



Contents list available <http://www.kinnaird.edu.pk/>

Journal of Research & Reviews in Social Sciences Pakistan

Journal homepage: <http://journal.kinnaird.edu.pk>



BRAND ATTACHMENT THROUGH COMMITMENT AND SATISFACTION: EXPLORING CUSTOMER INSIGHTS IN 2022

Dr. Usamah Iyyaz Billah ^{1*}, Naveen Faisal¹
¹ Kinnaird College for Women, Lahore, Pakistan

Article Info

*Corresponding Author

Email Id: usamah.iyyaz@kinnaird.edu.pk

Abstract

This research investigates the relation of brand experience with brand attachment through the mediating roles of customer satisfaction and affective commitment. It will prove to be effective in determining how a beauty care customer develops attachment with a brand through a series of connections and brand experiences. The data was gathered using self-administered questionnaires which were distributed among 200 female customers of top 20 beauty salons in the study country. The collected data was analysed using process macro by Hayes double mediation model 4 in SPSS. The results of the analysis supported all the hypothesis and proved that brand experience positively influences brand attachment through the mediating roles of customer affective commitment and customer satisfaction. However, it was also seen that brand experience has a stronger relation through the mediating role of customer affective commitment as compared to its direct relation with brand attachment. The content of this paper hence implies that developing brand attachment amongst these highly conscious customers is a gradual process and keeping customers engaged is necessary. This study is essential for Marketers of beauty salons since they need to increase their understanding of the underlying attitudinal aspects of their industry in greater detail as compared to the functional aspects. This research provides a theoretical contribution by applying the tri component attitude model to a new area of behavioural research.

Keywords

Brand Experience, Consumer Satisfaction, Customer Affective Commitment, Brand Attachment, Beauty & Wellness



1. Introduction

Over the last decade, brand experience has been a very important topic of interest for many researchers and marketers. The researchers Brakus, Zarantonello and Schmitt (2009) explain that brand experience includes four dimensions that are intellectual, affective, sensory and behavioural. Marketing managers have previously only paid attention to the functional aspects of the brand such as product, price etc. but have failed to focus on the emotional aspects of the brand. Now after various studies and research it has been found out that these emotional experiences and connections are extremely vital for a brand to succeed. Having an experience of a brand includes the overall environment that a brand provides to its customers (Correia-Loureiro *et al.*, 2012). A recent study stated that brand attachment is an extremely pivotal concept in marketing consumer relationships and increases emotional bonds and customer commitment. Thus, given the influence of brand experience is so important in improving the brand performance, loyalty, and commitment yet this topic has been rarely tested as a predictor of brand attachment (Tsai, 2011). Brand attachment is one of the main concepts that have been used to measure the relationship between consumers and brands (Hultén, 2011). There was a recent study which stated that brand attachment is an extremely pivotal concept in marketing consumer relationships and increases the emotional bond and loyalty (Moreira, Fortes, & Santiago, 2017). Creating and maintaining an attachment with the brand can prove to be very

helpful in maintaining customer affective commitment. The marketers realized that the attitudinal antecedents i.e., brand attachment and brand experience are vital in creating strong long term customer relationships with the brand. Despite this it is surprising that brand attachment and brand experience together have rarely been tested empirically. However, there are very few studies that have used brand experience as a prime predictor of brand attachment (Tsai, 2011). Researchers have realized that it is extremely critical for managers and marketers to understand how the brands are experienced by consumers as this will help them generate effective strategies for their company (Schmitt, 2003). An international survey was conducted by Hsieh (2004), which stated that brands face many challenges in maintaining long term relationships with customers. These challenges if not overcome, lower their brand attachment and lead to to unsatisfied customers. So now the question arises that how do consumers get strongly attached to a brand? How do service providers create a favourable brand experience that creates a lasting impact on consumers' minds and hearts? This study addresses these questions by providing a framework that identifies the influence that brand experience has on customer satisfaction, affective commitment and brand attachment.

2. Aims of the Research

Following are the aims of this research:

- To probe the influence of brand experience on brand attachment

- To examine the effects of brand experience on customer commitment and satisfaction
- This study also investigates the effect of brand commitment and customer satisfaction as mediators for the impact brand experience has on brand attachment.

3. Significance of this research paper

According to previous research, the effect of brand experience with attachment was empirically tested by two research papers: one under the context of the hotel industry and the other with fashion brands. However, till date no research paper has explored the process of how the effect between brand attachment and brand experience might occur in the beauty and wellness sector. While there is a large demand of beauty care services in the current era, little research has been done on the transitional process of positive brand attachment. Moreover, the previous studies did not investigate the role of mediating variables on the brand attachment-brand experience relationship. Other studies research the influence of commitment on attachment (Louis and Lombart, 2010). From a theoretical point of view, this is still an emerging topic as there are limited research articles available on how to manage and build brand experiences in the beauty salon industry (Hultén, 2011). Likewise, limited empirical research is available on the relation between customer outcomes and brand experience in the service sector (Moreira, Santiago & Fortes, 2017). Our research fills the above literature gaps and provides a significant theoretical contribution by applying the renowned tri component model for the first time on a new dimension of behavioural

research. Regarding the managerial implications of this research study, it will help decision makers to determine the predictors that improve customer brand relationship. Hence, it will aid marketers of beauty salons understand their target audience better and develop strategies through which they can increase customer engagement and attachment.

4. Literature Review

Following is review of relevant literature pertaining to our study variables:

4.1 Brand Experience

Brand experience is a marketing concept that relates to the experience of a customer with the particular product or service despite the image of the product. It generally correlates with the success of the company because of the trust of the costumer on the brand. The trust may be positive or negative depending on their experience with the brand (Luzuriaga & Barrera, 2018). Over the years a number of concepts have been developed about the brand experience in many categories of products and services. According to Sahin *et al.* (2011), brand experience can be determined as the appreciation given by the group of people to the brand in which they are in touch. When people have good experiences with the brand then it always has an influence on the overall growth and productivity of the company. The experience begins when people use the brand, inquire information about the brand, and then share with other people about the unique properties that the brand possesses. In the views of Kwon & Boger (2020), brand experience is the relationship with the buyers, not only with the image, but also living

an experience. It also includes the knowingness of brand's quality, their effect on the life styles of the people which may be positive or negative.

Another study by (Ha & Perks, 2005), elaborated the term brand experiences as "it is the factor which increase the interest, and familiarity with the products and services of a brand." It only occurs when customers become satisfied with the particular product's qualities, and when a product leaves a footprint in the minds of the costumers.

