

Acknowledgements

First and foremost, I sincerely thank Allah for blessing me with the strength, patience, and determination to complete this journey. His endless mercy, guidance, and wisdom have been my constant source of support through every challenge and obstacle I faced. I am deeply grateful for His blessings, which have enabled me to reach this important milestone in my life and studies.

To my incredible parents, Kamal and Nariman — thank you for everything. Since my first day in this life, your love, prayers, and constant encouragement have been the foundation of who I am. You have supported me through every challenge and celebrated every success, big or small. Every step I have taken and every achievement I have earned is thanks to your sacrifices and belief in me. You taught me the values of perseverance, humility, and kindness. Simply put, without you, I am nothing. This PhD, like all my accomplishments, belongs to you as much as it does to me. More than anyone else, you are the reason, the strength, and the heart behind everything I have achieved in my life.

To my brother, Dr. Hasan — you've always been someone I admire. Your compassion for your patients, your dedication to your field, and your recognition as an amazing researcher continue to inspire me. You have taught me how to handle pressure with grace and to keep pushing forward no matter what. Thank you for always being there, as they say, a brother is the backbone of a person, and you have truly been mine.

To my sisters, Lubna and Lama — thank you for being the daily joy in my life. During stressful moments, your humour and those “mandatory” card games always gave me the breaks I didn't even know I needed. I mostly tried to skip them, but couldn't without making you upset! I'll never forget how you would laugh at every silly move I made, teasing me endlessly, yet still cheering me on. You always made me smile, even when I didn't feel like it, and reminded me that life is more than just deadlines. You are kind, caring, and simply amazing, and I feel so lucky to have you as my sisters.

To my wonderful nephews and nieces — Kamal, Kareem, Yousef, Malak, Layan, Tia, Salma, Sara, and Hammoudeh, I love you all very much. You are funny, smart, and full of energy, but let's be honest: my limit with you is about ten minutes before the chaos kicks in! Still, even in those short moments, you've given me laughter and joy that I'll always treasure.

To Professor Carla Ruiz — I can't thank you enough. Your guidance, encouragement, and patience throughout this PhD journey have shaped not only my academic growth but also my personal development. You gave me the freedom to explore, yet always ensured I stayed on the right path. I will forever be grateful for the time you dedicated to reviewing my work, for every thoughtful conversation, and for always believing in me. You have been more than a supervisor, you have been a true mentor, a role model, and someone I deeply admire. On both a professional and personal level, you are truly one of the best people I have ever met, and your integrity, kindness, and dedication have left a lasting impression on me. And yes, your curiosity and quick grasp of the automotive industry impressed everyone at the dealership when you visited us! I will never forget your simple yet powerful words: "No excuses." That phrase has stayed with me every single day.

To Professor Rafael Currás — thank you for your honest feedback, sharp observations, and deep academic insight. You helped me notice the details that mattered and taught me how to make complex topics clear. I have learned so much from your careful thinking, and I truly appreciate your time, patience, and guidance. Without question, you are one of the best when it comes to data analysis! your support has been key in shaping my research and improving my skills. Your guidance not only strengthened my work but also encouraged me to face challenges with confidence and curiosity.

A very special thank you to Louai Tabet, General Manager of Abu Khader Automotive — Louai, I do not have enough words. Your support has gone far beyond the professional. You have stepped in many times to give me the space I needed to study and grow, and your trust, belief in me, and guidance have made a real difference. From your Excel tips (which saved me so much time!) to your gym motivation, you have helped me in ways you may not even realise. I genuinely consider you more than a manager, you are like a brother to me. People often say someone may know a little about everything, but you are the rare person who seems to understand everything about everything. You are an example to everyone in the company, showing how one can handle responsibilities with excellence, humility, and grace. I have never seen anyone manage so much with such skill, kindness, and dedication. You don't just lead; you help every single employee and anyone who turns to you for support, no matter how big or small the issue. Your mentorship has profoundly shaped my career, giving me confidence, skills, and vision that I will carry forward throughout my professional life. If it were up to me, I'd award you a PhD for being one of the most brilliant, supportive, and inspiring people I know. I still follow one amazing sentence you taught me: 'Everything will pass eventually', it has truly stuck in my head. Thank you from the heart.

To my dear friends ALwaleed, Farouqi, and Zaid, no words can describe our friendship and how much you have stood by me for more than 15 years. From the very beginning, you supported me in every way, whether in happy times or during hard moments. Waleed and Farouqi, your humour is amazing and you can make anyone laugh. I still laugh remembering how you always tried to make me play FIFA every weekend, even when I had to study, bringing me over and then tricking me into playing! Farouqi, I'll never forget the times you stayed up on your phone at your place while I studied, making sure I could keep studying even though I didn't get much sleep! Waleed, I am waiting for you and Farah in Spain because I know you will love it, and handsome little Khaled too! Zaid, I really admire your knowledge and cleverness when we played question games. I am really lucky to have you all in my life.

