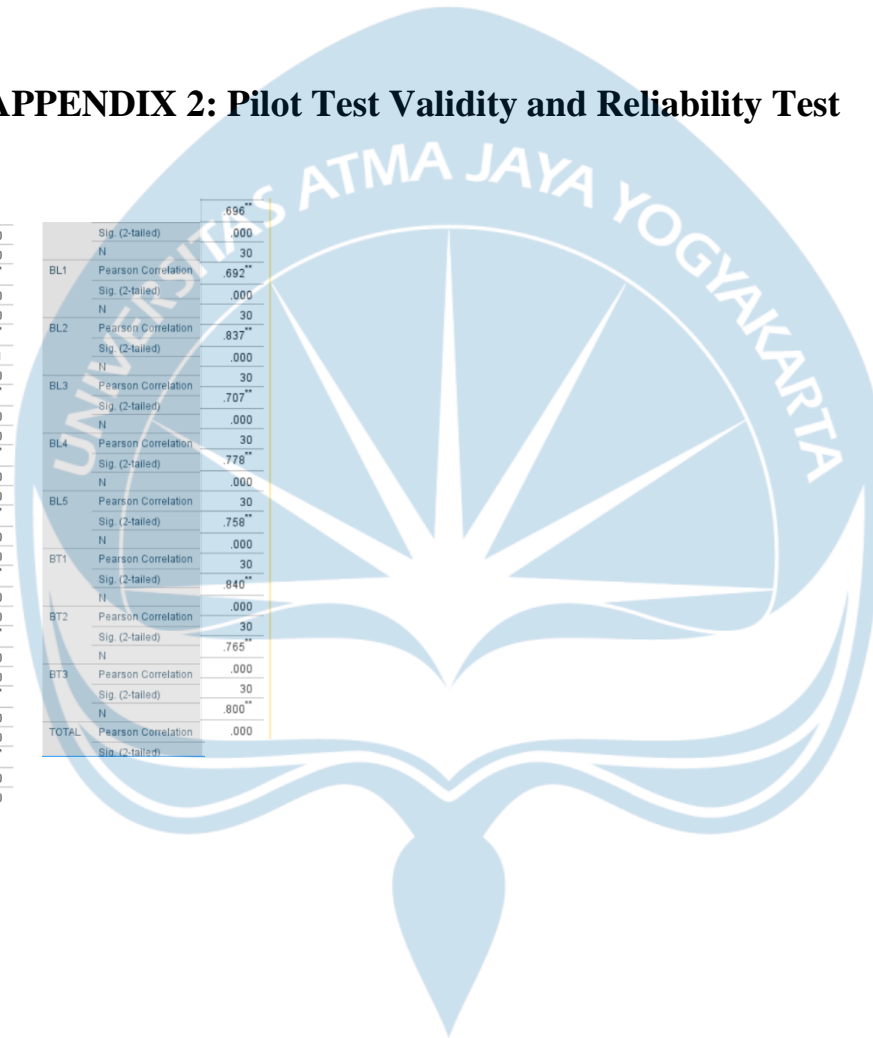
APPENDIX 2: Pilot Test Validity and Reliability Test

Validity Test Results

		TOTAL
BINT1	Pearson Correlation	.648**
	Sig. (2-tailed)	.000
	N	30
BINT2	Pearson Correlation	.671**
	Sig. (2-tailed)	.000
	N	30
BINT3	Pearson Correlation	.659**
	Sig. (2-tailed)	.000
	N	30
BINT4	Pearson Correlation	.750**
	Sig. (2-tailed)	.000
	N	30
BINV1	Pearson Correlation	.852**
	Sig. (2-tailed)	.000
	N	30
BINV2	Pearson Correlation	.864**
	Sig. (2-tailed)	.000
	N	30
BINV3	Pearson Correlation	.759**
	Sig. (2-tailed)	.000
	N	30
BINV4	Pearson Correlation	.669**
	Sig. (2-tailed)	.000
	N	30

CBE1	Pearson Correlation	.000
	Sig. (2-tailed)	.643**
	N	30
CBE2	Pearson Correlation	.000
	Sig. (2-tailed)	.571**
	N	30
CBE3	Pearson Correlation	.001
	Sig. (2-tailed)	.816**
	N	30
CBE4	Pearson Correlation	.000
	Sig. (2-tailed)	.760**
	N	30
CBE5	Pearson Correlation	.000
	Sig. (2-tailed)	.599**
	N	30
CBE6	Pearson Correlation	.000
	Sig. (2-tailed)	.710**
	N	30
CBE7	Pearson Correlation	.000
	Sig. (2-tailed)	.804**
	N	30
CBE8	Pearson Correlation	.000
	Sig. (2-tailed)	.727**
	N	30
CBE9	Pearson Correlation	.000
	Sig. (2-tailed)	.780**
	N	30
CBE10	Pearson Correlation	

		.696**
	Sig. (2-tailed)	.000
	N	30
BL1	Pearson Correlation	.692**
	Sig. (2-tailed)	.000
	N	30
BL2	Pearson Correlation	.837**
	Sig. (2-tailed)	.000
	N	30
BL3	Pearson Correlation	.707**
	Sig. (2-tailed)	.000
	N	30
BL4	Pearson Correlation	.778**
	Sig. (2-tailed)	.000
	N	30
BL5	Pearson Correlation	.758**
	Sig. (2-tailed)	.000
	N	30
BT1	Pearson Correlation	.840**
	Sig. (2-tailed)	.000
	N	30
BT2	Pearson Correlation	.765**
	Sig. (2-tailed)	.000
	N	30
BT3	Pearson Correlation	.800**
	Sig. (2-tailed)	.000
	N	30
TOTAL	Pearson Correlation	.000
	Sig. (2-tailed)	



Perceived Brand Interactivity Reliability Test Results

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.825	.825	4

Brand Interactivity Reliability Test Results

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.877	5

Customer Brand Engagement Reliability Test Results

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.906	.908	10

Brand Loyalty Reliability Test Results

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.930	5

Brand Trust Reliability Test Results

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.874	.877	3

Ya	Ya	P	22	Jawa Barat	1 kali	4	4	4	4	3	3	4	5	4	4	4	4	5	4	3	4	4	5	1	4	4	4	3	4		
Ya	Ya	L	21	Daerah Istimewa Yogyakarta	3 kali	4	4	4	5	4	4	4	5	4	4	5	5	4	5	5	5	5	4	5	4	3	5	4	4		
Ya	Ya	P	21	Jawa Timur	3 kali	4	5	4	4	4	4	4	5	5	4	5	5	5	5	4	5	5	5	4	5	5	5	4	5		
Ya	Ya	L	21	Kalimantan Barat	3 kali	4	5	2	3	2	3	3	4	4	4	3	4	4	3	4	4	4	3	2	3	4	4	5	4	4	
Ya	Ya	P	23	Jawa Barat	Lebih dari 3 kali	4	3	4	4	2	2	3	4	4	5	4	3	5	4	4	4	2	3	3	4	4	4	4	5	4	
Ya	Ya	P	23	Jawa Barat	2 kali	4	4	4	4	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	4	5	
Ya	Ya	P	22	Kepulauan Riau	1 kali	4	5	2	4	4	4	5	5	5	2	3	4	4	5	4	5	4	4	5	5	4	5	4	5		
Ya	Ya	P	23	Jawa Timur	2 kali	5	4	5	5	4	4	4	5	5	4	5	5	5	5	5	4	5	4	4	5	4	4	4	4	5	
Ya	Ya	P	21	Jawa Timur	2 kali	5	4	4	3	3	3	3	4	4	5	5	5	5	5	5	4	3	3	3	5	4	4	4	4	4	
Ya	Ya	L	22	DKI Jakarta	1 kali	3	3	4	3	4	4	3	5	5	4	5	3	5	4	4	5	3	4	5	4	4	4	4	4	5	
Ya	Ya	P	22	Jawa Timur	2 kali	5	5	4	4	5	4	3	5	5	4	3	3	5	5	5	4	4	5	4	4	5	5	5	5	5	
Ya	Ya	P	52	Jawa Barat	3 kali	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	
Ya	Ya	P	21	Daerah Istimewa Yogyakarta	2 kali	4	4	5	5	4	4	5	5	5	5	4	5	5	5	4	4	4	5	4	4	5	4	4	4	4	
Ya	Ya	P	25	Jawa Timur	3 kali	5	4	5	3	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	4	4	4	4	
Ya	Ya	P	22	Bali	3 kali	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	
Ya	Ya	P	19	Jawa Timur	3 kali	3	3	4	3	4	4	4	4	2	2	3	4	3	2	4	4	4	4	4	4	4	4	4	4	4	
Ya	Ya	P	19	Jawa Timur	3 kali	4	4	4	4	3	4	3	4	3	4	3	4	3	4	3	4	4	4	4	4	4	4	5	5	5	1
Ya	Ya	P	23	Jawa Tengah	2 kali	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	4
Ya	Ya	P	23	Sulawesi Selatan	Lebih dari 3 kali	3	5	5	5	4	4	4	4	4	4	3	3	4	4	4	4	3	4	3	4	4	5	5	5	5	
Ya	Ya	P	17	Jawa Barat	Lebih dari 3 kali	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	

Ya	Ya	P	20	Jawa Timur	Lebih dari 3 kali	3	3	3	3	4	5	4	5	4	5	4	5	4	5	4	5	4	4	5	4	3	3	3		
Ya	Ya	P	19	Banten	Lebih dari 3 kali	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	2	2	4	4	
Ya	Ya	L	22	Jawa Barat	3 kali	5	4	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	4	5	5	5	5	5		
Ya	Ya	P	19	Kepulauan Riau	2 kali	3	2	3	4	3	4	2	5	4	2	2	2	3	3	3	3	3	4	4	3	2	5	5	5	
Ya	Ya	P	19	Kepulauan Riau	2 kali	4	4	5	2	5	5	4	3	4	5	3	2	3	4	4	3	2	5	4	3	5	3	4	4	
Ya	Ya	P	21	Sumatra Selatan	3 kali	5	5	5	5	4	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	4	4	4	4	
Ya	Ya	P	21	Sumatra Selatan	3 kali	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4	
Ya	Ya	P	26	Jawa Barat	1 kali	3	4	3	4	4	3	3	4	3	3	4	4	4	4	4	4	4	3	4	3	4	4	4	4	
Ya	Ya	P	24	Jawa Tengah	1 kali	4	4	3	4	4	4	4	4	3	4	4	3	5	4	4	4	4	4	3	4	4	3	3	3	
Ya	Ya	P	38	Kalimantan Selatan	1 kali	3	5	3	3	3	3	3	4	4	3	3	3	4	4	4	4	4	4	4	4	5	5	5	5	
Ya	Ya	P	22	Jawa Timur	1 kali	4	3	3	3	4	3	4	4	4	2	4	3	4	4	4	4	3	4	3	4	4	5	5	5	
Ya	Ya	P	19	Jawa Timur	1 kali	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	4	4	5	5	5	
Ya	Ya	P	22	Kalimantan Barat	1 kali	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	3	3	4	3
Ya	Ya	L	22	DKI Jakarta	Lebih dari 3 kali	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5
Ya	Ya	P	21	DKI Jakarta	Lebih dari 3 kali	3	4	3	4	4	4	5	5	5	3	3	2	5	5	5	4	5	5	5	5	5	4	4	4	4
Ya	Ya	L	24	Nangroe Aceh Darussalam	3 kali	3	2	3	4	2	2	3	3	3	2	3	3	4	4	4	4	5	3	4	4	3	4	4	5	5
Ya	Ya	P	17	Kalimantan Tengah	Lebih dari 3 kali	4	3	5	4	5	5	4	4	5	2	4	4	5	5	5	5	5	3	5	5	5	5	5	5	5
Ya	Ya	P	32	Banten	1 kali	4	4	4	4	3	3	3	4	4	2	3	3	5	4	5	4	4	4	3	4	4	5	4	3	4
Ya	Ya	L	21	Jawa Barat	3 kali	4	4	4	5	4	4	4	5	4	4	4	4	4	4	4	4	4	4	5	4	4	4	5	5	5