Schmitt (1999) defines the brand experience as "brand experiences are of different types which are concentrating on affective, sensory, behavioral, and cognitive approaches and caused by the stimuli relating to biological, environmental, and psychological factors. Regardless of the impact of features and benefits of the products and services, the impression of experience remains for a long time in the memory of customers. So, it becomes important for brand managers to develop a good experience for consumers of their product (Yasin *et al.* 2019). Another study (Schmitt *et al.*, 2014) elaborated the concept of brand experience according to four exponents including behavioral, sensory, intellectual, and affective in order to evaluate the consumers experience with the brand. Conceptual perspectives on brand experience differ from other brands contrast, as brand involvement, brand attitude, brand personality all are quite different from brand experience.

4.2 Sensory Dimension

Sensory dimensions concern the visual, auditory, smell, touch, and taste aspects of the brand that one can feel or perceive (Alkhaldeh, *et.al*, 2017). By using these senses people always pay

attention to changes in their environment. All these may be positive or negative. These days, managers are focusing on the sensory aspect of the product to improve the relationship between the consumers and the brand and to capture the attention of the consumers. It is the focusing element to design the products that are acceptable and exhibit diversification to increase the demand of the product in the market (Jimenez-Barreto *et al.*, 2019).

4.3 Affective Dimension

It includes two aspects e.g., emotions created by the brand and hidden modifications in the brand by the suggestion of clients to create better environment for the consumers. Managers often try to understand the factors that can trigger emotional aspects (Hague, *et.al*, 2018). It is important for them to make a good relationship with clients as well (Iglesias *et al.*, 2019).

4.4 Intellectual Dimension

It makes references to the knowledge, those that cause consumers to think and stimulate their research and creativity in the habits of solving difficulties. Chan & Tung (2019) concluded from their research that intellectual dimension includes the information about the brand collected by the consumers by following their senses and memories. All these things often come with the experience which is involved in making solid reason to use or not to use the brand.

4.5 Conductive Dimension

It is relating to the way of life of people and the interaction with the brand. Managers are often in search for the life style of their consumers and develop their product strategy accordingly.

Developing an understanding of the resources of the people and the type of product required is also a crucial need. Hence, it is important to evaluate the life style of people, and then to assess which type of brand should be made available to the people in the market (Luzuriaga & Barrera, 2018; Ong *et al.*, 2018).

4.6 Consequences of Brand Experience

The consequences of Brand experience include customer satisfaction, affective commitment and brand attachment.

4.7 Customer Satisfaction

Over the years, customer satisfaction has become one of the major marketing topics. A number of researchers have tried to correlate the customer satisfaction with brand loyalty (Edvardsoon *et al.*, 2000; Terblanche & Boshoff, 2010; Gajjar, 2013; Al-Msallam, 2015; Hidayat *et al.*, 2015; Basari & Shamsudin, 2020; Lucia-Palacios *et al.*, 2020).

A number of researchers have described this term in the literature. Many great companies have identified the importance of satisfaction from the customers and how it contributes to organizational growth (Gajjar, 2013). According to He, Li and Harris (2012) a customer is satisfied when the overall performance of the brand either meets or exceeds the expectations set by the consumer. Satisfaction acts as an important indicator of the future affiliation among the customers and brand. Only if the customer's needs are fulfilled then they will continue to buy the brand. So, customer attachment is directly influenced by satisfaction. The psychological evidence also backs up the concept of satisfaction (Keiningham, *et.al*, 2015). It is significant to note that satisfied customers

also show a huge role in marketing of the products or services due to word of mouth. As we know that retained customers are a huge asset for any company, satisfaction plays an integral role since it measures post purchase behavior.

According to Hidayat *et al.* (2015), there are several factors which determine the satisfaction of the customers including empathy, quality, price and reliability. All these factors directly or indirectly affect the satisfaction of the customers.

Upamannyu & Bhakar (2014) carried out a survey by selecting 250 respondents and indicated that there is a strong relation between brand image and customer satisfaction. Their results have shown that there is also a strong relationship between the image of brand and customer satisfaction (Prentice, *et.al*, 2019). The social, experiential and functional aspects of the brand also have an impact on customer satisfaction.

4.8 Customer Affective Commitment

A number of researchers have focused on the affective commitment of the customer to a brand or product. It is an important concept in the marketing literature (Iglesias *et al.*, 2011, 2019; Martinez & Del Bosque, 2013; Shukla *et al.*, 2016; Rather & Parray, 2018; Rather *et al.*, 2019; Kim & Beehr, 2020). Customer commitment is another important outcome of brand experience (Hussein, *et. al*, 2018). Customer commitment can be described as the attachment a customer develops with a brand that results in enduring relationships. Scholars have identified two different categories of customer commitment that are continuance and affective (Allen & Meyer, 1990; Fullerton, 2003). Continuance commitment is when a customer

continues to purchase from a certain brand because there are no other options, or the switching costs are high. Affective commitment is known as the emotional bond and a high sense of brand equity of a consumer with the brand (Zhang, et.al, 2015). Affective commitment is extremely important in developing attachment and strong connections with the brand. The term 'customer commitment' describes the emotional connections that a consumer can possess for a particular product, service or brand (Iglesias *et al.*, 2011; Jung & Soo, 2012). In the view of Iglesias *et al.* (2019), affective commitment is described as the consumers sentiments and attachment towards a specific service or product based on his or her recognition or past experience. The concept was frequently used in the 90's but research provides evidence that many companies started incorporating it as an evident part of their strategic mechanism with favorable outcomes indicating prominent increase in rate of brand attachment. Developing committed customers is essential for any brand. Affective commitment can be said as a psychological response that develops from brand experience and attachments (Chinomona, et.al, 2018). Hence affective commitment has a direct link with brand experience. Developing customer commitment is important for a brand; because of less sensitivity of committed customers to price and more towards the brand quality (Story & Hess, 2010).

In the views of Jung & Soo (2012), affective and behavioral brand experience is a positive antecedent of the affective commitment of consumers.

4.9 Brand Attachment

In the recent years a number of researchers focused on determinates of brand attachment and how these affect the consumer-brand relationships (Park *et al.*, 2010; Malar *et al.*, 2011; Huang *et al.*, 2018; Hung & Lu, 2018; Huaman-Remirez & Merunka, 2019; Li *et al.*, 2019; Gilal *et al.*, 2020; Rajaobelina *et al.*, 2021). In the view of Phillips & Baumgartner (2002) the emotional attachment is the result of long-term relationships between the customers and service providers, occurs during the service experience. Bowlby (1977) was the first researcher who used the theory of attachment to explain the relationship of parents and their children. According to him, attachment varies from person to person and more specifically is an emotional bond. In the views of (Alperstein, 1977), even the attachment can be with different people, place or even with the particular product or brand (Li, *et, al*, 2020). This attachment is really important for the brand growth in a marketing environment (Belk, 1988; Fourier, 1998). Brand attachment is basically related to the emotional state of a person such as love, passion or warm feelings toward a brand (Belaid & Behi, 2011). According to the previous theories it is stated that a customer develops a certain internal trust and love for a brand that creates brand attachment (Japutra, et.al, 2018). In this manner, four determinants of connection and brand attachment are presumed to be 1) an accurate chemistry and connection among the brand and the user, 2) the brand and user are quite like one another, 3) the brand gels in with the standard of the user's reflection of self, and 4) the user will

feel disappointed if the product, service or brand is not in access (Tsai, 2011).