To the beautiful and amazing girls Lara and Luna, Lara, you were my support and strength during the toughest times of my PhD. You spent hours with me when I needed to study, just to cheer me up and support me. You even started learning how to handle papers and references, haha! I will never forget this. Luna, I have never seen humour like yours, you always made me smile, even when I didn't want to, and even though we often argued and teased each other, you were always there to support me. I feel so lucky to have you both in my life.

To Abu Khader Automotive — thank you for being far more than just my workplace. For so many years, AK has been my second home, the place where I have grown not only as a professional but also as a person. It is here that my passion for the automotive industry was nurtured and transformed into the driving force behind this research. Every experience, every challenge, and every success at AK has shaped who I am today. I am truly proud and deeply grateful to be part of a company that has given me so much and that continues to stand for innovation, quality, and people.

To Mr. George Abu Khader, Chairman, and Mr. Nicola Abu Khader, CEO — thank you for your remarkable leadership and inspiring vision. I still remember my conversation with you, Mr. George, when I shared my interest in learning Spanish; your encouragement and kind words meant more to me than you can imagine. Your dedication and commitment have built not only a successful company but also a true legacy that I am honoured and proud to be part of. Together, your leadership, integrity, and passion have created an environment that inspires us all, and I am deeply grateful for the guidance and example you both continue to provide.

To Omar Halaseh, our Business and Marketing Director — thank you for your valuable insights and encouragement, especially in the marketing aspects of my research. Your advice brought a real-world perspective that greatly enriched this work. I am truly grateful for your collaboration, your time, and your willingness to support me throughout this journey. Your intelligence, professionalism, and thoughtful guidance have had a big impact on both my research and my learning. You never said no to anything I asked for. I would also like to thank your amazing team, one of the best I have ever worked with, for always being ready to help, even with the smallest tasks. A special thank you to Haneen, who is truly one of the most wonderful people I have ever met. Your kindness, patience, and constant support have meant so much to me throughout this journey, and I could not have done it without you. I am also grateful to Ahmad Ghaith, Mohamad Touran, Sarah, Rama, and Yousef for their support and friendship. And, without a doubt, to Tala, your amazing efforts in gathering everything I needed, done so quickly and professionally, have been truly invaluable.

To my wonderful office colleague Nour, whom I call “La Luz” and practice Spanish with — working alongside you for almost three years has been amazing. Your encouragement, positivity, and laughter have brightened even the busiest days. Thank you for always being supportive, for sharing both work and life moments, and for making the office feel like a second home. I have truly enjoyed every moment and learned so much from your energy, kindness, and dedication.

To Hisham and Alaa Haddad, since I started at Abu Khader in 2015 you were the first people I worked with, and you taught me so much; even now as we continue in the same company, I remember those early days with gratitude and I hope this good relationship will always continue. To Majd, the one who helped me practice presentations, and the one who smoked with me and reminded me that everything would be fine, thank you for everything, you always knew how to lift my spirits and make stressful moments easier.

To Mazen, whom I call “el amigo” — my partner in every business adventure. Your incredible sense of humour makes every trip and every meeting unforgettable. Thank you for showing me how to handle training matters with ease and for always making work feel lighter and more enjoyable. I can’t wait for our next trip to Dubai and the new adventures ahead!

To my amazing colleagues at AK — thank you all for your kind words, for covering for me when I needed time to study, and for constantly cheering me on. Your pride in my work gave me strength when I needed it most. I have loved all the little moments we shared, from breakfast and lunch together to our chats, jokes, and laughter throughout the day. Those times not only made even the busiest days enjoyable but also created memories I will always carry with me.

To my second family in Spain — Emilio, Enrique, Juani, Estefanía, and little champ Enzo, thank you for being there for me from the very first day I arrived. You welcomed me with open arms, showed me the beauty of Valencia, and taught me the important things about life in Spain (even if you spoke a bit too fast in Spanish, haha!). My PhD journey would not have been possible without your support. You are truly like family to me.

To my dear Mar — thank you for always being there for me, not just during my PhD journey but in everyday life. From our shared stories and conversations to the laughter, support, and comfort you bring, you have made every moment brighter. I deeply admire the skills you've developed in theatre acting and the strength and kindness you show in everything you do. You are truly one of the strongest women I have ever known. And to the most beautiful dog in the world, Ico, I will miss your excited barks whenever I came home and the way you patiently watched me while I studied, waiting for a treat.