Ya	Ya	P	25	DKI Jakarta	3 kali	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	4	4	5	5	4	4	4	4	4	4	5	5	5	
Ya	Ya	P	18	Sumatra Utara	3 kali	5	3	5	3	3	3	3	5	5	1	3	1	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	
Ya	Ya	L	23	Sumatra Utara	2 kali	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	
Ya	Ya	L	18	Sumatra Selatan	3 kali	4	2	2	3	4	5	5	5	5	5	5	4	5	5	5	5	4	5	5	5	4	3	3	2	4				
Ya	Ya	P	17	Jawa Barat	1 kali	3	3	3	5	4	4	4	4	3	3	3	3	4	5	5	5	4	4	4	4	4	4	4	5	4	5	5		
Ya	Ya	P	22	Kalimantan Timur	3 kali	3	3	4	4	4	4	3	5	4	3	4	3	4	4	4	5	5	5	4	4	5	3	4	5	4				
Ya	Ya	P	23	Jambi	2 kali	5	2	5	5	5	2	2	1	4	1	1	1	5	2	4	4	5	5	2	4	4	3	4	4	4				
Ya	Ya	P	23	Sumatra Barat	Lebih dari 3 kali	2	2	4	3	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5		
Ya	Ya	L	19	Jawa Tengah	1 kali	4	5	4	2	3	3	3	5	4	3	3	3	5	4	5	4	4	4	4	4	4	4	5	5	5	5	5	5	
Ya	Ya	P	23	Sumatra Utara	1 kali	4	3	3	4	3	3	4	4	3	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	3	3	2		
Ya	Ya	P	34	Sulawesi Utara	3 kali	4	4	5	5	4	3	3	4	5	4	4	4	5	5	5	5	5	5	4	4	5	5	5	3	4	5			
Ya	Ya	L	22	Maluku	2 kali	4	4	3	5	4	4	4	5	4	4	5	3	4	5	5	5	4	5	4	5	5	5	5	4	4	5			
Ya	Ya	P	19	Daerah Istimewa Yogyakarta	1 kali	4	3	3	4	4	3	3	4	5	4	4	2	4	4	4	4	3	2	2	4	4	4	5	5	5	5			
Ya	Ya	P	26	DKI Jakarta	2 kali	3	2	4	4	1	1	2	4	5	4	5	2	4	4	5	4	5	5	5	4	5	3	4	3	3				
Ya	Ya	P	33	Jawa Timur	3 kali	1	3	4	5	2	1	1	3	4	4	5	1	4	4	4	5	5	4	5	4	5	4	4	4	4				
Ya	Ya	L	23	Jawa Timur	Lebih dari 3 kali	4	4	5	5	3	3	4	5	5	5	5	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
Ya	Ya	P	19	Jawa Barat	2 kali	4	4	3	3	3	3	3	3	3	3	4	4	2	4	4	4	3	2	2	2	4	4	5	5	5	5			
Ya	Ya	P	22	Jawa Tengah	2 kali	4	3	4	4	3	4	4	4	4	4	3	3	4	4	4	4	4	4	4	4	4	5	5	5	5	5			
Ya	Ya	P	15	Sulawesi Barat	Lebih dari 3 kali	3	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	4	4	5		
Ya	Ya	P	30	Banten	Lebih dari 3 kali	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	2	2	2	3

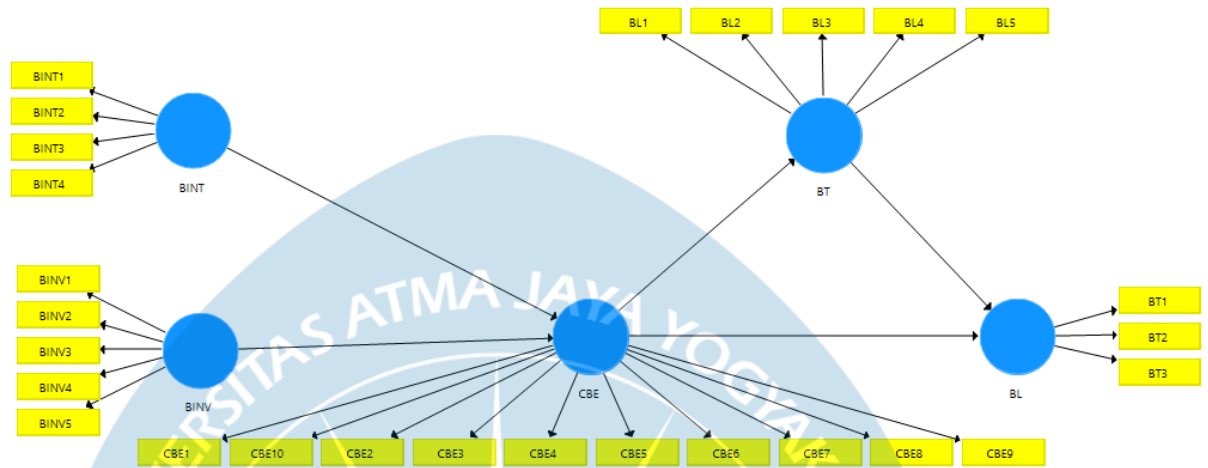
Ya	Ya	L	22	Jawa Barat	3 kali	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	5	4	5	
Ya	Ya	L	17	Banten	2 kali	3	3	3	3	2	1	2	3	5	2	2	2	3	4	4	3	3	3	4	3	3	5	5	4	5
Ya	Ya	P	37	Sumatra Barat	2 kali	4	4	4	4	3	3	3	4	4	3	3	4	4	4	4	4	4	3	3	3	4	5	5	5	5
Ya	Ya	P	22	Bengkulu	2 kali	4	5	4	4	2	2	2	3	5	4	4	4	5	5	5	4	4	4	5	5	5	5	5	5	5
Ya	Ya	P	21	Jambi	Lebih dari 3 kali	4	4	4	4	5	4	4	5	5	4	4	4	5	5	5	5	5	5	5	5	5	3	4	4	5
Ya	Ya	P	18	Sumatra Utara	2 kali	5	5	5	5	3	3	4	5	1	5	5	4	5	5	5	5	4	4	4	5	5	4	4	5	5
Ya	Ya	P	40	Jawa Barat	Lebih dari 3 kali	3	4	4	4	4	4	4	4	4	4	4	3	5	5	5	5	4	5	4	5	5	5	4	3	4
Ya	Ya	L	27	Daerah Istimewa Yogyakarta	2 kali	4	5	4	5	4	5	4	5	5	4	4	5	5	4	4	5	4	5	4	4	5	4	4	4	4
Ya	Ya	P	28	Daerah Istimewa Yogyakarta	3 kali	4	5	4	3	4	5	4	5	4	5	4	4	3	3	4	5	3	4	5	4	3	4	4	4	5
Ya	Ya	L	35	DKI Jakarta	2 kali	5	4	4	5	4	3	4	5	4	4	5	4	4	5	4	4	5	4	4	5	4	4	4	4	4
Ya	Ya	L	55	Jawa Barat	1 kali	4	5	4	5	4	5	3	4	4	4	5	4	5	4	5	4	5	4	5	4	5	4	4	4	5
Ya	Ya	L	26	Jawa Barat	2 kali	4	5	3	4	4	4	4	4	5	3	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5
Ya	Ya	P	25	Jawa Barat	2 kali	4	5	3	4	4	4	5	3	4	4	4	4	4	4	4	4	4	5	3	4	5	2	3	3	3
Ya	Ya	L	23	Jawa Barat	2 kali	4	5	3	4	3	5	4	4	4	4	5	3	4	4	4	4	4	4	4	4	5	4	4	5	5
Ya	Ya	P	21	Sulawesi Selatan	1 kali	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	2	3
Ya	Ya	P	23	Riau	1 kali	2	2	3	3	3	2	3	4	4	2	3	3	5	4	3	3	2	3	2	5	4	2	3	2	3
Ya	Ya	P	21	Kalimantan Selatan	1 kali	3	4	5	3	3	4	4	4	3	3	4	4	3	4	5	4	4	4	4	4	4	3	3	3	3
Ya	Ya	L	24	DKI Jakarta	2 kali	3	4	3	5	4	3	2	4	3	3	3	2	3	2	3	2	3	3	4	4	3	4	3	3	3
Ya	Ya	L	28	Riau	1 kali	4	3	4	2	4	5	3	4	3	4	3	3	4	5	4	3	4	5	5	2	3	2	4	3	4
Ya	Ya	L	46	Jawa Barat	2 kali	4	3	4	5	3	3	4	5	4	4	4	4	5	4	3	4	3	4	5	2	3	4	3	2	4

Ya	Ya	L	28	Daerah Istimewa Yogyakarta	3 kali	4	4	5	4	4	5	4	4	3	2	3	2	3	3	2	1	2	3	2	4	4	3	2	3	3	
Ya	Ya	P	30	DKI Jakarta	3 kali	4	5	4	3	3	4	3	5	4	4	5	4	3	4	5	4	3	4	5	3	2	3	4	4	3	
Ya	Ya	L	53	Kalimantan Utara	1 kali	4	4	4	4	4	3	4	3	4	4	4	3	4	4	3	4	4	3	4	3	3	2	3	3	3	
Ya	Ya	L	24	Jawa Barat	2 kali	4	3	4	5	4	3	4	4	3	4	3	4	3	4	3	4	3	4	3	3	3	3	4	2	3	2
Ya	Ya	P	28	Bengkulu	1 kali	4	3	4	4	3	4	3	4	4	4	4	3	2	2	3	2	3	3	2	3	4	3	5	4	5	
Ya	Ya	L	45	Jawa Tengah	1 kali	4	4	4	4	3	4	2	3	2	4	4	4	3	3	4	3	4	3	4	4	4	3	3	3	3	3
Ya	Ya	P	22	Nanggroe Aceh Darussalam	1 kali	4	3	4	3	3	3	4	3	2	4	4	4	3	4	4	3	3	4	4	2	3	4	5	4	5	
Ya	Ya	P	21	Gorontalo	1 kali	4	3	3	4	4	3	3	4	4	3	2	4	3	3	2	3	3	4	3	3	3	4	4	3	4	
Ya	Ya	P	21	Jawa Tengah	2 kali	4	3	5	4	4	4	3	3	4	4	3	4	5	4	3	4	3	4	5	3	2	3	3	4	5	
Ya	Ya	P	18	Jawa Timur	2 kali	5	3	4	3	3	3	3	4	5	4	3	3	5	5	5	5	5	5	3	5	5	4	4	4	4	
Ya	Ya	L	26	Lampung	2 kali	4	5	4	4	4	3	3	4	4	2	2	3	4	3	3	3	4	3	4	4	3	4	4	5	4	
Ya	Ya	L	20	Jawa Barat	3 kali	4	4	5	4	4	3	2	3	4	3	2	3	4	2	2	4	4	3	3	3	3	4	3	3	2	
Ya	Ya	L	38	Lampung	1 kali	4	3	3	3	3	4	4	5	4	4	5	4	4	3	4	4	3	4	4	3	2	4	4	3	4	
Ya	Ya	L	32	Sumatra Selatan	1 kali	4	5	4	4	4	3	4	3	5	4	3	5	5	5	4	4	4	3	4	4	4	2	3	2	2	
Ya	Ya	P	21	Jawa Tengah	2 kali	4	5	4	4	4	3	4	4	5	4	3	3	4	3	3	4	2	2	2	3	4	5	4	3	4	
Ya	Ya	P	24	Banten	3 kali	4	4	3	3	3	4	5	4	4	3	3	2	2	2	3	3	4	4	2	3	2	4	5	5		
Ya	Ya	P	21	Jawa Tengah	1 kali	3	4	4	4	3	2	2	4	1	3	3	3	3	3	2	2	2	2	2	2	2	4	4	5	5	
Ya	Ya	L	29	Jawa Tengah	1 kali	3	3	2	3	3	4	3	4	5	4	3	4	4	3	3	4	3	5	5	5	4	2	4	4	5	
Ya	Ya	L	25	Daerah Istimewa Yogyakarta	1 kali	4	2	3	3	4	4	5	4	4	3	4	4	3	4	4	3	4	4	4	3	3	5	4	3	4	
Ya	Ya	P	22	Jawa Barat	3 kali	4	5	4	4	4	3	4	5	4	4	4	5	4	5	5	5	5	4	5	5	5	4	3	5	5	5