4.10 Brand experience, Customer satisfaction and Brand attachment

Taking insights from the Marketing literature, a good brand experience leads to the satisfaction of the customer with the brand by developing a positive emotional state (Boateng, et.al, 2020). It is stated that when the value generated from a brand is elevated then satisfaction also increases (Japutra, et.al, 2019). Interaction with the brand increases as the customers feel satisfied with the brand and as a result their attachment and trust on the brand also increases (Kashanizadeh, et.al, 2014). Furthermore, the customer's satisfaction is triggered by an amazing brand experience. It was also studied that when the customer is satisfied with the performance, he or she gets connected to the brand and continues relationships with that specific brand. Brand attachment correlates with brand satisfaction and both these depend on the favorable brand experience (Li, et, al, 2019). Favorable brand experience increases the trust level of the employees towards the brand.

4.11 Brand experience, Customer affective commitment and Brand attachment

A number of research articles have evaluated the customer affective commitment with the brand. It is also stated that customer affective commitment directly correlates with favorable brand experience. The relationship between brand attachment and experience has been mediated by customer commitment. According to Iglesias & Singh (2011), there are four dimensions of brand experience which are the positive determinant of

customer affective commitment. Furthermore, some have suggested that commitment is not only linked to cognitive judgments but also the psychological aspects of consumer experiences (Ledikwe, 2020). Hence in this study, we have used affective commitment which is known as the customer's attachment towards a particular brand or product, in terms of his or her emotions. Customer affective commitment imparts a mediating role in developing a brand experience-brand attachment relationship. Favorable brand experience is the key for establishing the customer affective commitment and customer attachment with the brand. This study has focused on the role of favorable brand experience in developing customer affective commitment.

4.12 The Theory utilized

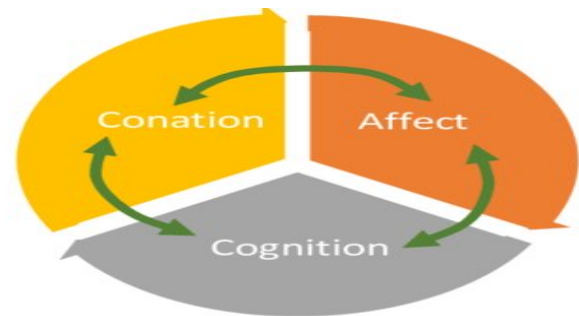


Figure 1 Tricomponent attitude model

4.12.1 Tricomponent attitude model

The theory that was utilized for this study was the Tricomponent attitude model by Rosenberg and Hanland. The Tricomponent model states that attitude comprises of three components which are cognitive, affective, and conative. The Cognitive component is the knowledge building stage in which the consumer develops perceptions that are a consequence of any experience related to the object. In addition, the respondent may also acquire relevant information from other sources at

this stage. Next arises the Affective components which are the respondents' emotions or feelings related to a product, service or brand. Conative component is the tendency that a respondent will participate in a particular action or act in a specific manner, for example purchase of the brand.

The above literature review hence gives rise to the following hypothesis and theoretical framework:

5. Research Hypothesis

H1: Brand Experience has a significant positive effect on Brand Attachment

H2: Brand Experience has a significant positive effect on Customer affective commitment

H3: Brand Experience has a significant positive effect on customer satisfaction

H4: Customer Affective commitment has a direct positive impact on Brand attachment

H5: Customer satisfaction has a direct positive impact on Brand attachment

H6: Customer affective commitment mediates the relationship between brand experience and brand attachment

H7: Customer satisfaction mediates the relationship between brand experience and brand attachment

6. Theoretical Framework

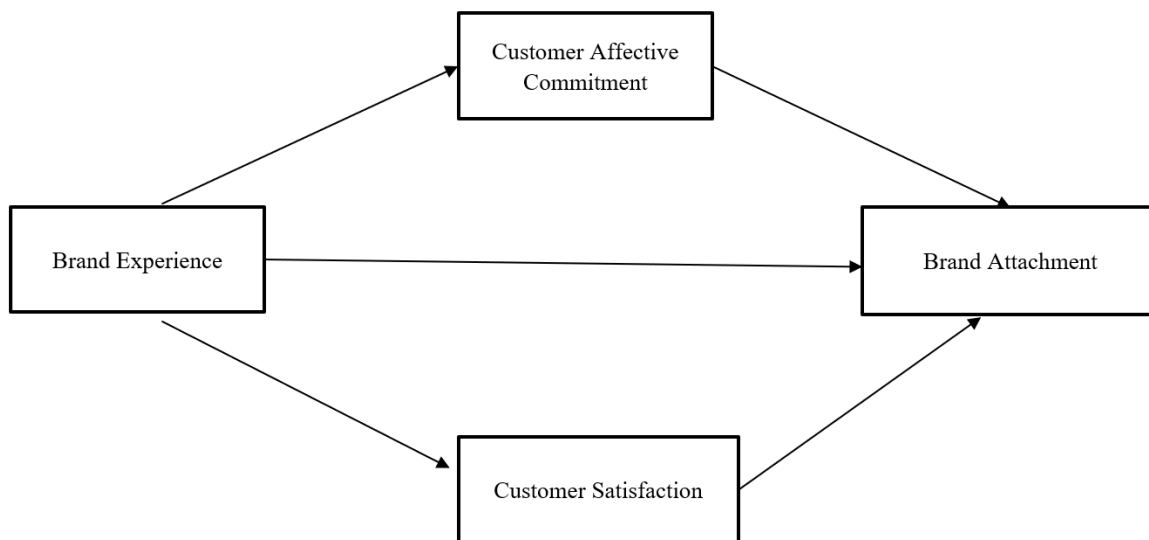


Figure 2 Theoretical Framework

7. Research Methodology

The data for this quantitative study was collected using offline and online questionnaires. Online data collection was done through Google forms while offline data was collected at the beauty salon premises. The items for development of the questionnaire were acquired through various relevant and credible researches. The units of

analysis of this study were 18–40-year-old female consumers of beauty salons who visit at least once a month for their beauty care needs. The respondents included students, home makers and employed women, belonging to socio economic classification A, B & C. The study setting of this research was natural with minimum researcher interference. It was conducted in a non-contrived setting of consumers to avoid any bias or

manipulation. It was a one shot, cross sectional study as the entire data was collected at one point in time. Sampling technique used was Convenience sampling. The sample size of 200 respondents was calculated using principles set by

the item response theory (Nunnally, 1978). A pilot test was conducted prior to the main study to check for reliability and construct validity. Following is a summary of item sourcing for the questionnaire:

Table 1: Item source

| Variables | Number of items | Scale | Source |
|-----------------------|-----------------|----------------------|----------------------------------|
| Brand Experience | 5 | 5 point Likert scale | (Prentince <i>et al.</i> , 2019) |
| Customer Satisfaction | 5 | 5 point Likert scale | (Sahin, A. <i>et al.</i> , 2011) |
| Affective Commitment | 5 | 5 point Likert scale | (Mende and Bolton 2011) |
| Brand Attachment | 5 | 5 point Likert scale | (Park <i>et al.</i> , 2010) |
| Total number of items | 20 | | |

Each item was quantified using the five-point Likert scale. The first section of the questionnaire discussed the demographic considerations (e.g., gender, age, marital status, monthly income).