Index of Content

Index of Content.....	I
Index of Tables	VI
Index of Figures	IX
Index of Abbreviations	XI
Resumen	XIII
CHAPTER 1 : INTRODUCTION.....	1
1.1 Customer–Brand Relationships and Social Media.....	3
1.2 Context of the Thesis: The Automotive Industry	8
1.2.1 Global and Regional Context.....	8
1.2.2 Digitalisation and Its Impact on the Automotive Industry	10
1.2.3 Case Study Context: Abu Khader Automotive.....	12
1.3 Research Objectives and Thesis Structure	14
CHAPTER 2 : EXPLORING THE ANTECEDENTS AND OUTCOMES OF BRAND LOVE.....	18
2.1 Introduction	19
2.2 Literature Review	22
2.3 Proposed Model and Hypothesis Formulation	23
2.3.1 Stimulus	24
2.3.1.1 Perceived Empathy, Customer Happiness and Trust	24
2.3.1.2 Two-Way Communications	25
2.2.1.3 Social Influence	26
2.3.2 Organism.....	26
2.3.2.1 Affective Factors: Positive Emotions and Brand Love	26
2.3.3 Response.....	28
2.3.3.1 Attitudinal Responses: Resistance to Negative Information Posted in Social Media	28
2.3.3.2 Behavioural Responses: Positive eWOM and Willingness to pay	28
2.3.3.3 Brand Love and Willingness to pay.....	29
2.3.4 Moderating Effect of the Consumer’s Susceptibility to Social Media Information.....	29

2.4 Methodology	30
2.4.1 Sampling and Data Collection	30
2.4.2 Measurement Instrument.....	32
2.5 Results.....	35
2.6 Discussion.....	41
 CHAPTER 3 : CORPORATE REPUTATION AND CUSTOMER BRAND ENGAGEMENT - THE MODERATING ROLE OF BRAND LOVE	 43
3.1 Introduction	44
3.2 Literature review	46
3.3 Hypotheses development	47
3.4 Methodology	51
3.5 Results.....	52
3.6 Discussion.....	57
 CHAPTER 4 : SERVICE QUALITY AND CUSTOMER BRAND ENGAGEMENT	 59
4.1 Introduction	60
4.2 Literature Review	61
4.2.1 Customer Brand Engagement	61
4.2.2 The Customer Journey	62
4.2.3 Service Quality	62
4.2.4 Effects of Service Quality on Customer Brand Engagement dimensions	65
4.3 Methodology	66
4.3.1 Concept Mapping Analysis.....	66
4.3.2 Quantitative Study with Online Questionnaires	67
4.4 Results.....	70
4.4.1 Concept Mapping.....	70

4.4.1.1 Phase 1. Preparation of group work and sampling plan	70
4.4.1.2 Phase 2. First meeting: Generation and weighting of the beliefs about key attributes of service quality in the automotive industry	71
4.4.1.3 Phase 3. Development of perceptual maps beliefs of attributes of service quality in the automotive industry	74
4.4.1.4 Phase 4. Second meeting: discussion with participants on the structure of the maps, names of the groups, and configuration of final beliefs for each group	76
4.4.2 Quantitative study with online questionnaire	77
4.5 Discussion.....	80
 CHAPTER 5 : UNVEILING CUSTOMER BRAND ENGAGEMENT ON SOCIAL MEDIA: ANALYSING BRAND- AND USER- GENERATED CONTENT	 82
5.1 Introduction	83
5.2. Study A – The Role of BGC and Social Media Platform Type on Customer Brand Engagement	86
5.2.1 Objectives	86
5.2.2 Theoretical background	86
5.2.2.1 Uses and Gratifications and brand-generated content.....	86
5.2.2.2 Social media engagement	87
5.2.2.3 Media Richness	87
5.2.3 Research Hypotheses	88
5.2.3.1 Brand-generated content and customer engagement.....	88
5.2.3.2 Brand-generated content richness and customer engagement	89
5.2.3.3 Direct and interaction effects of social media platform and media content richness.....	91
5.2.4 Methodology.....	92
5.2.5 Results.....	92
5.2.5.1 Content analysis	92
5.2.5.2 Effects of Media Content Richness on CBE	98
5.2.5.3 Effects of social platform and media content richness on CBE.....	98
5.2.6 Discussion	99
5.3 Study B – Content Richness, UGC Sentiment and Post Virality on Social Media	101
5.3.1 Objectives	101
5.3.2 Theoretical background and hypotheses development.....	101