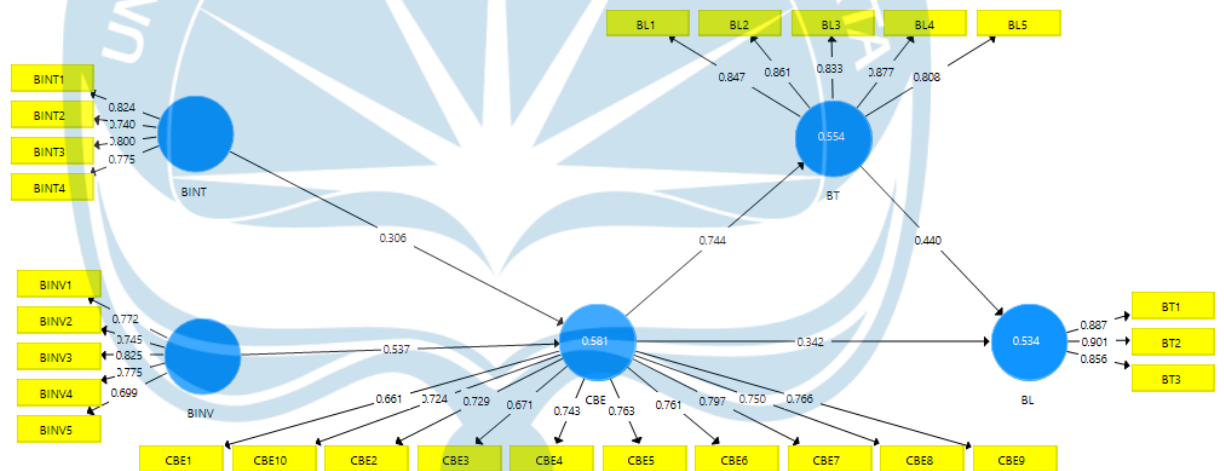
Ya	Ya	L	44	Jawa Timur	1 kali	3	3	4	3	3	4	3	2	5	2	3	3	4	4	3	3	4	3	3	4	3	2	4	5	5	
Ya	Ya	P	19	Sumatra Barat	2 kali	4	5	5	4	3	5	4	4	2	4	5	4	4	3	4	3	4	4	5	4	5	3	4	5	4	
Ya	Ya	L	22	Daerah Istimewa Yogyakarta	1 kali	4	5	4	3	3	2	2	4	5	4	5	4	4	4	3	4	4	3	5	4	4	2	5	4	4	
Ya	Ya	L	33	DKI Jakarta	1 kali	3	4	4	5	4	4	5	3	4	4	4	3	5	5	4	3	5	4	5	4	3	2	5	5	5	
Ya	Ya	L	29	Kepulauan Riau	1 kali	4	3	5	4	4	3	3	5	4	4	3	4	4	5	4	4	3	4	5	3	3	3	4	3	3	
Ya	Ya	P	22	Lampung	2 kali	4	3	3	5	4	3	5	5	4	4	3	4	5	5	5	4	4	3	4	4	3	3	2	3	2	
Ya	Ya	L	29	Riau	1 kali	4	3	4	5	5	5	4	4	3	5	4	3	5	4	3	5	4	3	5	4	3	2	1	2	1	
Ya	Ya	L	31	Jawa Tengah	2 kali	4	5	5	4	5	4	4	5	5	4	3	3	4	4	5	5	4	4	3	5	5	3	4	4	4	
Ya	Ya	L	39	Jawa Tengah	2 kali	2	2	3	2	2	3	2	2	3	2	3	2	1	2	4	4	2	1	2	2	1	3	3	4	4	
Ya	Ya	L	26	Bengkulu	1 kali	2	3	3	2	2	3	2	2	2	3	2	2	3	2	3	1	1	1	2	2	1	3	4	4	2	
Ya	Ya	L	27	Daerah Istimewa Yogyakarta	Lebih dari 3 kali	4	5	4	5	4	3	3	4	5	4	3	4	5	4	4	3	4	5	4	4	3	3	3	2	2	
Ya	Ya	P	22	Jawa Barat	2 kali	4	3	4	4	4	5	4	4	3	4	3	4	4	3	5	5	4	3	3	4	5	3	3	3	3	
Ya	Ya	L	20	Kalimantan Barat	1 kali	4	3	4	5	5	4	3	2	2	4	4	3	2	4	4	3	2	4	4	2	2	5	4	5	5	
Ya	Ya	P	22	Sumatra Utara	1 kali	4	3	3	4	5	2	4	3	2	4	3	5	4	3	5	3	4	5	3	3	3	4	4	2	2	
Ya	Ya	P	21	Kepulauan Riau	2 kali	4	4	4	5	5	3	3	4	3	3	3	3	4	4	4	3	4	4	4	3	3	2	4	3	4	
Ya	Ya	P	18	Sumatra Barat	3 kali	4	4	5	4	4	4	3	3	5	4	4	4	3	2	2	4	4	3	2	4	5	2	3	5	5	
Ya	Ya	P	28	Kepulauan Riau	3 kali	4	5	5	5	3	3	4	4	3	4	4	5	4	4	4	4	4	4	5	5	4	4	1	1	2	3
Ya	Ya	L	23	Sulawesi Utara	1 kali	4	2	2	3	4	5	5	4	4	4	3	4	4	3	4	4	3	4	4	3	2	4	4	4	4	
Ya	Ya	L	25	Papua Tengah	1 kali	4	5	5	4	4	4	4	4	3	5	4	4	4	4	4	2	2	2	3	4	4	4	4	3	3	
Ya	Ya	P	22	Daerah Istimewa Yogyakarta	2 kali	4	4	3	5	5	4	3	4	5	5	4	3	2	1	2	3	4	5	4	5	4	5	5	5	5	

APPENDIX 4: DATA ANALYSIS

Structural Model



Construct Model



Outer Loadings

Outer Loadings

Matrix	BINT	BINV	BL	BT	CBE
BINT1	0.824				
BINT2	0.740				
BINT3	0.800				
BINT4	0.775				
BINV1		0.772			
BINV2		0.745			
BINV3		0.825			
BINV4		0.775			
BINV5		0.699			
BL1				0.847	
BL2				0.861	
BL3				0.833	
BL4				0.877	
BL5				0.808	
BT1			0.887		
BT2			0.901		
BT3			0.856		
CBE1					0.661
CBE10					0.724
CBE2					0.729
CBE3					0.671
CBE4					0.743
CBE5					0.763
CBE6					0.761
CBE7					0.797
CBE8					0.750
CBE9					0.766

Outer Loadings 2

Outer Loadings

Matrix	BINT	BINV	BL	BT	CBE
BINT1	0.820				
BINT2	0.731				
BINT3	0.804				
BINT4	0.782				
BINV1		0.786			
BINV2		0.791			
BINV3		0.857			
BINV4		0.770			
BL1				0.847	
BL2				0.861	
BL3				0.833	
BL4				0.877	
BL5				0.808	
BT1			0.887		
BT2			0.900		
BT3			0.857		
CBE10					0.733
CBE2					0.695
CBE4					0.760
CBE5					0.774
CBE6					0.783
CBE7					0.810
CBE8					0.781
CBE9					0.777

Outer Loadings 3

Outer Loadings

Matrix	BINT	BINV	BL	BT	CBE
BINT1	0.822				
BINT2	0.726				
BINT3	0.804				
BINT4	0.784				
BINV1		0.787			
BINV2		0.787			
BINV3		0.857			
BINV4		0.772			
BL1			0.847		
BL2			0.861		
BL3			0.833		
BL4			0.877		
BL5			0.808		
BT1			0.887		
BT2			0.900		
BT3			0.857		
CBE10					0.726
CBE4					0.774
CBE5					0.786
CBE6					0.786
CBE7					0.811
CBE8					0.794
CBE9					0.788

Cronbach's Alpha, Composite Reliability & AVE

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
BINT	0.793	0.803	0.865	0.616
BINV	0.816	0.826	0.878	0.642
BL	0.857	0.863	0.913	0.777
BT	0.900	0.901	0.926	0.715
CBE	0.893	0.896	0.916	0.610

Fornell-Larcker Criterion

Discriminant Validity

Fornell-Larcker Criterion	Cross Loadings	Heterotrait-Monotrait Ratio (HTMT)			
	BINT	BINV	BL	BT	CBE
BINT	0.785				
BINV	0.602	0.802			
BL	0.422	0.489	0.882		
BT	0.517	0.521	0.694	0.846	
CBE	0.572	0.628	0.662	0.753	0.781

Cross Loadings

Discriminant Validity

	Fornell-Larcker Criterion	Cross Loadings	Heterotrait-Monotrait Ratio (HTMT)		
	BINT	BINV	BL	BT	CBE
BINT1	0.822	0.584	0.379	0.395	0.483
BINT2	0.726	0.430	0.292	0.388	0.346
BINT3	0.804	0.410	0.350	0.437	0.463
BINT4	0.784	0.459	0.299	0.407	0.482
BINV1	0.591	0.787	0.335	0.355	0.453
BINV2	0.401	0.787	0.333	0.344	0.398
BINV3	0.467	0.857	0.413	0.407	0.537
BINV4	0.470	0.772	0.457	0.526	0.584
BL1	0.465	0.497	0.609	0.847	0.668
BL2	0.460	0.457	0.583	0.861	0.644
BL3	0.439	0.428	0.579	0.833	0.610
BL4	0.420	0.394	0.603	0.877	0.659
BL5	0.401	0.424	0.558	0.808	0.599
BT1	0.430	0.455	0.887	0.653	0.629
BT2	0.361	0.476	0.900	0.619	0.592
BT3	0.316	0.353	0.857	0.556	0.521
CBE10	0.427	0.491	0.451	0.474	0.726
CBE4	0.446	0.459	0.535	0.607	0.774
CBE5	0.396	0.503	0.525	0.527	0.786
CBE6	0.459	0.477	0.514	0.601	0.786
CBE7	0.426	0.529	0.601	0.669	0.811
CBE8	0.495	0.425	0.515	0.617	0.794
CBE9	0.481	0.552	0.464	0.602	0.788

Heterotrait-Monotrait (HTMT) Ratio

Discriminant Validity

	Fornell-Larcker Criterion	Cross Loadings	Heterotrait-Monotrait Ratio (HTMT)			
	BINT	BINV	BL	BT	CBE	
BINT						
BINV	0.743					
BL	0.506	0.569				
BT	0.613	0.593	0.787			
CBE	0.672	0.720	0.750	0.835		

Variance Inflation Factor (VIF)

Collinearity Statistics (VIF)

Outer VIF Values		Inner VI	
	VIF		
BINT1	1.752		
BINT2	1.526		
BINT3	1.641		
BINT4	1.514		
BINV1	1.772		
BINV2	1.917		
BINV3	2.057		
BINV4	1.435		
BL1	2.410	BT3	2.026
BL2	2.621	CBE10	1.899
BL3	2.206	CBE4	2.101
BL4	2.834	CBE5	2.329
BL5	2.110	CBE6	2.132
BT1	2.107	CBE7	2.138
BT2	2.396	CBE8	2.271
		CBE9	2.421