Data analysis was done using Hayes double mediation model 4 in SPSS.

7.1 Definition of Variables

Following are the operational definitions of our study variables, as identified in the literature:

7.1.1 Brand Experience

“Brand experience is defined as “subjective, internal consumer responses” that can be experienced in “sensory, affective, intellectual, behavioral and social terms” (Brakus *et al.*, 2009).

7.1.2 Customer Affective Commitment

“Affective commitment is described as the customers’ sentiments and attachments to a

particular brand based on their recognition with that store or brand” (Allen and Meyer, 1990).

7.1.3 Customer Satisfaction

It is a measure of how well a brand has met or exceeded the expectations of customers. It forms the foundation of long- term customer relationships (Hallowell, 1996).

7.1.4 Brand Attachment

“An emotional bond between a person and a brand characterized by deep feelings of connection, affection, and passion involving thoughts and feelings about the brand and its relationship to the self” (Thomson *et al.*, 2005).

8. Results

8.1 Reliability Analysis

The following table presents results of the reliability test:

Table 2: Reliability of the Study variables

| Variable | Items | Alpha |
|-------------------------------|-------|-------|
| Brand Experience | 8 | .859 |
| Customer Satisfaction | 5 | .911 |
| Customer Affective Commitment | 5 | .902 |
| Brand Attachment | 5 | .853 |

8.1.1 Interpretation:

The table above shows that the Cronbach’s Alpha values for all four variables, brand experience, customer satisfaction, customer affective

commitment, and brand attachment, are all greater than 0.69, indicating that all variables are reliable.

8.2 Correlation Analysis

The following table displays the correlation matrix of study variables:

Table 3: Correlation Analysis

| Correlation Matrix of the Study Variables | | | | |
|---|--------|--------|--------|----|
| Variable | BE | CS | CAC | BA |
| 1 Brand Experience | 1 | | | |
| 2 Customer Satisfaction | .857** | 1 | | |
| 3 Customer Affective Commitment | .778** | .850** | 1 | |
| 4 Brand Attachment | .521** | .719** | .604** | 1 |

Notes: * P < 0.05; ** P < 0.01
 ** Correlation is significant at the 0.01 level (2-tailed).

8.2.1 Interpretation:

8.2.1.1 Brand experience

The correlation study shows a clear positive strong correlation between brand experience and customer satisfaction (r=0.857, p< 0.01), implying that brand experience improves as customer satisfaction rises. The correlation between brand experience and customer affective commitment is also strong (r=0.778, p<0.01) which indicates one unit increase in brand experience will also increase affective commitment. Finally, brand experience and brand attachment have a moderate positive relationship (r=0.521, p<0.01) which indicates that brand attachment will increase with the increase of brand experience.

8.2.1.2 Customer Satisfaction

Customer satisfaction and customer affective commitment have a clear positive strong association (r=0.850, p< 0.01) which shows that when customer satisfaction will increase, customer affective commitment will also increase. The

relationship between customer satisfaction and brand attachment is strong positive (r=0.719, p<0.01) which indicates brand attachment will increase with the increase in customer satisfaction.

8.2.1.3 Customer Affective Commitment

The relationship between customer affective commitment and brand attachment is moderate positive (r=0.604, p<0.01) indicating a unit increase in affective commitment will also increase brand attachment.

8.3 Regression Analysis of Hypotheses Statements

8.3.1 Interpretation

The results of Hayes 4 show the indirect (M) and direct (X) effects of factors on a dependent variable (Y). Brand experience is the independent variable, and the dependent variable is brand attachment, and the mediator is customer satisfaction. The participation number (n) equals to 230. With a confidence interval of 95 percent, the bootstrap is 5000.

8.3.2 Model 1 Summary

The value of R shows that the relationship is 77.78% between brand experience and consumer satisfaction. The R square value is 60.50%, showing that the variance of CS due to brand experience is 60.50%. The value of f (F=349.1933) and p-value ($0.000 < 0.1$), shows that the model is good fitted.

8.3.3 Hypothesis 3

The p value ($p=0.000 < 0.1$) indicates that there is a significant positive relation between brand experience and customer satisfaction. The interaction value of ULCI = 0.9523 and LLCI=0.7708 are both positive hence the hypothesis is supported. The coefficient value of 0.8616 indicates a positive and significant relationship between Brand experience (BE) and customer satisfaction (CS) i.e., one unit change in Brand experience results in a change of customer satisfaction by 0.8616. Hence, Hypothesis 3 (Brand Experience is positively related to Customer Satisfaction) is supported.

8.3.4 Summary of Model 2

The value of R shows that the relationship between brand attachment and other variables is 54.43%. The value of R square is 29.62%, which shows that there is 29.6% variation in Brand attachment due to interaction with other variables. The value of F (F=47.7711) and $p=0.000$ show that the model is good fitted.

8.3.5 Hypothesis 5

The p value ($p=0.0056 < 0.10$) shows that there is a significant positive relation between the two variables. The confidence intervals ULCI = 0.4333 and LLCI = 0.0753 are both positive hence this

supports the hypothesis. The coefficient value 0.2543 indicates a unit change in customer satisfaction leads to change in brand attachment by 0.2543. Hence hypothesis 5, "Customer Satisfaction has a direct positive impact on brand attachment" is supported.

8.3.6 Direct effect of X on Y

Hypothesis 1

The p value ($p=0.000 < 0.1$) indicates a significant positive relationship between two variables. The results show an interaction value of ULCI (0.5715) and LLCI (0.1750), and since both values are positive, thus, first hypothesis is supported. Furthermore, the coefficient value of 0.3732 show a positive and significant relationship between Brand Experience and Brand attachment i.e., one unit change in brand experience results in 0.37 unit change in brand attachment.

8.3.7 Indirect effect of X on Y

Hypothesis 7

Boot ULCI = 0.4618 and Boot LLCI = 0.0673 indicate a positive and significant indirect influence of brand experience (X) on brand attachment (Y) through the mediation of Customer Satisfaction. This result supports and proves the 7th hypothesis of the study, which states that customer satisfaction mediates the relationship between brand experience and brand attachment.