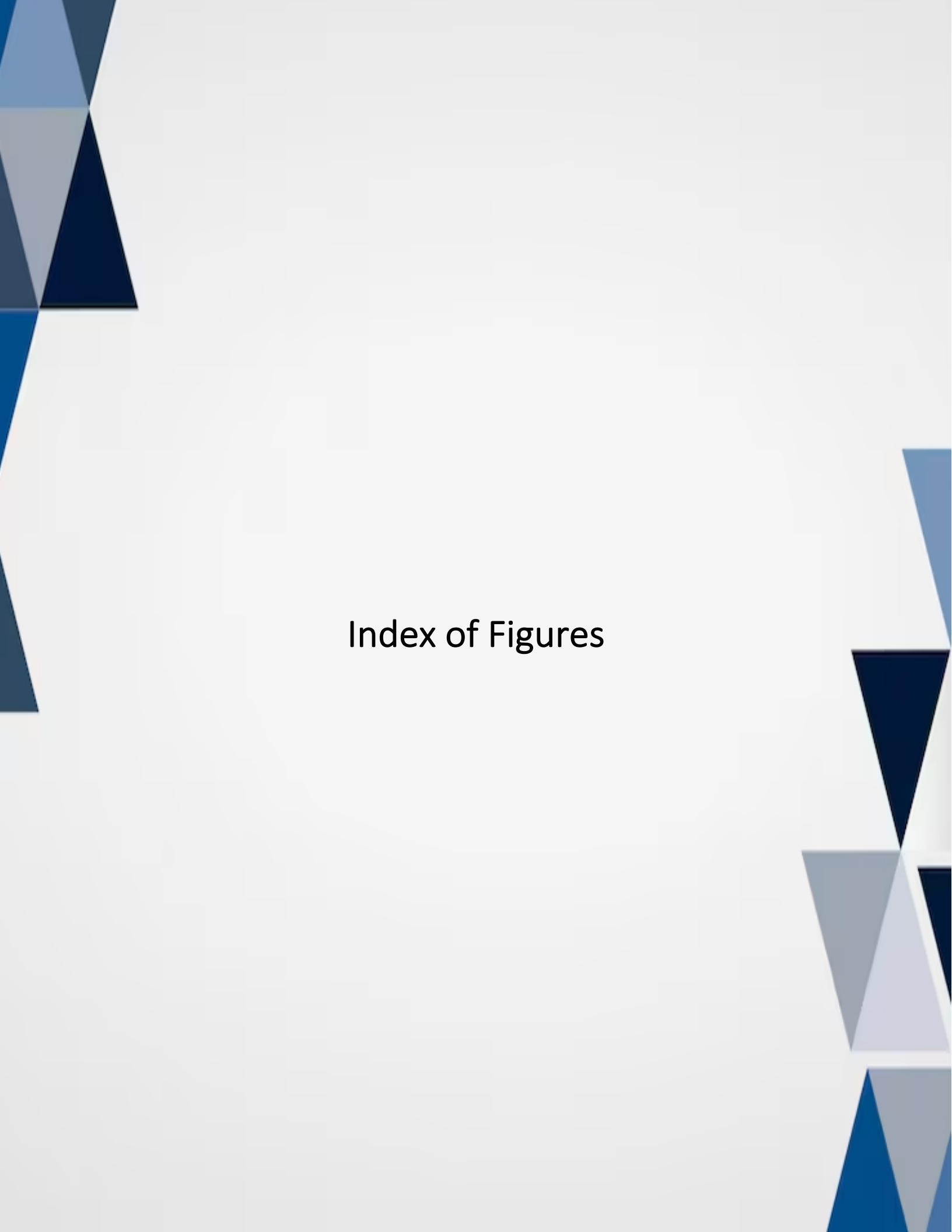
5.3.2.1 <i>Understanding User-Generated Content</i>	101
5.3.2.2 <i>Brand-generated content richness and sharing behaviour</i>	102
5.3.2.3 <i>Length and valence of user generated content</i>	103
5.3.2.4 <i>Sentiment valence and content richness</i>	104
5.3.3 Methodology.....	104
5.3.4 Results.....	105
5.3.5 Discussion	125
CHAPTER 6 : CONCLUSION	127
6.1 Overview and Summary of the Findings.....	128
6.2 Managerial Implications	133
6.3 Limitations and Future Research Lines	138
REFERENCES	145

The page features decorative geometric shapes in the corners. The top-left corner has a dark blue triangle pointing down and a light blue triangle pointing up. The bottom-right corner has a dark blue triangle pointing up and a light blue triangle pointing down. The text "Index of Tables" is centered on the page.