R-Square

R Square

Matrix	R Square	R Square Adjusted
BL	0.526	0.521
BT	0.567	0.565
CBE	0.453	0.448

Q-Square

Construct Crossvalidated Redundancy

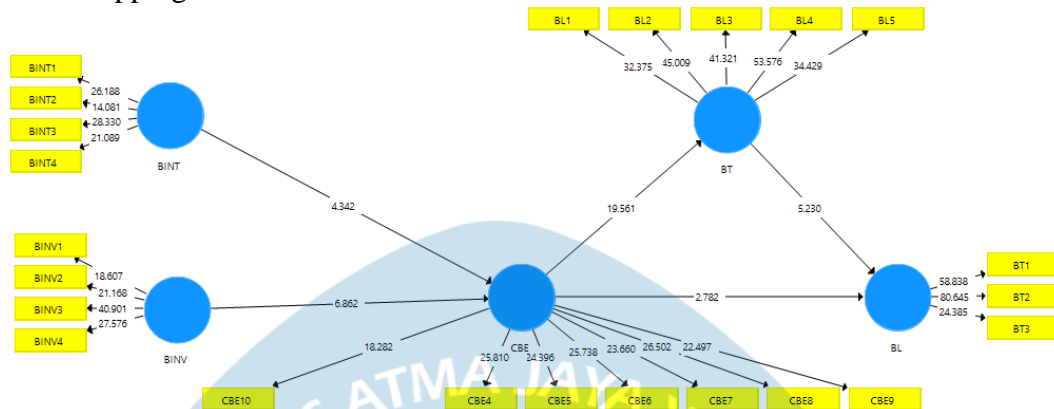
Total	Case1	Case2	Case3	Case4
	SSO	SSE	Q ² (=1-SSE...)	
BINT	832.000	832.000		
BINV	832.000	832.000		
BL	624.000	376.214		0.397
BT	1040.000	620.710		0.403
CBE	1456.000	1062.350		0.270

f-Square

f Square

Matrix	f Square				
	BINT	BINV	BL	BT	CBE
BINT					0.108
BINV					0.231
BL					
BT			0.187		
CBE			0.094	1.310	

Bootstrapping Model



Path Coefficients

Path Coefficients

	Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals		
	Original Sa...	Sample Me...	Standard D...	T Statistics (...)	P Values
BINT -> CBE	0.304	0.301	0.069	4.390	0.000
BINV -> CBE	0.445	0.448	0.066	6.760	0.000
BT -> BL	0.452	0.459	0.087	5.167	0.000
CBE -> BL	0.321	0.321	0.119	2.705	0.007
CBE -> BT	0.753	0.754	0.037	20.542	0.000

Specific Indirect Effects

Specific Indirect Effects

	Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected		
	Original Sa...	Sample Me...	Standard D...	T Statistics (...)	P Values
BINT -> CBE -> BT -> BL	0.104	0.104	0.032	3.232	0.001
CBE -> BT -> BL	0.340	0.343	0.071	4.826	0.000
BINV -> CBE -> BT -> BL	0.151	0.155	0.043	3.516	0.000
BINT -> CBE -> BL	0.098	0.096	0.041	2.383	0.018
BINV -> CBE -> BL	0.143	0.142	0.055	2.586	0.010
BINT -> CBE -> BT	0.229	0.230	0.054	4.254	0.000
BINV -> CBE -> BT	0.335	0.340	0.055	6.100	0.000



**APPENDIX 5:
MAIN REFERENCE JOURNAL ARTICLE**

The role of brand interactivity and involvement in driving social media consumer brand engagement and brand loyalty: the mediating effect of brand trust

Tariq Samarah

Faculty of Business and Economics, Girne American University, Kyrenia, Turkey

Pelin Bayram

Faculty of Economics and Administrative Sciences, European University of Lefke, Lefke, Turkey

Hasan Yousef Aljuhmani

Faculty of Business and Economics, Centre for Management Research, Girne American University, Kyrenia, Turkey, and

Hamzah Elrehail

Leadership and Organizational Development Department, Abu Dhabi School of Management, Abu Dhabi, United Arab Emirates and Faculty of Business and Economics, American University of Cyprus, Nicosia, Cyprus

Abstract

Purpose – This study explores central questions related to the connections between brand interactivity and involvement on brand-related outcomes (brand trust and loyalty) through understanding the role played by customer brand engagement (CBE) through social media platforms.

Design/methodology/approach – Using an online survey, the data for this study were collected from 353 participants who follow Royal Jordanian Airlines on their Facebook page. A cross-sectional research approach was implemented using a partial least squares path modeling approach.

Findings – The study finds that perceived brand interactivity and involvement are positively associated with social media CBE. The authors also find that social media CBE is positively related to brand trust and that brand trust is positively associated with brand loyalty. Consequently, the authors observe that social media CBE is positively related to brand loyalty.

Originality/value – This study investigates the impact of perceived brand interactivity and involvement on social media CBE while accounting for the mediating role of brand trust through which social media CBE influences brand loyalty of airline brands in the Jordanian context. Finally, the findings have noteworthy theoretical and managerial implications.

Keywords Brand interactivity, Involvement, Customer brand engagement, Brand trust, Brand loyalty, Facebook, Social media marketing, Jordan

Paper type Research paper

1. Introduction

Traditional broadcast advertising and one-way mass media communication have been overtaken by the rise of two-way interactivity and developments in the consumer–brand relationship (Wang, 2021). The latter has been propelled forward by industry-wide marketing

The authors would like to thank the anonymous reviewers for their insightful suggestions which improved this work significantly. The authors thank all the study participants for their time devoted in answering the research survey.



tactics implemented through a variety of interactive technology platforms such as Facebook, Instagram and Snapchat (Mukherjee and Banerjee, 2019). Over recent decades, social networking platforms like Facebook have become a common tool for brands to build interaction and raise brand awareness (Kabadayi and Price, 2014). Moreover, Facebook brand pages have emerged as a significant platform for customers to communicate with brands in a direct and immediate manner (Busalim *et al.*, 2021). Thus, the emergent use of social media platforms such as Facebook has prompted scholarly interest in the process of driving customer engagement through consumer–brand interactions (Hinson *et al.*, 2019).

Brands can interact with customers via their own communications as well as through the communications of other consumers. In this new context, achieving consumer engagement is crucial for companies to combat rising consumer resistance to and skepticism toward traditional commercial media. Customer brand engagement (CBE) is defined as a consumer's cognitive, emotional and behavioral activity tied to unique consumer–brand interactions (Brodie *et al.*, 2013). Closer examination of the literature in the area of social media shows that the impact of the brand interactivity and involvement on CBE has rarely been tested. For instance, assessment of the role of brand interactivity within social media is an important as well as relatively new topic for interactive marketing, although understanding of how it influences customer engagement is currently limited (e.g. France *et al.*, 2016; Gligor *et al.*, 2019; Read *et al.*, 2019).

Customer engagement fosters mutually beneficial interactions between customers and service providers, which elevates their brand loyalty through brand trust (Li *et al.*, 2020; So *et al.*, 2016). Brand loyalty is measured by how strongly customers feel connected to a brand and how frequently they make repeated purchases (Liu *et al.*, 2012). Consistently favorable thoughts and expectations about the brand help customers in building a brand trust relationship. Furthermore, trust between customers and brands is essential for the development of brand loyalty, particularly in a social media context (Raji *et al.*, 2019).

The relationship between CBE, antecedents and mediators' outcomes has been widely studied. However, to the best of the authors' knowledge, no previous research has investigated these relationships within the same framework. Accordingly, this study was inspired by the research question of whether perceived brand interactivity and involvement positively affect CBE, which in turn influence brand trust and brand loyalty in the context of social media marketing. To answer this and fill the literature gap, it considers the effects of brand interactivity and involvement on the CBE–brand loyalty relationship in the social media context, with the possible mediation effect of brand trust. To effectively address these research avenues, this paper stipulates a more holistic approach by integrating the unexplored drivers of CBE in the social media pages of brands (i.e. perceived brand interactivity and brand involvement) that are responsible for the development of brand-related outcomes such as brand trust and brand loyalty, through understanding the role played by CBE in social media, particularly Facebook.

The remainder of this paper is structured as follows. The next section addresses a gap in the literature by focusing on two antecedents (perceived brand interactivity and consumer brand involvement) and two outcomes (brand trust and brand loyalty) and their relationships to CBE through social media. The third section describes the research methods and item measurement, followed by the empirical research results. Finally, the paper discusses the results and concludes by summarizing the findings in both theory and practice, reflecting on areas for improvement, and recommending paths for future research.

2. Theoretical framework and hypothesis development

2.1 Customer brand engagement in social media

The basic premises of this study are based on the emergence of social media CBE. To date, scholars have defined CBE in a variety of ways in social media marketing research. Although

in the literature there is “a lack of consensus on what consumer engagement is” (Dessart *et al.*, 2015, p. 28), earlier studies by Brodie *et al.* (2011), Hollebeek (2011) and Hollebeek *et al.* (2014) are considered the main contributors to measuring and conceptualizing CBE. A review of definitions and dimensionality of customer engagement in the marketing literature is provided in Table 1. The general agreement is that CBE is a multi-dimensional construct with brand-related cognitive, emotional and behavioral activity around specific consumer–brand interactions (Brodie *et al.*, 2013; Islam and Rahman, 2016). As such, Hollebeek *et al.* (2014) created a multidimensional approach to CBE in social media, with three main components: cognitive processing, affection and activation dimensions. These three dimensions as a higher-order construct were adopted in this research to measure the concept of customer brand engagement in social media platforms (see e.g. Hinson *et al.*, 2019; Islam *et al.*, 2018).

Extensive efforts have been devoted to examining CBE conceptualization and measurement (Brodie *et al.*, 2011; Hollebeek *et al.*, 2014; Islam and Rahman, 2016); nevertheless, understanding the impact of CBE is still at an early stage (France *et al.*, 2016, p. 120), and thus more investigation is required, given its significant role in strategic brand decisions (Algharabat *et al.*, 2020). Specifically, customer engagement is considered a strategic and powerful tool that positively influences customer loyalty (Bowden, 2009; Brodie *et al.*, 2013), firm performance and value (Verhoef *et al.*, 2010), and firms’ profits and sales revenue (Bijmolt *et al.*, 2010). As such, the concept merits further investigation (Hollebeek *et al.*, 2014; Vander Schee *et al.*, 2020), where “theoretical relationships remain nebulous, as well as debated” (Hollebeek *et al.*, 2019, p. 163). Thus, previous research has not investigated the impact of social media brand interactivity and involvement on CBE dimensions (cognitive

Author(s)/Research type	Concept	Definition	Dimensions
Bowden (2009) Conceptual	Customer engagement	“A psychological process that models the underlying mechanisms by which customer loyalty forms for new customers of a service brand as well as the mechanisms by which loyalty may be maintained for repeat purchase customers of a service brand” (p. 65)	N/A
Brodie <i>et al.</i> (2011) Conceptual	Customer engagement	“A psychological state that occurs by virtue of interactive, cocreative customer experiences with a focal agent/object (e.g. brand) in focal service relationships” (p. 260)	Cognitive Emotional Behavioural
Hollebeek (2011) Conceptual	Customer brand engagement	“The level of an individual customer’s motivational, brand-related and context-dependent state of mind characterised by specific levels of cognitive, emotional and behavioral activity in direct brand interactions” (p. 790)	Cognitive Emotional Behavioral
Brodie <i>et al.</i> (2013) Empirical (qualitative)	Consumer engagement	“A context-dependent, psychological state characterized by fluctuating intensity levels that occur within dynamic, iterative engagement processes” (p. 107)	Cognitive Emotional Behavioral
Hollebeek <i>et al.</i> (2014) Empirical (qualitative and quantitative)	Consumer brand engagement in social media	“A consumer’s positively-valenced brand-related cognitive, emotional and behavioral activity during or related to focal consumer/brand interactions” (p. 154)	Cognitive Affection Activation

Table 1.
Definitions and dimensionality of customer engagement in the marketing literature

processing, affection and activation) over social media platforms. Further empirical research is needed to strengthen the theoretical framework underpinning CBE, focusing on how the two forms of customer–brand interaction, namely brand interactivity and involvement, drive CBE in social media and brand-related outcomes such as brand trust and brand loyalty (Gligor *et al.*, 2019; Harrigan *et al.*, 2018; Hollebeek *et al.*, 2014). Each of these is discussed next, leading to the development of our hypotheses.