Following are the results of Model 4

8.3.8 Model 1 summary

The value of R shows that the relationship is 78% between brand attachment and customer affective commitment. The value of R square is 60.50%, which shows that the amount of variation in customer affective commitment, due to brand

attitude, is 60.5%. The value of f (F=349.1933) and p-value (0.000) is less than alpha (0.05), shows that the model is good fitted.

8.3.9 Hypothesis 2

Hypothesis 2 (brand experience is positively related to customer affective commitment) is supported as the p value (p=0.000 < 0.10). The interaction value of ULCI (0.9525) and LLCI (0.7708), hence, the positive values support the hypothesis. Moreover, the coefficient value of 0.8616 indicates a positive and significant relationship between Brand Experience and Customer affective commitment i.e. one unit change in Brand Experience results in a change of Customer affective commitment by 0.8616.

8.3.10 Model 2 Summary

Hypothesis 4

The hypothesis 4 that “Customer affective commitment has a direct positive impact on brand attachment” is supported as p value (p=0.0056 <

0.1). The interaction value of ULCI = 0.4337 and LLCI =0.0753, indicating that the hypothesis is supported due the positive values. Furthermore, the coefficient value of 0.2543 suggests a positive and significant relationship between CAC and BA, indicating that one unit shift in CAC results in a 0.2543 change in BA.

8.3.11 indirect effect of X on Y

Hypothesis 6

Because both Boot ULCI = 0.3788 and Boot LLCI = 0.0673 are positive, the indirect influence of brand experience (X) on brand attachment (Y) through the mediation of Customer affective commitment is positive and significant. This result supports and proves the 6th hypothesis of the study that customer affective commitment mediates the relationship between brand experience and brand attachment.

8.4 Summary of Hypothesis Results

Following is a summary of hypothesis results:

Table 4: Summary of hypotheses

| | Hypothesis statements | Results |
|-----------|---|------------------|
| H1 | Brand Experience has a significant positive effect on Brand Attachment | Supported |
| H2 | Brand Experience has a significant positive effect on Customer affective commitment | Supported |
| H3 | Brand Experience has a significant positive effect on customer satisfaction | Supported |
| H4 | Customer Affective commitment has a direct positive impact on Brand attachment | Supported |
| H5 | Customer satisfaction has a direct positive impact on Brand attachment | Supported |
| H6 | Customer affective commitment mediates the relationship between brand experience and brand attachment | Supported |
| H7 | Customer satisfaction mediates the relationship between brand experience and brand attachment | Supported |

9. Discussion

The main purpose of the study is to test the relationships between the study variables. To clearly understand the relationships a framework has been proposed in this study with the help of

existing literature. This research study investigates the impact of brand experience on brand attachment directly and indirectly. The indirect effect is investigated using two mediating variables: affective commitment and customer

satisfaction. The data in this research was empirically tested and was gathered using self-administered questionnaires both online and offline. The respondents were mainly consumers who had recently taken services from beauty salons. The data was then tested and came out to be supported with this study. The results indicate that satisfaction and customer affective commitment are important mediators in the brand experience/brand attachment relationship. Descriptive statistics and Pearson correlation, as well as Cronbach's alpha, were used to assess the effect of customer satisfaction, consumer affective commitment and brand experience on brand attachment. The Pearson correlation coefficient, as well as descriptive statistics, was used to quantify and examine the relationship between each variable. The mean and standard deviation were calculated. Moreover, reliability analysis was also carried out to judge the consistency of variables. The Hayes system and model 4 with double mediation is used to calculate the mediating effect of variables. The results of Correlation analysis indicated that all the variables were positively related with each other. A unit of increase in one variable will also increase the other variable. The results demonstrate that brand experience is a greater predictor of affective commitment and can be considered a key determinant of satisfaction. Furthermore, this research indicates that brand experience has a strong and positive effect on brand attachment.

Hypothesis 1 indicated that brand experience has a significant positive effect on brand attachment. The Hayes process model 4 identified that there is

significant positive relationship among the variables. It is affirmed that brand attachment increases with the change in brand experience. Hence, this hypothesis is accepted. Providing favourable brand experiences strengthens the relationship among customers.

Consider **Hypothesis 2**, it is evidenced that brand experience has a significant positive effect on customer affective commitment. Hence, the ULCI and LLCI have same positive signs which ascertain that the hypothesis is true and accepted. However, there is impact of BE on CAC.

It can be seen from **Hypothesis 3** that results are significant and there is positive significant relationship among brand experience and customer satisfaction. Also, the correlation matrix indicated that there is strong relation among these variables. Hence hypothesis 3 was supported from data analysis.

Hypothesis 4 'Customer Affective commitment has a direct positive impact on Brand attachment' was supported by the data analysis. The regression analysis showed that there is significant relationship among customer affective commitment with respect to brand attachment. The correlation between the two variables also indicated to be strong positive which states that when affective commitment increases customer attachment with the brand will also increase.

Hypothesis 5 'Customer satisfaction has a positive impact on brand attachment' was supported by the data analysis. The findings show that customer satisfaction has a strong impact on brand attachment hence H5 is accepted. This finding suggests that the greater a positive affective

attachment to a business or brand, the more likely they are to be happy with it. This hypothesis proved that CS and BA have a direct effect.

Hypothesis H6; that there is a positive impact on brand experience and brand attachment with the role of consumer affective commitment as a mediator, is also accepted. This finding suggests that the higher the standard of interactions given and felt by consumers, the more likely the customers would have a greater emotional attachment to the business or brand. Affective commitment plays a strong role as a mediator in the relationship between brand experience and brand attachment.

Lastly, **Hypothesis 7** is proposed to examine the relationship of brand experience and brand attachment along with the mediator customer satisfaction is accepted. The findings of Hayes model confirmed that there is an impact of brand experience and brand attachment with the mediation role of customer satisfaction.

The results of the study also compliment the Tricomponent attitude model theory that was being used in the study. The theory has three stages cognitive, affective, and conative. All the hypotheses were supported in this study which proves that this theory is a perfect fit in this research.

10. Implications

10.1 Theoretical Implications

In a broader perspective this paper aims to provide a deeper knowledge of consumer's connection with the brand which requires utmost attention in the service industry. The research has tried to investigate and give thorough explanations to

ensure an effective understanding is developed. This study contributes towards important insights of researchers regarding the variables and their relationships being studied. It will also make contributions towards existing literature of the variables through application of the tri component attitude model. The study proposes that the emotional aspects and experiences with the brand play a dominant role in satisfying and committing customers. This study contributes by enhancing the knowledge of brand experience in the beauty salon industry by empirically testing the customer-based factors. This research highlights that an emotional experience and connection is extremely vital for a brand to succeed. According to Kitapç, Sahina and Zehirb (2011) previous experience with brands has a very strong effect on future brand choice when making a purchase. Consumers form attitudes towards the brand the very first time they interact with the brand. Thus, given the influence of brand experience is so important in improving brand performance; this topic has been rarely tested as a predictor of brand attachment in the beauty care sector. In summary, this study contributes to the existing body of knowledge by empirically testing the framework between the study variables under the context of a renowned theory and proving their significance of relation.