Index of Tables

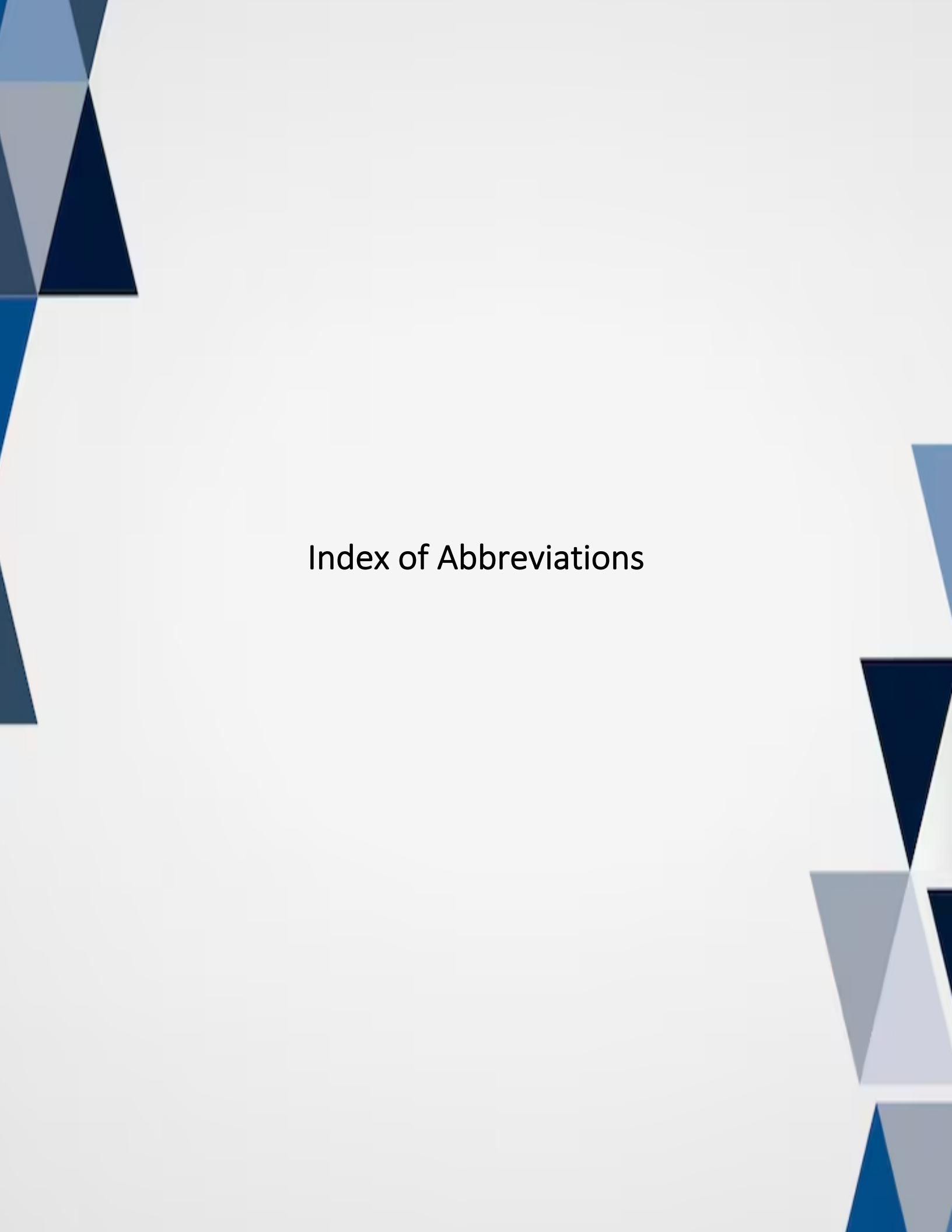
TABLE 2.1: SAMPLE DESCRIPTION OF STUDY 1	31
TABLE 2.2: SCALES USED IN THE STUDY 1	33
TABLE 2.3: RELIABILITY AND CONVERGENT VALIDITY OF THE MEASUREMENT INSTRUMENT	35
TABLE 2.4: DISCRIMINANT VALIDITY OF THE MEASUREMENT MODEL	37
TABLE 2.5: ASSESSMENT OF NONRESPONSE BIAS IN STUDY 1.....	38
TABLE 2.6: TEST OF THE HYPOTHESES.....	39
TABLE 2.7: MEDIATION ANALYSIS	40
TABLE 2.8: MODERATION ANALYSIS OF SOCIAL MEDIA SUSCEPTIBILITY	41
TABLE 3.1: SCALES USED IN THE STUDY 2	51
TABLE 3.2: RELIABILITY AND CONVERGENT VALIDITY OF THE MEASUREMENT INSTRUMENT	53
TABLE 3.3: DISCRIMINANT VALIDITY OF THE MEASUREMENT MODEL.....	54
TABLE 3.4: HYPOTHESES TESTING	54
TABLE 3.5: MEDIATION ANALYSIS OF SATISFACTION	55
TABLE 3.6: MODERATION ANALYSIS OF BRAND LOVE	56
TABLE 4.1: SCALES MEASUREMENT OF STUDY 3.....	68
TABLE 4.2: STATEMENTS OF BELIEFS OF KEY SERVICE QUALITY ASPECTS IN THE AUTOMOTIVE INDUSTRY	72
TABLE 4.3: FINAL DIMENSIONING OF BELIEFS ON SERVICE QUALITY ASPECTS IN THE AUTOMOTIVE INDUSTRY BY AK EMPLOYEES	77
TABLE 4.4: CRONBACH’S ALPHA OF THE INDEPENDENT AND DEPENDENT VARIABLES.....	77
TABLE 4.5: RQ2: MULTIPLE LINEAR REGRESSION ANALYSIS RESULTS.....	78
TABLE 4.6: RQ3: MULTIPLE LINEAR REGRESSION ANALYSIS RESULTS.....	79
TABLE 4.7: RQ4: MULTIPLE LINEAR REGRESSION ANALYSIS RESULTS.....	79
TABLE 5.1: MOST FREQUENT WORDS LIST (TOP 15) BY PART OF SPEECH (POS) FOR HIGH ENGAGEMENT POSTS ..	94
TABLE 5.2: LDA TOPIC MODELLING	96
TABLE 5.3: MOST FREQUENT WORDS LIST (TOP 15) BY PART OF SPEECH (POS) FOR POSITIVE UGC	106
TABLE 5.4: LDA TOPIC MODELLING (POSITIVE UGC)	109
TABLE 5.5: MOST FREQUENT WORDS LIST (TOP 15) BY PART OF SPEECH (POS) FOR NEUTRAL UGC.....	111