2.2 Brand interactivity and customer brand engagement in social media

Perceived brand interactivity is a relatively new concept and has been regarded as an important antecedent to customer engagement (France *et al.*, 2016; Gligor and Bozkurt, 2021). Companies can use the interactive nature of social media to strengthen their relationships with customers, resulting in a higher level of customer engagement (Gligor *et al.*, 2019). Perceived brand interactivity is defined as “being dependent on the user’s perception of taking part in a two-way communication with a mediated persona” (Labrecque, 2014, p. 136). According to this conceptualization, we investigate perceived brand interactivity in terms of both response speed and message type (Labrecque, 2014). Thus, the concept of brand interactivity is relatively novel and deals with the consumers’ perception regarding the willingness and true desire of the brand to interact with them (France *et al.*, 2016). The way in which perceived brand interactivity influences CBE over social media platforms remains unclear, with little empirical evidence (Gligor *et al.*, 2019; Read *et al.*, 2019).

Perceived brand interactivity has been investigated with a number of customer–brand consequences, such as brand attitude, brand experience, purchase intention and brand engagement (Gligor and Bozkurt, 2021; Read *et al.*, 2019). Prior research established the relationship between perceived brand interactivity and customer engagement (France *et al.*, 2016). For example, France *et al.* (2016) found that perceived brand interactivity is positively related to customer engagement. The few studies reported in the literature lack the investigation of perceived brand interactivity on the three dimensions of social media CBE (cognitive processing, affection and activation) conceptualized by Hollebeek *et al.* (2014), focusing mainly on psychological aspects of CBE (France *et al.*, 2016; Gligor *et al.*, 2019) and hence failing to examine the impact of the behavioral aspect of the construct (Gligor and Bozkurt, 2021). Consequently, the limited number of studies and the lack of a comprehensive way of defining and conceptualizing CBE have led to this research. Thus, along with the findings of France *et al.* (2016) and Gligor *et al.* (2019), we argue that perceived brand interactivity leads customers to display a higher level of CBE in social media. To this end, the research reported here stipulates a relationship between social media brand interactivity and CBE (cognitive processing, affection and activation). Accordingly, the following hypothesis is postulated:

H1. Perceived brand interactivity positively influences customer brand engagement in social media.

2.3 Brand involvement and customer brand engagement in social media

Brand involvement has garnered enormous amounts of attention over recent decades, from both practitioners and academics, partly because of its potential influence on customer engagement (France *et al.*, 2016; Hollebeek *et al.*, 2014; So *et al.*, 2014). In line with France *et al.*’s (2016) conceptualization, involvement can be defined as the “person’s perceived relevance of the object based on inherent needs, values, and interests” (Zaichkowsky, 1985, p. 342). Although brand involvement has been compared in the literature to customer engagement, the two constructs are distinct (Harrigan *et al.*, 2017, 2018): involvement is typically restricted

to a cognitive facet, while engagement encompasses cognitive, emotional and behavioral aspects (Hollebeek, 2011; So *et al.*, 2014).

Despite the agreement that brand involvement is widely considered as an influential antecedent of customer engagement, where customers have a level of personal relevance and interest in a brand before a specific engagement behavior (e.g. Gligor *et al.*, 2019; Harrigan *et al.*, 2018; Hollebeek *et al.*, 2014; So *et al.*, 2014), there is little consensus as to the true composition of the engagement concept and how it should be measured (Obilo *et al.*, 2021). Also, more research is required to identify the applicability of consumer brand engagement with the related nomological networks (i.e. involvement) that have been proposed in the engagement literature. For example, Harrigan *et al.* (2018) and Hollebeek *et al.* (2014) found that brand involvement is positively related to the three dimensions of CBE (cognitive processing, affection and activation). As such, we will re-examine the posited conceptual relationships between brand involvement using France *et al.*'s (2016) conceptualization and the higher-order construct of CBE in social media, including cognitive processing, affection and activation (shown in Figure 1) conceptualized by Hollebeek *et al.* (2014) to examine whether brand involvement is a factor that must be present for overall customer engagement in social media to occur. As such, we argue that social media brand involvement leads customers to show a high level of CBE (Algharabat *et al.*, 2020; Harrigan *et al.*, 2018; Hollebeek *et al.*, 2014; Leckie *et al.*, 2016). Thus, the following hypothesis is presented:

H2. Brand involvement positively influences customer brand engagement in social media.

2.4 Customer brand engagement and brand trust in social media

Brand trust is defined as “the willingness of the average consumer to rely on the ability of the brand to perform its stated function” (Chaudhuri and Holbrook, 2001, p. 82). According to Halaszovich and Nel (2017, p. 125), trust is the most critical variable that influences outcomes at different points in the buyer–seller relationship, serving as a “potent glue that holds buyer–seller relationships together”. However, brand trust is necessary for a relationship to progress from a positive transactional orientation toward brand-to-brand engagement (Halaszovich and Nel, 2017). The role of brand trust is more salient in situations of uncertainty, fear of opportunism or information asymmetry (Laroche *et al.*, 2012). While previous studies have discussed how CBE dimensions could be predicted by the role of brand trust (e.g. Brodie *et al.*, 2011; Gligor *et al.*, 2019; Hinson *et al.*, 2019), others have proposed brand relationship factors (e.g. commitment, trust and satisfaction) as an important outcome of customer engagement (e.g. Brodie *et al.*, 2013; Dessart, 2017; Hollebeek, 2011; So *et al.*, 2014). For example, in a study of online brand communities, Laroche *et al.* (2012) found that engagement with brand communities is not associated with brand trust. It should be noted that previous research did

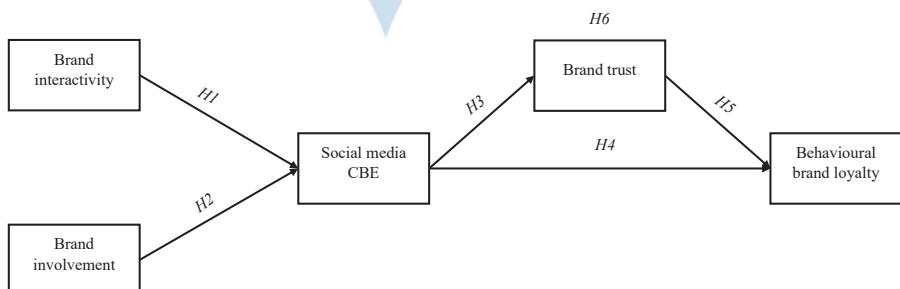


Figure 1.
Conceptual
research model

not investigate the impact of CBE on brand trust over social media platforms. Following this line of argument, we argue that social media CBE will positively affect brand trust. Thus, we propose the following hypothesis:

H3. Customer brand engagement positively influences brand trust in social media.

2.5 Customer brand engagement and behavioral brand loyalty in social media

Studies have found that CBE enhances performance variables, such as positive word of mouth, retention of members and loyalty through the co-creation of consumer value (Bowden, 2009; Brodie *et al.*, 2013; Verhoef *et al.*, 2010). Brand loyalty refers to the degree of attachment a customer has for a particular brand (Liu *et al.*, 2012, p. 924) and is considered in the marketing literature as one of the most important outcomes (He *et al.*, 2012). Mostly, brand loyalty is conceptualized either as behavioral loyalty or attitudinal loyalty (Chaudhuri and Holbrook, 2001). Following previous studies (e.g. Islam *et al.*, 2018; Kumar and Nayak, 2019), we focus on the behavioral aspects of brand loyalty. Behavioral brand loyalty, as operationalized by Zeithaml *et al.* (1996), measures a customer's intention to say positive things about a brand, to recommend a brand generally and to friends, and to purchase this brand in the near future. Recently, Harrigan *et al.* (2017) concluded that customer engagement leads to an enhanced level of behavioral intentions of loyalty toward a tourism social media brand.

Consequently, the social media marketing literature suggests that a number of marketing studies have theoretically discussed how behavioral brand loyalty could be predicted by the role of CBE dimensions (Bowden, 2009; Brodie *et al.*, 2011; Hollebeek, 2011), while empirical validation of this relationship remains unclear and more research is needed (Fernandes and Moreira, 2019; Islam *et al.*, 2018). Previous research empirically highlights that customer engagement promotes the development of behavioral brand loyalty (Harrigan *et al.*, 2017; Kumar and Nayak, 2019). However, this relationship has not been explored in the context of social media marketing. Therefore, to address this void in the social media marketing literature, we propose the following hypothesis:

H4. Customer brand engagement positively influences behavioral brand loyalty in social media.

2.6 The mediating effect of brand trust

Brand trust plays a vital role in enhancing purchase intention over the Internet (Corbitt *et al.*, 2003) and is positively related to customer experience and satisfaction (Urban *et al.*, 2000). Thus, a great deal of research supports the positive effect of brand trust on brand loyalty in both online and offline contexts (e.g. Chaudhuri and Holbrook, 2001; He *et al.*, 2012; Laroche *et al.*, 2012). Trust is essential in building strong relationships between consumers and brands (Urban *et al.*, 2000). While brand trust is one of the most important antecedents of brand loyalty (He *et al.*, 2012), customer engagement is an important driver of brand trust (Brodie *et al.*, 2013; Hollebeek, 2011) and brand loyalty (Bowden, 2009). Furthermore, the positive relationship between brand trust and brand loyalty in social media-based brand communities is supported by Laroche *et al.* (2012). Moreover, studies indicate that trust mediates the relationship between customer engagement and brand loyalty (Li *et al.*, 2020). Dessart (2017) and Hollebeek (2011) indicate that trust is an important factor in explaining the relationship between engagement and loyalty. However, in the social media CBE literature, there is little emphasis on this relationship, so we hypothesize the following:

H5. Brand trust positively influences brand loyalty in social media.

H6. Brand trust mediates the positive influence of customer brand engagement on brand loyalty in social media.

3. Methodology

3.1 Sampling and data collection procedures

This study employed a quantitative cross-sectional approach to address our research questions; we sought to collect data from a total of 1,000 Jordanian consumers who follow Royal Jordanian Airlines on Facebook, using an online survey employing a questionnaire. Social media platforms are actively used by airline companies (Gómez *et al.*, 2019) and thus are considered as an appropriate industry for investigating CBE (Dijkmans *et al.*, 2015). Royal Jordanian is considered a leader in the commercial use of social media (Royal Jordanian, 2017), with more than 615,000 Facebook followers in 2020. We decided that its advantages justified using non-probability convenience sampling (Roberts, 2014) in testing the proposed hypothesized model. This sampling approach is widely used in social media CBE research with Facebook (e.g. Algharabat *et al.*, 2020; Halaszovich and Nel, 2017; Hollebeek *et al.*, 2014). We targeted 1,000 respondents who were already following the Royal Jordanian Facebook page and asked them to complete the questionnaire based on their general perception of interacting and dealing with this page over the past year. An initial sample of 384 participants returned the online survey; 31 were excluded because they did not fully complete the survey. The remaining 353 responses (response rate = 35.3%) were used in our analysis.

By gender, 60.9% of respondents were male; most were relatively young, with over half (54.1%) aged 17–24 and nearly a third (32.3%) in the 25–29 age group. Most respondents had undergraduate degrees (61.5%) or a high school or diploma level of education (23.8%), with 14.7% having a postgraduate degree. Nearly three-quarters indicated that they were not married (74.5%). The length of time of their relationship with the Royal Jordanian Airlines Facebook pages varied as follows: less than one year (24.9%), between one and two years (35.4%), between three and four years (20.4%), between five and six years (9.1%), and over seven years (10.2%).