10.2 Managerial Implications

This study has also raised some practical implications for beauty salon service industry. While there is a large demand of beauty care services in the current era, little research is done on how the emotional aspects can be enhanced to improve the overall customer experience.

Implications include, first and foremost, that all makeup artists and stylists in salons provide quality service that can provide clients with a positive experience, mostly by making them feel comfortable. Customers prefer to favour those salons which provide consistency in quality. The brand experience provided by beauty salons can undoubtedly be retained and enhanced to have the best possible outcome for the consumer. When the consumer perceives the staff to be positive, this instils a sense of trust in them. As a result, beauty salons can have positive and optimal interactions that enable consumers to feel satisfied with the brand. The present research will help the service managers to understand the relationship between these variables and how to incorporate them into effective marketing strategies. The findings of this study will help shift the managers to focus on the emotional aspects and experiences of the brand. Managers need to find new ways to create a positive and comfortable environment with the customers, by creating experiences that aid in building strong and beneficial bonds between the customers and salons. Managers can do so, by customizing the store features, based on the emotional preferences of the customers, which ultimately helps in creating connections with the customers. This involves everything from greeting the customers in the reception, to creating a comfortable ambiance and seating. In addition, if beauty salons want to increase attachment towards their brand, they should incorporate a superior sensory brand experience. Special attention should be paid to the outlook and visuals of the salon, the colours, fragrances, lighting used and music

should all be appealing to the customers senses. Improving the customers' sensory experience can help the brand achieve the two dimensions of affective commitment and customer satisfaction. Moreover, to achieve affective commitment is extremely important in customers as they desire to remain a part of the organization. This can be done by creating emotional bonds with the customer. Salon service providers can give complementary services to their loyal customers. Service quality must be achieved by using good quality products and efficient services. The attitude of the service providers should always remain positive and welcoming. They must promptly respond to the client's needs and demand. Customized services can also be provided according to the client's requirements.

11. Limitations and Future Directions

Apart from the effective contribution in literature, this study also raises attention to some limitations which are listed below.

- The data was collected using cross sectional data technique i.e., collecting data at one point in time. Longitudinal data collection can also be an appropriate approach as consumers responses can change over time.
- Secondly, the data collection instrument used were survey questionnaires which are time efficient and easy to handle but can be prone to errors and invalid responses. Qualitative data collecting techniques should also be incorporated like observations and interviews.
- The customer-based factors in this study are restricted to brand experience. Future research can use other customer-based factors.

- Further studies can also explore interactions between brand experience and other concepts such as branding, consumer affectivity and consumer engagement in their conceptual framework.
- Grauer (2014) has argued that if consumers are kept extremely satisfied, this will act as an encouragement for them to spread word-of-mouth. Word of mouth is also a variable which can be introduced in future research on the topic.

12. Conclusion

Over the last decade brand experience has been a very important topic of interest for many researchers and marketers. Customers demand more than just the functional aspects of a brand (i.e., products, price). Brands must value their customers by providing an overall experience that fulfills the needs and desires of their customers. Hence this research was aimed at providing conclusive knowledge on how different brand experiences in salons can lead to attachment with the brand, through the mediation of customer satisfaction and affective commitment. Brand experience is extremely essential to evoke a customer's trust and satisfaction. When consumers have a positive experience, they will get committed to that brand as they feel that the brand can fulfill its promise. Positive brand experiences generate strong customer relationships with the brand and hence they get devoted to that brand. Brand experience holds a lot of importance for marketers to develop efficient marketing strategies for goods and services. This research has effectively managed to explain the relationships

between the variables. The independent variable brand experience significantly effects the dependent variable i.e., brand attachment. Moreover, the mediating roles of customer satisfaction and affective commitment have also been proved to be significantly affecting the relationship between the two variables. Brand experience also has a direct influence on customer satisfaction. More precisely, brand experience has stronger impact on customer affective commitment. On the other hand, brand experience positively effects brand attachment in terms of cumulative consequences than the overall impact of customer affective commitment and customer satisfaction. The current study not only widened the research on these relationships, but it also enhanced the research by adding in brand attachment, which is a variable that has stayed under the shadows of customer commitment and had not received much attention from the researchers. In a nutshell, this research shows that brand experience has a significant impact on satisfaction for consumers, brand attachment and customer affective commitment. It is also recommended that the history and implications of brand experience should be examined further. The findings of this study corroborated prior analysis undertaken in a variety of business settings. The topics chosen to be explored in this study proved to be quite important to the essence of the business, namely, beauty salons, which place a strong emphasis on providing consumers with a personalized experience. As a result, the beauty salon's management is sent two suggestions. First and foremost, it is important that all makeup artists

and stylists in salons have quality service that can provide clients with a positive experience, mostly by making them feel comfortable. Finally, the management can implement transparent and reliable care processes for all clients and keep them engaged, since this is the highest reflector that will make customers feel worthy of being a part of the beauty salon, resulting in increased consumer confidence in the salons.

References

- Alkhalaf, A., Al-Salaymeh, M., Alshare, F., & Eneizan, B. M. (2017). The effect of brand awareness on brand loyalty: Mediating role of brand commitment. *European Journal of business and Management*, 9(36), 20-32.
- Al-Msallam, S. (2015). Customer satisfaction and brand loyalty in the hotel industry. *International Journal of Management Sciences and Business Research*, 4(9).
- Alperstein, N. M. (1977). Consumer Education For The Mentally Handicapped. *The Journal of Consumer Affairs*, 3(7), 171-176.
- Basari, M. A. M. D., & Shamsudin, M. F. (2020). Does Customer Satisfaction Matters?. *Journal of Undergraduate Social Science and Technology*, 2(1). <http://abrn.asia/ojs/index.php/JUSST/article/view/59>
- Belaid, S., & Behi, A. T. (2011). The role of attachment in building consumer-brand relationships: an empirical investigation in the utilitarian consumption context. *Journal of Product & Brand Management*. 20 (1), 37-47. <https://doi.org/10.1108/10610421111108003>
- Belk, R. W. (1988). Possessions and the extended self. *Journal of consumer research*, 15(2), 139-168. <https://doi.org/10.1086/209154>
- Boateng, H., Kosiba, J. P., Adam, D. R., Ofori, K. S., & Okoe, A. F. (2020). Examining brand loyalty from an attachment theory perspective. *Marketing Intelligence & Planning*, 38(4), 479-494. <https://doi.org/10.1108/MIP-03-2019-0161>
- Bowlby, J. (1977). The making and breaking of affectional bonds: I. Aetiology and psychopathology in the light of attachment theory. *The British journal of psychiatry*, 130(3), 201-210. <https://doi.org/10.1192/bjp.130.3.201>
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: what is it? How is it measured? Does it affect loyalty?. *Journal of marketing*, 73(3), 52-68. <https://doi.org/10.1509/jmkg.73.3.052>
- Chan, A. P. H., & Tung, V. W. S. (2019). Examining the effects of robotic service on brand experience: the moderating role of hotel segment. *Journal of Travel & Tourism Marketing*, 36(4), 458-468. <https://doi.org/10.1080/10548408.2019.1568953>
- Edvardsson, B., Johnson, M. D., Gustafsson, A., & Strandvik, T. (2000). The effects of satisfaction and empirical study. *International journal of service industry management*.
- Fullerton, G. (2003). When does commitment lead to loyalty?. *Journal of service research*, 5(4), 333-344.