TABLE 5.6: LDA TOPIC MODELLING (NEUTRAL UGC).....	113
TABLE 5.7: MOST FREQUENT WORDS LIST (TOP 15) BY PART OF SPEECH (POS) FOR NEGATIVE UGC.....	115
TABLE 5.8: LDA TOPIC MODELLING (NEGATIVE UGC)	118
TABLE 5.9: PRESENCE OF GRATIFICATION TYPES ACROSS POSITIVE UGC	120
TABLE 5.10: PRESENCE OF GRATIFICATION TYPES ACROSS NEUTRAL UGC.....	121
TABLE 5.11: PRESENCE OF GRATIFICATION TYPES NEGATIVE UGC	122
TABLE 5.12: CROSS TABLE BETWEEN CONTENT RICHNESS OF THE POST AND SENTIMENT OF COMMENTS	123
TABLE 5.13: SUMMARY OF HYPOTHESES TESTING RESULTS.....	126
TABLE 6.1: SUMMARY OF CHAPTER 2 (STUDY 1)	140
TABLE 6.2: SUMMARY OF CHAPTER 3 (STUDY 2)	141
TABLE 6.3: SUMMARY OF CHAPTER 4 (STUDY 3)	142
TABLE 6.4: SUMMARY OF CHAPTER 5 (STUDY 4A, 4B)	143