3.2 Measurements

The online questionnaire was developed in English and translated into Arabic; to ensure the accuracy of the translation (Brislin, 1986), it was back translated by second parties from Arabic into English and the two versions compared. The participants were invited to respond to each item considering various aspects of the drivers and consequences of CBE. The original sources of the main scale items are presented in Table 2.

The operationalization of our scales was based on existing related research, with items measured on seven-point Likert scales, anchored by 1 (“strongly disagree”) to 7 (“strongly agree”). To measure brand interactivity (two-way communication), we adopted the four items proposed by Labrecque (2014); brand involvement was measured by five items adopted from France *et al.* (2016). To operationalize CBE in social media, we distinguished between three dimensions (cognitive processing, affection and activation) and used the 10 items proposed by Hollebeek *et al.* (2014). These three dimensions were averaged to capture the scale of CBE. We measured the mediating effect of brand trust by using a three-item scale adapted from Chaudhuri and Holbrook (2001) and Laroche *et al.* (2012). Finally, a scale to measure behavioral aspects of brand loyalty, composed of four items, was adopted from Zeithaml *et al.* (1996) and Harrigan *et al.* (2017).

4. Data analysis and results

We use the partial least squares-structural equation modeling (PLS-SEM) approach to examine the hypothesized constructs for two reasons. First, we wanted our analysis to benefit from the robust ability of SEM to simultaneously examine and isolate significant paths in complex models (Barclay *et al.*, 1995); second, this approach is increasingly being embraced in

Construct/Indicators	Outer loadings (<i>t</i> -values)	VIF	Mean	Standard deviation	Cronbach's α	CR	AVE
<i>Social media brand involvement (INV)</i>					0.902	0.924	0.710
INV1: This brand means a lot to me	0.741 (11.271)	2.118	5.303	1.174			
INV2: This brand is significant to me	0.837 (27.301)	2.673	5.411	1.225			
INV3: For me personally, this brand is important	0.887 (42.566)	3.117	5.567	1.244			
INV4: I am interested in this brand	0.876 (56.598)	2.496	5.830	1.188			
INV5: I am involved with this brand	0.863 (53.685)	2.156	5.465	1.190			
<i>Social media brand interactivity (INT)</i>					0.850	0.898	0.689
INT1: The brand listens to what I have to say	0.856 (53.054)	2.036	5.074	1.171			
INT2: The brand allows me to communicate directly with it	0.824 (37.980)	2.005	5.190	1.291			
INT3: The brand would respond to me quickly and efficiently	0.838 (37.803)	1.917	5.201	1.283			
INT4: The brand will talk back to me if I post a message	0.800 (28.065)	1.729	5.300	1.157			
<i>Brand loyalty (BL)</i>					0.893	0.926	0.757
BL1: I would say positive things about this brand to other people	0.879 (56.366)	2.689	5.487	1.032			
BL2: I would recommend this brand to someone who seeks my advice	0.855 (35.903)	2.226	5.382	1.121			
BL3: I would encourage friends and relatives to do business with this brand	0.860 (40.540)	2.331	5.428	1.068			
BL4: I would do more business with this brand in the next few years	0.887 (64.748)	2.555	5.365	1.067			
<i>Brand trust (BT)</i>					0.826	0.895	0.740
BT1: This brand gives me everything that I expect out of the product	0.903 (70.979)	2.173	5.249	1.253			
BT2: I rely on this brand	0.885 (62.761)	2.022	5.252	1.249			
BT3: This brand never disappoints me	0.789 (17.898)	1.654	5.170	1.255			
<i>Social media customer brand engagement (CBE)</i>					0.914	0.929	0.567
<i>CBE cognitive processing (COG)</i>					0.822	0.894	0.738
COG1: Using this brand gets me to think about it	0.654 (41.615)	1.700	4.822	1.316			
COG2: I think about this brand a lot when I'm using it	0.685 (59.068)	2.216	4.581	1.481			

Table 2.
Scale's measurement, reliability and validity
(continued)

Construct/Indicators	Outer loadings (t-values)	VIF	Mean	Standard deviation	Cronbach's α	CR	AVE
COG3: Using this brand stimulates my interest to learn more about it <i>CBE affection (AFF)</i>	0.733 (70.847)	1.874	4.822	1.516	0.881	0.918	0.736
AFF1: I feel very positive when I use this brand	0.766 (48.909)	2.133	5.017	1.188			
AFF2: Using this brand makes me happy	0.826 (65.240)	2.417	5.037	1.380	0.850	0.909	0.769
AFF3: I feel good when I use this brand	0.764 (43.250)	2.348	5.000	1.346			
AFF4: I'm proud to use this brand	0.743 (45.852)	2.252	5.235	1.303			
ACT1: I spend a lot of time using this brand, compared to other brands <i>CBE activation (ACT)</i>	0.792 (58.063)	1.966	4.941	1.306			
ACT2: Whenever I'm using airline services, I usually use this brand	0.746 (63.259)	2.442	4.771	1.282			
ACT3: I use this brand the most	0.804 (54.956)	2.017	4.841	1.316			

Table 2.

Note(s): Variance inflation factor (VIF), Composite reliability (CR), Average variance extracted (AVE)

marketing research (Hair *et al.*, 2012). To conduct the analysis, we relied on the computational rigor of the SmartPLS 3.0 software package (Ringle *et al.*, 2015).

4.1 Construct validities

Table 2 presents a summary of the mean and standard deviation of each variable with all their items in the current study. Psychometric properties of the variables were examined using PLS-SEM. The reliability of the scale was assessed to determine its degree of internal consistency. Table 2 also shows composite reliability (CR), with all values higher than the threshold of 0.60 (Bagozzi and Yi, 1988); average variance extracted (AVE), all variables meeting the required threshold of 0.50 (Fornell and Larcker, 1981); and Cronbach's α greater than 0.70 indicating reliability (Nunnally, 1978). Therefore, convergent validity is established. Table 2 shows the outer loadings for each construct, confirming the evidence for a satisfactory degree of internal consistency (Dijkstra and Henseler, 2015). Further, we reviewed the variance inflation factors (VIFs) and found no evidence of multicollinearity.

Discriminant validity was evaluated using Fornell-Larcker's (1981) criteria; the Heterotrait-Monotrait ratio (HTMT) shown in Table 3 indicates that extracted variance achieved higher values than the constructs' squared correlations. Finally, Table 3 confirms that the HTMT values between the constructs are all below the 0.85 thresholds, confirming discriminant validity (Henseler *et al.*, 2015). That is, the constructs in this research have good convergent and discriminant validity.

4.2 Common method variance

After ensuring convergent and discriminant validity, it is important to analyze the potential impact of common method variance (CMV); this can occur when all the independent and

dependent constructs are measured by a single questionnaire from the same respondent (Podsakoff *et al.*, 2003). For this reason, we performed Harman’s single factor test (Harman, 1976), which is indicative of CMV (Podsakoff *et al.*, 2003); all indicators were factored by being entered into an unrotated exploratory factor analysis of all the eight study factors with all their items. The results show that the eigenvalue of a single factor is greater than 1, while the total variance explained for the first factor, 36.52%, is less than the indicative 50%. Therefore, we can conclude that CMV should not be a serious concern in this research.

4.3 Test of hypotheses

The PLS-SEM estimation indicated that the model has good explanatory power; it explains 18.4%, 24.4% and 58.8% of the variance in social media CBE, brand trust and brand loyalty, respectively. Table 4 presents the proposed model’s estimated standardized path coefficients and *t*-values for the main and indirect effect. We first hypothesized that perceived brand interactivity is positively related to CBE in social media. As the results show, brand interactivity is positively and significantly associated with social media CBE ($\beta = 0.304$, $p < 0.001$), thereby supporting H1. Similarly, there is a positive direct effect of brand involvement on social media CBE ($\beta = 0.192$, $p < 0.001$), supporting H2. We observe that social media CBE is positively related to brand trust ($\beta = 0.199$, $p < 0.01$), supporting H3. We also find a positive and significant relationship between social media CBE and brand loyalty ($\beta = 0.423$, $p < 0.001$), in support of H4. Finally, we find that brand trust is positively associated with brand loyalty in social media ($\beta = 0.395$, $p < 0.001$), supporting H5.

4.4 Mediating effect of brand trust

Next, we analyze our mediation hypothesis. To test for mediation, we used Baron and Kenny’s (1986) four-step approach, with brand trust acting as mediator. The mediating effect

Factors	1	2	3	4	5
1. Brand loyalty	0.870	<i>0.564</i>	<i>0.473</i>	<i>0.586</i>	<i>0.747</i>
2. Brand trust	0.492	0.860	<i>0.215</i>	<i>0.554</i>	<i>0.428</i>
3. Social media customer brand engagement	0.433	0.199	0.753	<i>0.441</i>	<i>0.333</i>
4. Brand interactivity	0.511	0.471	0.395	0.830	<i>0.533</i>
5. Brand involvement	0.676	0.380	0.335	0.470	0.842

Note(s): Diagonals (in bold and italic) represent the square-root of AVE, while the lower triangular represents the shared variance (the squared correlations), and the upper triangular (in italic) represents the HTMT correlation values

Table 3. Discriminant validity of measures

Hypothesized direct paths	Standardized estimates	<i>t</i> -values	<i>p</i> -values	Decision
H1: Brand interactivity → social media CBE	0.304	5.241	0.000***	Supported
H2: Brand involvement → social media CBE	0.192	3.799	0.000***	Supported
H3: Social media CBE → brand trust	0.199	3.298	0.001**	Supported
H4: Social media CBE → brand loyalty	0.348	9.152	0.000***	Supported
H5: Brand trust → brand loyalty	0.423	9.922	0.000***	Supported
H6: Social media CBE → (brand trust) → brand loyalty	0.084	3.155	0.002**	Supported

Note(s): Customer brand engagement (CBE). Absolute values are applied to standardized path coefficients, **Statistically significant at $p < 0.010$, ***Statistically significant at $p < 0.001$. In this table, the mediator effect is represented in parenthesis

Table 4. Hypotheses testing result of the direct and indirect effect

of brand trust was assessed using a bias-corrected bootstrapping percentile method based on 2,000 bootstrap samples at 95% confidence intervals to determine the significance of indirect effects. To test for H6, we obtained the indirect effect of social media CBE on brand loyalty based on the bias-corrected bootstrapping (a bootstrap sample of 2,000 was employed). The results in Table 4 validating the mediation effect of brand trust indicate that the indirect effect of social media CBE is positively and significantly related to brand loyalty via brand trust ($\beta = 0.084, p < 0.01$), which supports H6. Thus, the indirect effect of CBE on brand loyalty through brand trust does not include zero in-between the values that specify mediation (LBCI = 0.032; UBCI = 0.136). Taken together, these results suggest the presence of the mediation effect of brand trust through which social media CBE influences brand loyalty.

5. Discussion and conclusion

The present research developed and tested an integrated model that examined the effects of perceived social media brand interactivity and involvement on brand-related outcomes (brand trust and brand loyalty) through understanding the role played by CBE in social media, with a focus on consumers who follow Royal Jordanian Airlines on their Facebook page. Using the PLS-SEM approach, our findings supported the hypothesized relationships. Our empirical study suggested that, as was expected, perceived brand interactivity and involvement directly impact social media CBE. Additionally, we found that social media CBE is strongly related to brand trust and the behavioral aspect of brand loyalty. Consequently, we observe that brand trust is positively associated with brand loyalty. The results indicate that brand trust also plays a crucial mediating role in social media airline marketing. Thus, this research fills an existing gap in the area of social media CBE and its role in the airline industry by focusing on an airline's followers on Facebook (Dijkmans *et al.*, 2015; Gómez *et al.*, 2019; So *et al.*, 2014). The present study was conducted in the Jordanian context and contributes to the general understanding of social media CBE (Dessart *et al.*, 2015; Hollebeek *et al.*, 2014, 2019; Islam and Rahman, 2016; Obilo *et al.*, 2021; So *et al.*, 2014; Vander Schee *et al.*, 2020) by analyzing the role of social media brand interactivity and involvement (France *et al.*, 2016; Gligor *et al.*, 2019; Harrigan *et al.*, 2018; Read *et al.*, 2019) and important brand-related outcomes such as brand trust and loyalty (Chaudhuri and Holbrook, 2001; Dessart, 2017; Hollebeek, 2011; Laroche *et al.*, 2012; Urban *et al.*, 2000). Consequently, the study has the following theoretical and practical implications.