- Gajjar, N. B. (2013). Factors affecting consumer behavior. *International Journal of Research in Humanities and Social Sciences*, 1(2), 10-15.
- Gilal, F. G., Zhang, J., Gilal, R. G., & Gilal, N. G. (2020). Integrating intrinsic motivation into the relationship between product design and brand attachment: A cross-cultural investigation based on self-determination theory. *European Journal of International Management*, 14(1), 1-27. <https://doi.org/10.1504/EJIM.2020.103800>
- Ha, H. Y., & Perks, H. (2005). Effects of consumer perceptions of brand experience on the web: Brand familiarity, satisfaction and brand trust. *Journal of Consumer Behaviour: An International Research Review*, 4(6), 438-452. <https://doi.org/10.1002/cb.29>
- Hague, P., & Hague, N. (2016). Customer Satisfaction Survey: The customer experience through the customer's eyes. *Cogent Publication*.
- Hague, P., & Hague, N. (2016). Customer Satisfaction Survey: The customer experience through the customer's eyes. *Cogent Publication*.
- Hallowell, R. (1996). The relationships of customer satisfaction, customer loyalty, and profitability: an empirical study. *International journal of service industry management*.
- He, H., Li, Y., & Harris, L. (2012). Social identity perspective on brand loyalty. *Journal of business research*, 65(5), 648-657.
- Hidayat, R., Akhmad, S., & Machmud, M. (2015). Effects of service quality, customer trust and customer religious commitment on customers satisfaction and loyalty of Islamic banks in East Java. *Al-Iqtishad: Jurnal Ilmu Ekonomi Syariah*, 7(2), 151-164. <https://doi.org/10.15408/aiq.v7i2.1681>
- Hsieh, M. H. (2004). Measuring global brand equity using cross-national survey data. *Journal of International Marketing*, 12(2), 28-57.
- Huaman-Ramirez, R., & Merunka, D. (2019). Brand experience effects on brand attachment: the role of brand trust, age, and income. *European Business Review*. 31(5), 610-645. <https://doi.org/10.1108/EBR-02-2017-0039>
- Huang, X., Huang, Z., & Wyer Jr, R. S. (2018). The influence of social crowding on brand attachment. *Journal of Consumer Research*, 44(5), 1068-1084. <https://doi.org/10.1093/jcr/ucx087>
- Hultén, B. (2011). Sensory marketing: the multi-sensory brand-experience concept. *European business review*.
- Hung, H. Y., & Lu, H. T. (2018). The rosy side and the blue side of emotional brand attachment. *Journal of Consumer Behaviour*, 17(3), 302-312. <https://doi.org/10.1002/cb.1712>
- Hung, H. Y., & Lu, H. T. (2018). The rosy side and the blue side of emotional brand attachment. *Journal of Consumer Behaviour*, 17(3), 302-312. <https://doi.org/10.1002/cb.1712>

- Hussein, A. S. (2018). Effects of brand experience on brand loyalty in Indonesian casual dining restaurant: Roles of customer satisfaction and brand of origin. *Tourism and hospitality management*, 24(1), 119-132. <https://doi.org/10.20867/thm.24.1.4>
- Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research*, 96, 343-354. <https://doi.org/10.1016/j.jbusres.2018.05.043>
- Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research*, 96, 343-354. <https://doi.org/10.1057/bm.2010.58>
- Iglesias, O., Singh, J. J., & Batista-Foguet, J. M. (2011). The role of brand experience and affective commitment in determining brand loyalty. *Journal of brand Management*, 18(8), 570-582.
- Japutra, A., & Molinillo, S. (2019). Responsible and active brand personality: On the relationships with brand experience and key relationship constructs. *Journal of Business Research*, 99, 464-471. <https://doi.org/10.1016/j.jbusres.2017.08.027>
- Japutra, A., Ekinci, Y., & Simkin, L. (2018). Positive and negative behaviours resulting from brand attachment: The moderating effects of attachment styles. *European Journal of Marketing*, Vol. 52(5, 6), 1185-1202. <https://doi.org/10.1108/EJM-10-2016-0566>
- Jimenez-Barreto, J., Sthapit, E., Rubio, N., & Campo, S. (2019). Exploring the dimensions of online destination brand experience: Spanish and North American tourists' perspectives. *Tourism Management Perspectives*, 31, 348-360. <https://doi.org/10.1016/j.tmp.2019.07.005>
- Jung, L. H., & Soo, K. M. (2012). The effect of brand experience on brand relationship quality. *Academy of Marketing Studies Journal*, 16(1), 87.
- Kashanizadeh, Z., & Rahim, E. M. (2014). A survey on antecedents of brand preference (A case of Samsung on audio and Video Products). *European Online Journal of Natural and Social Sciences*, 3(4), 882.
- Keiningham, T. L., Frennea, C. M., Aksoy, L., Buoye, A., & Mittal, V. (2015). A five-component customer commitment model: implications for repurchase intentions in goods and services industries. *Journal of Service Research*, 18(4), 433-450. <https://doi.org/10.1177/1094670515578823>
- Kim, M., & Beehr, T. A. (2020). Empowering leadership: leading people to be present through affective organizational commitment?. *The International Journal of Human Resource Management*, 31(16),