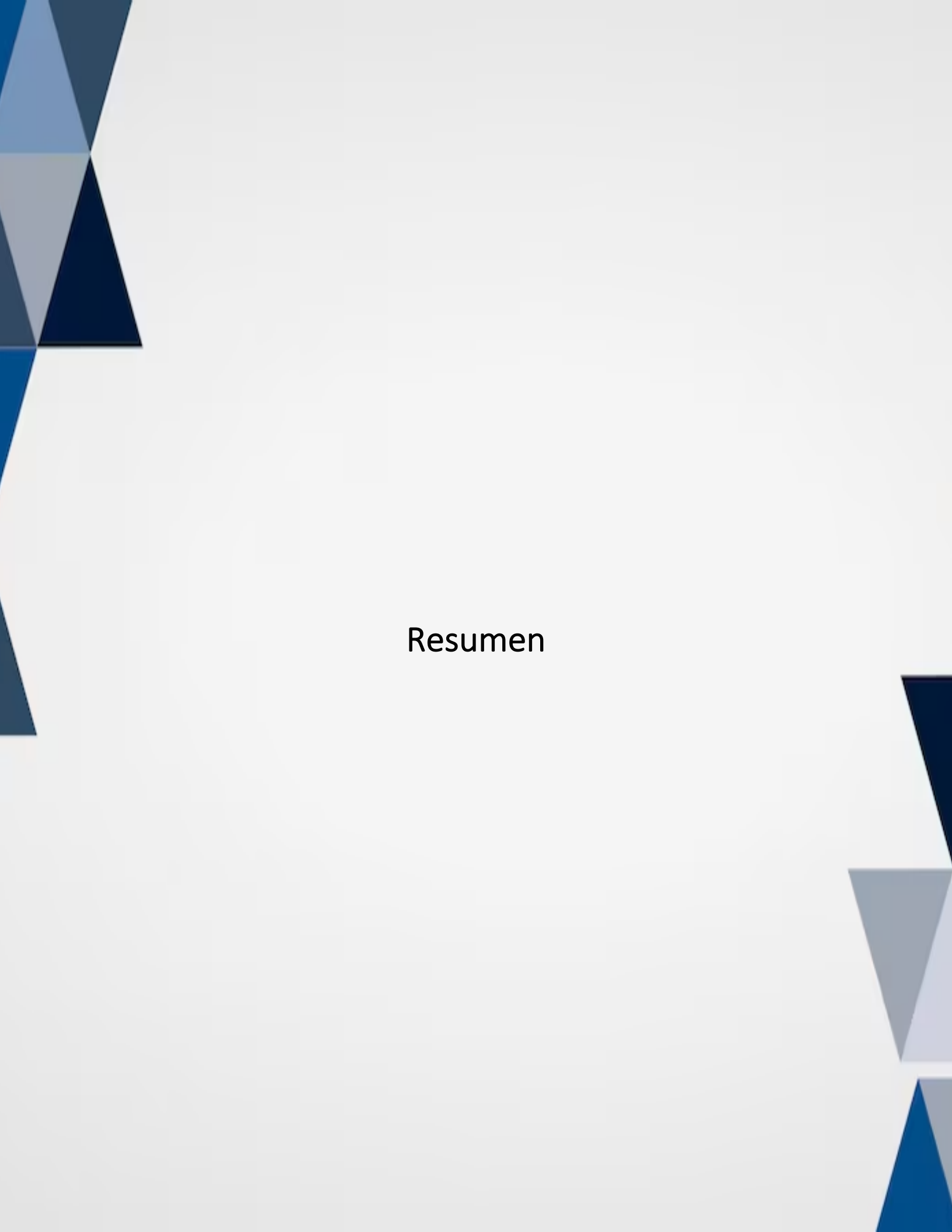
Index of Figures

FIGURE 1.1: ABU KHADER GROUP SECTOR OF OPERATION	13
FIGURE 1.2: THESIS STRUCTURE	15
FIGURE 2.1: RESEARCH MODEL OF STUDY 1	23
FIGURE 2.2: ESTIMATED MODEL OF STUDY 1.....	39
FIGURE 3.1: RESEARCH MODEL OF STUDY 2	50
FIGURE 3.2: ESTIMATED MODEL IN STUDY 2	56
FIGURE 4.1: CONCEPTUAL FRAMEWORK OF STUDY 3	66
FIGURE 4.2: SCATTERPLOT OF THE BELIEFS OF KEY SERVICE QUALITY ASPECTS IN THE AUTOMOTIVE INDUSTRY ...	74
FIGURE 4.3: DENDOGRAM CLUSTER ANALYSIS	75
FIGURE 4.4: SCATTERPLOT OF THE BELIEFS OF KEY SERVICE QUALITY ASPECTS.....	76
FIGURE 5.1: THEORETICAL FRAMEWORK	85
FIGURE 5.2: CO-OCCURRENCE NETWORK (HIGH ENGAGEMENT POSTS).....	95
FIGURE 5.3: CO-OCCURRENCE NETWORK (POSITIVE UGC)	107
FIGURE 5.4: CO-OCCURRENCE NETWORK (NEUTRAL UGC).....	112
FIGURE 5.5: CO-OCCURRENCE NETWORK (NEGATIVE UGC)	116
FIGURE 5.6: AK FACEBOOK ADS.....	124



Index of Abbreviations

AK	Abu Khader
AVE	Average Variance Extracted
BGC	Brand-generated content
CA	Cronbach's Alpha
CAGR	Compound Annual Growth Rate
CAT	Cognitive appraisal theory
CBE	Customer brand engagement
CFA	confirmatory factor analysis
CMB	common method bias
COVID-19	Coronavirus Disease 2019
CR	Corporate Reputation
CR	Composite Reliability
CRM	Customer Relationship Management
EVs	Electric vehicles
eWOM	Electronic word of mouth
H	Hypothesis
HTMT	Heterotrait-Monotrait
LDA	Latent Dirichlet Allocation
MRT	Media Richness Theory
Neg	Negative
Neu	Neutral
O	Objective
OTA	Over-the-air
PLS-SEM	Partial Least Squares Structural Equation Modeling
POS	Part of Speech
rho_A	Dijkstra-Henseler rho
RQ	Research Question
SET	Social Exchange Theory
SIT	Social Impact Theory
SOR	Stimuli, organism, response
SSET	Social Sharing of Emotions Theory
TF	Term frequency
TTT	Trust Transfer Theory
UGC	User-generated content
UGT	Uses and gratifications theory
W	Weight
WTP	Willingness to pay