5.1 Theoretical implications

First, we sought to examine the relationship between perceived social media brand interactivity and CBE. Specifically, this perceived brand interactivity promotes the notion that the brand appreciates the time and effort customers put into the exchange process. Given the interactive nature between social media platforms and customers, as two-way communication, it is necessary to understand how perceived social media brand interactivity affects the various aspects of CBE (Gligor *et al.*, 2019). For example, more studies have focused on the affective and cognitive facets of CBE rather than its behavioral aspects (e.g. France *et al.*, 2016; Gligor *et al.*, 2019). While these studies shed some light on the interactivity–engagement relationship in both online and offline contexts, their conceptualization of CBE does not fully capture the behavioral aspect of the construct (Gligor and Bozkurt, 2021). The inclusion of behavioral aspects as customer activities that constitute engagement is crucial to further validate the CBE scale (Hollebeek *et al.*, 2014). In this regard, our results reveal that perceived brand interactivity is positively related to CBE in social media. These findings are in line with previous studies (France *et al.*, 2016; Gligor *et al.*, 2019; Read *et al.*, 2019). More specifically, the results of this study indicate that customers are more willing to engage with a brand on social media when they perceive it to be highly interactive.

Meanwhile, the positive effect of social media brand involvement on CBE received support in line with prior studies which assert that consumers with a high level of involvement show a heightened level of engagement (France *et al.*, 2016; Harrigan *et al.*, 2018; Leckie *et al.*, 2016), although in a different context. Our results suggest that customers who follow an airline's Facebook page perceive social media brand engagement as highly relevant and valuable as a result of social media brand involvement. By placing and testing the CBE model as conceptualized by Hollebeek *et al.*'s (2014) nomological framework, we emphasize the interdependence. That is, we assessed the impact of perceived brand involvement on social media CBE when the interdependencies among the elements of the CBE model are considered in their entirety as a three-dimensional construct, comprising cognitive, emotional and behavioral components. There is considerable support for the belief that brand involvement is positively related to the three individual dimensions of CBE (e.g. Algharabat *et al.*, 2020; Harrigan *et al.*, 2018; Hollebeek *et al.*, 2014; Leckie *et al.*, 2016), there is a dearth of research on how brand involvement contributes to general customer engagement in social media. For example, Harrigan *et al.* (2018) and Hollebeek *et al.* (2014) demonstrate that brand involvement is positively related to the three elements of CBE: cognitive, affective and activation. Our results suggest that highly involved customers feel that the Facebook page of the airline company brand reflects their personal attitudes and values and thus positively enhances their engagement level with those brands over social media.

Second, the results contribute to the brand engagement literature by validating the influence of CBE on two crucial brand-related outcomes (brand trust and brand loyalty) using the airline's social media page. As such, we have validated the three dimensions of CBE on brand trust proposed by Laroche *et al.* (2012) in the context of airline social media marketing. We observe that the strength of the relationship between customer and brand (i.e. CBE) results from brand trust, which is in line with previous research (Hollebeek, 2011; So *et al.*, 2014), although in a different context. Additionally, our results confirm that social media CBE is positively related to the behavioral aspect of brand loyalty. This is a relationship proposed by many other researchers (Hollebeek, 2011), although empirical validation of this relationship remained unclear and more research was needed (Islam *et al.*, 2018). Thus, while the relationship between CBE and brand loyalty was claimed extensively in the literature, research has been predominantly conceptual and has still not provided robust evidence regarding how these variables relate to each other (Fernandes and Moreira, 2019). The few empirical studies lack generalizability (Dessart, 2017; Hollebeek *et al.*, 2014) and hence fail to investigate the behavioral aspect of brand loyalty (Kumar and Nayak, 2019). For example, Leckie *et al.* (2016) examined the impact of the three dimensions of CBE on attitudinal brand loyalty. Our findings also build on Harrigan *et al.*'s (2017) parallel work on the effects of customer engagement on brand loyalty, which did not explicitly consider the role of social media CBE developed by Hollebeek *et al.* (2014).

The third theoretical contribution involves our examination of the impact of brand trust on brand loyalty. We find that higher levels of brand trust increased behavioral brand loyalty over social media platforms. Additionally, the relationship between brand trust and brand loyalty has been evidenced in past studies, as brand trust contributes to brand loyalty (Chaudhuri and Holbrook, 2001; Urban *et al.*, 2000). Although these paths have not been documented in the social media CBE literature, they have been investigated in other contexts. It is useful to acknowledge the role of brand trust in strengthening the behavioral aspect of brand loyalty (He *et al.*, 2012; Laroche *et al.*, 2012).

Fourth, this study contributes to the CBE literature in a social media context by providing a comprehensive understanding of the vitality of brand trust as an intervening mechanism through which social media CBE influences brand loyalty as an additional path to those already established, enabling marketers to build strong relationships between customers and brands. Our research lends strong evidence of the vitality of brand trust as a mediator

between social media CBE and brand loyalty, thereby extending knowledge about the social media CBE model proposed by Hollebeek *et al.* (2014), differing from prior research that investigated the direct relationship between CBE, brand trust and brand loyalty (e.g. So *et al.*, 2016). Previous studies have demonstrated that customer engagement boosts brand loyalty through brand trust in online brand communities (Brodie *et al.*, 2013; Laroche *et al.*, 2012; Li *et al.*, 2020). This line of thinking suggests a theoretical connection of brand trust in the conceptually direct linkage between customer engagement and brand loyalty (Brodie *et al.*, 2011), thus substantiating the theoretical underpinnings of social media CBE.

Finally, this study was conducted in a developing country (Jordan) due to the different values and characteristics compared to the more researched contexts of developed countries (Algharabat *et al.*, 2020), which supports the generalizability of the social media CBE by providing evidence from a different cultural background context.

5.2 Practical implications

By addressing the main antecedents of social media CBE and their consequences for brand trust and loyalty. First, both brand interactivity and involvement based on social media exhibited have statistically significant effects on CBE. Customers who interact directly with airline brands over social media platforms have a highly relevant influence on CBE. Two-way communication on the airline's Facebook page could encourage customers to offer feedback when they perceive that the airline brand is highly interactive and effectively responds to their specific requirements. In addition, the perceived social media brand involvement is important in stimulating customers' cognitive processing, affection and activation (i.e. CBE) in the social media marketing environment, where involvement plays a vital role in the customer-brand relationship. Accordingly, marketing managers may use this finding to develop customer-brand relationships to drive the involvement of existing and potential consumers. To do so, the airline's Facebook page content should be designed based on the customer interests, values and needs that motivate a customer to engage with the brand over social media platforms. Thus, we suggest that if airline companies improve brand involvement by creating what is important according to the customer demands, this would enhance customer engagement level with airline companies' Facebook pages.

Second, our findings indicate that if airline marketing managers wish to increase and enhance their Facebook page brand loyalty, they must promote the development of customer engagement on their social media brand. This implies that marketers could increase brand loyalty over social media platforms by creating a close relationship between customers and brands. Social media is the ideal channel through which to increase the customer's level of cognitive processing, affection and activation (i.e. CBE) with a brand. Importantly, by increasing the level of CBE process that leads to more measurable outcomes such as brand trust, airlines companies will attract more loyal consumers over the social media platforms.

Finally, the study confirms the mediating effect of brand trust through which social media CBE influences the behavioral aspect of brand loyalty, which may provide fertile ground for airline managers to redesign their engagement strategies and tactics. Our findings suggest that the behavioral aspect of brand loyalty can be easily achieved when the CBE goes through the process of faithfully building brand trust. Instilling confidence and trust in customers is a way of building a strong relationship between customers and brands, also driving customers to engage with airline brands on Facebook pages. For example, marketing managers in the airline industry should provide the promised services to customers (Agustin and Singh, 2005).

5.3 Limitations and directions for future research

Although this study made several theoretical and practical contributions to the body of literature on social media CBE research, there are several limitations that should be

acknowledged. First, as our hypotheses were tested using a convenience sample of consumers who follow Royal Jordanian Airlines on Facebook, our results are generalizable with some limitation to the context of social media platforms particularly Facebook users within the airline context. Second, we also looked only at customers who follow the Royal Jordanian Facebook page and did not take into account other social media platforms such as Instagram and Twitter. We call for future research to validate the study research model by examining these platforms to increase the generalizability of our findings. Third, the study investigates the role of social media CBE based on Hollebeek *et al.*'s (2014) work. So *et al.*'s (2014) customer engagement scale, as adapted by previous studies (e.g. Gómez *et al.*, 2019; Harrigan *et al.*, 2017), could be used and compared with the Hollebeek scale in terms of predictive and explanatory power (Harrigan *et al.*, 2018). Further studies might also provide further insights into the nature of the relationship between social media CBE and brand-related outcomes, using a different context such as hotels and mobile phone service providers. Another stream of future research may consider the cultural factors that may impact the results. Finally, a longitudinal study is needed to improve the generalization of results.

References

- Agustin, C. and Singh, J. (2005), "Curvilinear effects of consumer loyalty determinants in relational exchanges", *Journal of Marketing Research*, SAGE Publications, Vol. 42 No. 1, pp. 96-108.
- Algharabat, R., Rana, N.P., Alalwan, A.A., Baabdullah, A. and Gupta, A. (2020), "Investigating the antecedents of customer brand engagement and consumer-based brand equity in social media", *Journal of Retailing and Consumer Services*, Vol. 53, p. 101767.
- Bagozzi, R.P. and Yi, Y. (1988), "On the evaluation of structural equation models", *Journal of the Academy of Marketing Science*, Vol. 16 No. 1, pp. 74-94.
- Barclay, D., Higgins, C. and Thompson, R. (1995), "The partial least squares (PLS) approach to casual modeling: personal computer adoption and use as an illustration", *Technology Studies*, Vol. 2 No. 2, pp. 285-309.
- Baron, R.M. and Kenny, D.A. (1986), "The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations", *Journal of Personality and Social Psychology*, Vol. 51 No. 6, pp. 1173-1182.
- Bijmolt, T.H.A., Leeflang, P.S.H., Block, F., Eisenbeiss, M., Hardie, B.G.S., Lemmens, A. and Saffert, P. (2010), "Analytics for customer engagement", *Journal of Service Research*, SAGE Publications, Vol. 13 No. 3, pp. 341-356.
- Bowden, J.L.H. (2009), "The process of customer engagement: a conceptual framework", *Journal of Marketing Theory and Practice*, Vol. 17 No. 1, pp. 63-74.
- Brislin, R.W. (1986), "The wording and translation of research instruments", *Field Methods in Cross-Cultural Research*, Sage Publications, Thousand Oaks, CA, pp. 137-164.
- Brodie, R.J., Hollebeek, L.D., Jurić, B. and Ilić, A. (2011), "Customer engagement: conceptual domain, fundamental propositions, and implications for research", *Journal of Service Research*, Vol. 14 No. 3, pp. 252-271.
- Brodie, R.J., Ilic, A., Juric, B. and Hollebeek, L. (2013), "Consumer engagement in a virtual brand community: an exploratory analysis", *Journal of Business Research*, Vol. 66 No. 1, pp. 105-114.
- Busalim, A.H., Ghabban, F. and Hussin, A.R.C. (2021), "Customer engagement behaviour on social commerce platforms: an empirical study", *Technology in Society*, Vol. 64, p. 101437.
- Chaudhuri, A. and Holbrook, M.B. (2001), "The chain of effects from brand trust and brand affect to brand performance: the role of brand loyalty", *Journal of Marketing*, Vol. 65 No. 2, pp. 81-93.
- Corbitt, B.J., Thanasankit, T. and Yi, H. (2003), "Trust and e-commerce: a study of consumer perceptions", *Electronic Commerce Research and Applications*, Vol. 2 No. 3, pp. 203-215.