- 2017-2044.
<https://doi.org/10.1080/09585192.2018.1424017>
- Kim, R. B., & Chao, Y. (2019). Effects of brand experience, brand image and brand trust on brand building process: The case of Chinese millennial generation consumers. *Journal of International Studies*, 12(3).
<https://doi.org/10.14254/2071-8330.2019/12-3/1>
- Kim, R. B., & Chao, Y. (2019). Effects of brand experience, brand image and brand trust on brand building process: The case of Chinese millennial generation consumers. *Journal of International Studies*, 12(3), 9-21.
<https://doi.org/10.14254/2071-8330.2019/12-3/1>
- Kwon, J., & Boger, C. A. (2020). Influence of brand experience on customer inspiration and pro-environmental intention. *Current Issues in Tourism*, 1-15.
<https://doi.org/10.1080/13683500.2020.1769571>
- Ledikwe, A. (2020). Determinants of brand loyalty in the apparel industry: A developing country perspective. *Cogent Business & Management*, 7(1), 1787736.
<https://doi.org/10.1080/23311975.2020.1787736>
- Li, Y., Lu, C., Bogicevic, V., & Bujisic, M. (2019). The effect of nostalgia on hotel brand attachment. *International Journal of Contemporary Hospitality Management*, 31(2), 691-717.
<https://doi.org/10.1108/IJCHM-12-2017-0797>
- Liu, Y., Kou, Y., Guan, Z., Hu, J., & Pu, B. (2020). Exploring hotel brand attachment: The mediating role of sentimental value. *Journal of Retailing and Consumer Services*, 55, 102143.
<https://doi.org/10.1016/j.jretconser.2020.102143>
- Lucia-Palacios, L., Perez-Lopez, R., & Polo-Redondo, Y. (2020). How situational circumstances modify the effects of frontline employees' competences on customer satisfaction with the store. *Journal of Retailing and Consumer Services*, 52, 101905.
<https://doi.org/10.1016/j.jretconser.2019.101905>
- Luzuriaga, E. S., & Barrera, O. M. 2018. The brand experience as an instrument for customer loyalty; Segment: Health companies Guayaquil (Ecuador). *Espacios*, 39(4), 1-4.
- Malar, L., Krohmer, H., Hoyer, W. D., & Nyffenegger, B. (2011). Emotional brand attachment and brand personality: The relative importance of the actual and the ideal self. *Journal of marketing*, 75(4), 35-52. <https://doi.org/10.1509/jmkg.75.4.35>
- Martínez, P., & Del Bosque, I. R. (2013). CSR and customer loyalty: The roles of trust, customer identification with the company and satisfaction. *International Journal of*

- Hospitality Management*, 35, 89-99.
<https://doi.org/10.1016/j.ijhm.2013.05.009>
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, 75(6), 710.
- Moreira, A. C., Fortes, N., & Santiago, R. (2017). Influence of sensory stimuli on brand experience, brand organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, 75(6), 710.
- Park, C. W., MacInnis, D. J., Priester, J., Eisingerich, A. B., & Iacobucci, D. (2010). Brand attachment and brand attachmentstrength: Conceptual and empirical differentiation of two critical brand equity drivers. *Journal of marketing*, 74(6), 1-17.
<https://doi.org/10.1509/jmkg.74.6.1>
- Phillips, D. M., & Baumgartner, H. (2002). The role of consumption emotions in the satisfaction response. *Journal of Consumer psychology*, 12(3), 243-252.
https://doi.org/10.1207/S15327663JCP1203_06
- Prentice, C., Wang, X., & Loureiro, S. M. C. (2019). The influence of brand experience and service quality on customer engagement. *Journal of Retailing and Consumer Services*, 50, 50-59.
<https://doi.org/10.1016/j.jretconser.2019.04.020>
- Rajaobelina, L., Prom Tep, S., Arcand, M., & Ricard, L. (2021). The relationship of brand attachment and mobile banking service quality with positive word-of-mouth. *Journal of Product & Brand Management*. <https://doi.org/10.1108/JPBM-02-2020-2747>
- Rather, R. A., & Parray, S. H. (2018). Customer engagement in increasing affective commitment within hospitality sector. *JOHAR*, 13(1), 73.
- Rather, R. A., Tehseen, S., Itoo, M. H., & Parrey, S. H. (2019). Customer brand identification, affective commitment, customer satisfaction, and brand trust as antecedents of customer behavioral intention of loyalty: An empirical study in the hospitality sector. *Journal of Global Scholars of Marketing Science*, 29(2), 196-217.
<https://doi.org/10.1080/21639159.2019.1577694>
- Sahin, A., Zehir, C., & Kitapçı, H. (2011). The effects of brand experiences, trust and satisfaction on building brand loyalty; an empirical research on global brands. *Procedia-Social and Behavioral Sciences*, 24, 1288-1301.
<https://doi.org/10.1016/j.sbspro.2011.09.143>
- Schmitt, B. (1999). Experiential marketing. *Journal of marketing management*, 15(1-3), 53-67.
<https://doi.org/10.1362/026725799784870496>

- Schmitt, B. H., Brakus, J., & Zarantonello, L. (2014). The current state and future of brand experience. *Journal of Brand Management*, 21(9), 727-733.
- Seashore Louis, K., Dretzke, B., & Wahlstrom, K. (2010). How does leadership affect student achievement? Results from a national US survey. *School effectiveness and school improvement*, 21(3), 315-336.
- Shukla, P., Banerjee, M., & Singh, J. (2016). Customer commitment to luxury brands: Antecedents and consequences. *Journal of Business Research*, 69(1), 323-331. <https://doi.org/10.1016/j.jbusres.2015.08.004>
- Story, J., & Hess, J. (2010). Ethical brand management: customer relationships and ethical duties. *Journal of product & brand management*. 19(4), 240-249. <https://doi.org/10.1108/10610421011059568>
- Terblanche, N. S., & Boshoff, C. (2010). Quality, value, satisfaction and loyalty amongst race groups: A study of customers in the South African fast food industry. *South African Journal of Business Management*, 41(1), 1-9.
- Thomson, M., MacInnis, D. J., & Park, C. W. (2005). The ties that bind: Measuring the strength of consumers' emotional attachments to brands. *Journal of consumer psychology*, 15(1), 77-91. https://doi.org/10.1207/s15327663jcp1501_10
- Tsai, Y. (2011). Relationship between organizational culture, leadership behavior and job satisfaction. *BMC health services research*, 11(1), 1-9.
- Upamannyu, N. K., & Bhakar, S. S. (2014). Effect of customer satisfaction on brand image & loyalty intention: A study of cosmetic product. *International Journal of Research in Business and Technology*, 4(1), 296-307.
- Yasin, M., Porcu, L., & Liébana-Cabanillas, F. (2019). The effect of brand experience on customers' engagement behavior within the context of online Brand communities: the impact on intention to forward online Company-Generated content. *Sustainability*, 11(17), 4649. <https://doi.org/10.3390/su11174649>
- Yasin, M., Porcu, L., & Liébana-Cabanillas, F. (2019). The effect of brand experience on customers' engagement behavior within the context of online Brand communities: the impact on intention to forward online Company-Generated content. *Sustainability*, 11(17), 4649. <https://doi.org/10.3390/su11174649>
- Zhang, K. Z., Benyoucef, M., & Zhao, S. J. (2015). Consumer participation and gender differences on companies' microblogs: A brand attachment process perspective. *Computers in Human Behavior*, 44, 357-368. <https://doi.org/10.1016/j.chb.2014.11.068>