- Dessart, L. (2017), "Social media engagement: a model of antecedents and relational outcomes", *Journal of Marketing Management*, Routledge, Vol. 33 Nos 5-6, pp. 375-399.
- Dessart, L., Veloutsou, C. and Morgan-Thomas, A. (2015), "Consumer engagement in online brand communities: a social media perspective", *Journal of Product and Brand Management*, Vol. 24 No. 1, pp. 28-42.
- Dijkmans, C., Kerkhof, P. and Beukeboom, C.J. (2015), "A stage to engage: social media use and corporate reputation", *Tourism Management*, Vol. 47, pp. 58-67.
- Dijkstra, T.K. and Henseler, J. (2015), "Consistent partial least squares path modeling", *MIS Quarterly*, Management Information Systems Research Center, University of Minnesota, Vol. 39 No. 2, pp. 297-316.
- Fernandes, T. and Moreira, M. (2019), "Consumer brand engagement, satisfaction and brand loyalty: a comparative study between functional and emotional brand relationships", *Journal of Product and Brand Management*, Vol. 28 No. 2, pp. 274-286.
- Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50.
- France, C., Merrilees, B. and Miller, D. (2016), "An integrated model of customer-brand engagement: drivers and consequences", *Journal of Brand Management*, Vol. 23 No. 2, pp. 119-136.
- Gligor, D. and Bozkurt, S. (2021), "The impact of perceived brand interactivity on customer purchases. The mediating role of perceived brand fairness and the moderating role of brand involvement", *Journal of Product and Brand Management*, Vol. ahead-of-print No. ahead-of-print, doi: [10.1108/JPBM-12-2019-2692](https://doi.org/10.1108/JPBM-12-2019-2692).
- Gligor, D., Bozkurt, S. and Russo, I. (2019), "Achieving customer engagement with social media: a qualitative comparative analysis approach", *Journal of Business Research*, Vol. 101, pp. 59-69.
- Gómez, M., Lopez, C. and Molina, A. (2019), "An integrated model of social media brand engagement", *Computers in Human Behavior*, Vol. 96, pp. 196-206.
- Hair, J.F., Sarstedt, M., Ringle, C.M. and Mena, J.A. (2012), "An assessment of the use of partial least squares structural equation modeling in marketing research", *Journal of the Academy of Marketing Science*, Vol. 40 No. 3, pp. 414-433.
- Halaszovich, T. and Nel, J. (2017), "Customer-brand engagement and Facebook fan-page 'Like'-intention", *Journal of Product and Brand Management*, Vol. 26 No. 2, pp. 120-134.
- Harman, H.H. (1976), *Modern Factor Analysis*, 2nd ed., University of Chicago Press, Chicago.
- Harrigan, P., Evers, U., Miles, M. and Daly, T. (2017), "Customer engagement with tourism social media brands", *Tourism Management*, Vol. 59, pp. 597-609.
- Harrigan, P., Evers, U., Miles, M.P. and Daly, T. (2018), "Customer engagement and the relationship between involvement, engagement, self-brand connection and brand usage intent", *Journal of Business Research*, Vol. 88, pp. 388-396.
- He, H., Li, Y. and Harris, L. (2012), "Social identity perspective on brand loyalty", *Journal of Business Research*, Vol. 65 No. 5, pp. 648-657.
- Henseler, J., Ringle, C.M. and Sarstedt, M. (2015), "A new criterion for assessing discriminant validity in variance-based structural equation modeling", *Journal of the Academy of Marketing Science*, Vol. 43 No. 1, pp. 115-135.
- Hinson, R., Boateng, H., Renner, A. and Kosiba, J.P.B. (2019), "Antecedents and consequences of customer engagement on Facebook: an attachment theory perspective", *Journal of Research in Interactive Marketing*, Vol. 13 No. 2, pp. 204-226.
- Hollebeek, L.D. (2011), "Demystifying customer brand engagement: exploring the loyalty nexus", *Journal of Marketing Management*, Vol. 27 Nos 7-8, pp. 785-807.
- Hollebeek, L.D., Glynn, M.S. and Brodie, R.J. (2014), "Consumer brand engagement in social media: conceptualization, scale development and validation", *Journal of Interactive Marketing*, Vol. 28 No. 2, pp. 149-165.

- Hollebeek, L.D., Srivastava, R.K. and Chen, T. (2019), "S-D logic-informed customer engagement: integrative framework, revised fundamental propositions, and application to CRM", *Journal of the Academy of Marketing Science*, Vol. 47 No. 1, pp. 161-185.
- Islam, J.U. and Rahman, Z. (2016), "The transpiring journey of customer engagement research in marketing: a systematic review of the past decade", *Management Decision*, Emerald Group Publishing, Vol. 54 No. 8, pp. 2008-2034.
- Islam, J.U., Rahman, Z. and Hollebeek, L.D. (2018), "Consumer engagement in online brand communities: a solicitation of congruity theory", *Internet Research*, Vol. 28 No. 1, pp. 23-45.
- Kabadayi, S. and Price, K. (2014), "Consumer – brand engagement on Facebook: liking and commenting behaviors", edited by Angela Hausman, D., *Journal of Research in Interactive Marketing*, Emerald Group Publishing, Vol. 8 No. 3, pp. 203-223.
- Kumar, J. and Nayak, J.K. (2019), "Consumer psychological motivations to customer brand engagement: a case of brand community", *Journal of Consumer Marketing*, Emerald Publishing, Vol. 36 No. 1, pp. 168-177.
- Labrecque, L.I. (2014), "Fostering consumer-brand relationships in social media environments: the role of parasocial interaction", *Journal of Interactive Marketing*, Vol. 28 No. 2, pp. 134-148.
- Laroche, M., Habibi, M.R., Richard, M.-O. and Sankaranarayanan, R. (2012), "The effects of social media based brand communities on brand community markers, value creation practices, brand trust and brand loyalty", *Computers in Human Behavior*, Vol. 28 No. 5, pp. 1755-1767.
- Leckie, C., Nyadzayo, M.W. and Johnson, L.W. (2016), "Antecedents of consumer brand engagement and brand loyalty", *Journal of Marketing Management*, Vol. 32 Nos 5-6, pp. 558-578.
- Li, M.-W., Teng, H.-Y. and Chen, C.-Y. (2020), "Unlocking the customer engagement-brand loyalty relationship in tourism social media: the roles of brand attachment and customer trust", *Journal of Hospitality and Tourism Management*, Vol. 44, pp. 184-192.
- Liu, F., Li, J., Mizerski, D. and Soh, H. (2012), "Self-congruity, brand attitude, and brand loyalty: a study on luxury brands", edited by Abimbola, T., *European Journal of Marketing*, Vol. 46 Nos 7/8, pp. 922-937.
- Mukherjee, K. and Banerjee, N. (2019), "Social networking sites and customers' attitude towards advertisements", *Journal of Research in Interactive Marketing*, Emerald Publishing Limited, Vol. 13 No. 4, pp. 477-491.
- Nunnally, J.C. (1978), "An overview of psychological measurement", in Wolman, B.B. (Ed.), *Clinical Diagnosis of Mental Disorders*, Springer US, Boston, MA, pp. 97-146.
- Obilo, O.O., Chefor, E. and Saleh, A. (2021), "Revisiting the consumer brand engagement concept", *Journal of Business Research*, Vol. 126, pp. 634-643.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.-Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.
- Raji, R.A., Rashid, S. and Ishak, S. (2019), "The mediating effect of brand image on the relationships between social media advertising content, sales promotion content and behavioural intention", *Journal of Research in Interactive Marketing*, Emerald Publishing, Vol. 13 No. 3, pp. 302-330.
- Read, W., Robertson, N., McQuilken, L. and Ferdous, A.S. (2019), "Consumer engagement on Twitter: perceptions of the brand matter", *European Journal of Marketing*, Vol. 53 No. 9, pp. 1905-1933.
- Ringle, C.M., Wende, S. and Becker, J.-M. (2015), *SmartPLS 3*, SmartPLS GmbH, Boenningstedt.
- Roberts, K. (2014), *Convenience Sampling through Facebook*, SAGE Publications, London, Vol. 1.
- Royal Jordanian (2017), "Royal Jordanian wins prestigious awards for social media campaign - Royal Jordanian", *Rj.Com*, available at: <https://rj.com/de/meet-rj/our-media-center/news/2017/06/07/prestigious-awards-for-social-media> (accessed 28 March 2020).

- So, K.K.F., King, C. and Sparks, B. (2014), "Customer engagement with tourism brands: scale development and validation", *Journal of Hospitality and Tourism Research*, Vol. 38 No. 3, pp. 304-329.
- So, K.K.F., King, C., Sparks, B.A. and Wang, Y. (2016), "The role of customer engagement in building consumer loyalty to tourism brands", *Journal of Travel Research*, Vol. 55 No. 1, pp. 64-78.
- Urban, G.L., Sultan, F. and Qualls, W.J. (2000), "Placing trust at the center of your internet strategy", *Sloan Management Review*, Vol. 42 No. 1, pp. 39-48.
- Vander Schee, B.A., Peltier, J. and Dahl, A.J. (2020), "Antecedent consumer factors, consequential branding outcomes and measures of online consumer engagement: current research and future directions", *Journal of Research in Interactive Marketing*, Vol. 14 No. 2, pp. 239-268.
- Verhoef, P.C., Reinartz, W.J. and Krafft, M. (2010), "Customer engagement as a new perspective in customer management", *Journal of Service Research*, Vol. 13 No. 3, pp. 247-252.
- Wang, C.L. (2021), "New frontiers and future directions in interactive marketing: inaugural editorial", *Journal of Research in Interactive Marketing*, Emerald Publishing, Vol. 15 No. 1, pp. 1-9.
- Zaichkowsky, J.L. (1985), "Measuring the involvement construct", *Journal of Consumer Research*, Vol. 12 No. 3, p. 341.
- Zeithaml, V.A., Berry, L.L. and Parasuraman, A. (1996), "The behavioral consequences of service quality", *Journal of Marketing*, Vol. 60 No. 2, pp. 31-46.

About the authors

Tariq Samarah is a PhD candidate at Girne American University. His current areas of research are in digital marketing and e-commerce in general, and consumer behavior in particular.

Pelin Bayram is an Assistant Professor at European University of Lefke. She holds a BA degree in Faculty of Communication and Media Studies from Eastern Mediterranean University, an MBA degree in Business Administration from Istanbul Bilgi University, and a PhD degree in Marketing from Girne American University. She was the Head of Business Management and IACBE and ECBE Accreditation Coordinator for the Faculty of Business and Economics in Girne American University since 2008.

Hasan Yousef Aljuhmani is a senior lecturer and research assistant at the centre for management research (CMR) at Girne American University. His research interests are in strategic management, public administration, strategic HRM and marketing strategy in general; upper echelons theory (UET), organizational behavior and strategic leadership in particular.

Dr. Hamzah Elrehail serves as an Assistant Professor of Management at Abu Dhabi School of Management, Abu Dhabi, United Arab Emirates. His research spans into Leadership, HRM, Innovation management, Knowledge management and Strategy. He published several papers in ISI and Scopus indexed journals such as *European Journal of International Management*, *Computers in Human Behaviour*, *Telematics and Informatics*, *Journal of Workplace Learning*, *Journal of Information Technology*, *Journal of Innovation and Knowledge* and *Journal of Intellectual Capital*. Hamzah Elrehail is the corresponding author and can be contacted at: cs-hamzah@hotmail.com; h.elrehail@adsm.ac.ae

Reproduced with permission of copyright owner. Further reproduction prohibited without permission.