Resumen

Resumen

Las relaciones cliente–marca están adquiriendo una importancia creciente, especialmente en el comercio minorista, donde el marketing en redes sociales utiliza tecnologías digitales avanzadas para fortalecer las conexiones entre marcas y consumidores (Noreen et al., 2025). Esta importancia es particularmente evidente en la industria del automóvil, donde la transformación digital, los cambios en el comportamiento del consumidor y las dinámicas culturales determinan cómo los clientes interactúan con las marcas. El sector está experimentando una transformación rápida, impulsada por cambios en la regulación, precios dinámicos, adopción de vehículos eléctricos y alteraciones en la distribución que están redefiniendo las expectativas de los clientes y las estrategias de los concesionarios (Jordan Times, 2025; Forbes, 2025; Frieske & Stieler, 2022). Estas tendencias globales son especialmente visibles en mercados regionales como Jordania, donde el aumento del poder adquisitivo de los hogares y el apoyo gubernamental posicionan al sector para un crecimiento significativo hacia 2030 (Research and Markets, 2023; Coface, 2024). La pandemia de la enfermedad por Coronavirus 2019 (COVID-19) aceleró aún más la transformación digital, exigiendo que las empresas fortalezcan la resiliencia operativa y se adapten a la demanda fluctuante (Statista, 2023). En este entorno en evolución, las estrategias digitales personalizadas, especialmente a través de las redes sociales, se han vuelto esenciales para modelar el Compromiso del Cliente con la Marca (Customer Brand Engagement, CBE), la reputación y la percepción de la marca (Hu & Basiglio, 2024; Tian, 2024).

En este contexto, este doctorado industrial se realizó en colaboración con Abu Khader Automotive (AK), un grupo automovilístico líder en Jordania. Todos los datos se recopilaron a través de esta colaboración, explorando la experiencia de clientes y empleados en diversas etapas del recorrido del cliente. AK fue un socio ideal, ya que sus valores y estrategias organizacionales se alinean estrechamente con los constructos examinados en este estudio, incluyendo CBE, amor de marca, reputación corporativa (CR), calidad de servicio y confianza. Para abordar estas brechas y revelar las complejidades involucradas, el fenómeno de CBE se analiza desde múltiples perspectivas. Dada la complejidad de la industria automovilística su evolución constante y los desafíos impulsados por el consumidor (Abedsoltan, 2024), la tesis emplea un riguroso diseño de investigación multimétodo que combina enfoques cuantitativos y cualitativos, capturando diversas perspectivas sobre la dinámica cliente–marca en múltiples puntos de contacto. Los estudios realizados en esta Tesis investigan cómo los factores emocionales, cognitivos y experienciales moldean el CBE y el amor de marca en contextos tanto presenciales como digitales. Al

integrar la experiencia del cliente en el concesionario con el compromiso digital, esta tesis contribuye a la teoría extendiendo la comprensión de las relaciones cliente–marca en el sector automovilístico y ofrece recomendaciones prácticas para marcas automovilística que buscan fortalecer la promoción y el compromiso en canales tradicionales y digitales.

Los **objetivos** de esta tesis son los siguientes:

- **O.1.** Explorar los impulsores cognitivos, emocionales y sociales del amor de marca y sus consecuencias sobre las intenciones de comportamiento del cliente.
- **O.2.** Evaluar el papel del amor de marca en la relación entre la reputación de la marca y el Compromiso del consumidor con la marca.
- **O.3.** Identificar las dimensiones de la calidad de servicio en la industria automovilística y evaluar su impacto en el Compromiso del consumidor con la marca.
- **O.4.** Proporcionar información sobre cómo el contenido generado por la marca (Brand Generated Content, BGC) impulsa el Compromiso del consumidor con la marca y el sentimiento del contenido generado por los usuarios (User Generated Content, UGC) en plataformas de redes sociales.

El Capítulo Dos cumple con el primer objetivo de la tesis al examinar cómo el amor de marca se forma a partir de las experiencias emocionales y cognitivas de los clientes durante el proceso de compra del automóvil, con un enfoque particular en las interacciones en el concesionario. Aunque investigaciones previas han destacado la importancia teórica y gerencial del amor de marca (Ahuvia, 2022), se ha trabajado de manera limitada en explorar simultáneamente la interacción de los impulsores cognitivos y afectivos y su impacto combinado en las relaciones cliente–marca (Javed et al., 2023). Para abordar esta brecha, el estudio adopta el marco de Estímulo–Organismo–Respuesta (S-O-R) (Mehrabian & Russell, 1974), proponiendo que la comunicación bidireccional, las interacciones de servicio interpersonales y las normas subjetivas (estímulos) generan confianza y amor de marca (organismo), lo que a su vez conduce a resultados como la disposición a pagar más (WTP), el boca a boca electrónico positivo (eWOM) y la resistencia a la información negativa (respuestas). Los hallazgos indicaron que la empatía del vendedor es un fuerte predictor de la felicidad del cliente durante la compra del automóvil y un predictor aún más fuerte de la confianza en el concesionario. Tanto la felicidad como la confianza se traducen en un mayor amor de marca, lo que posteriormente genera resistencia a la información negativa en redes sociales, fomenta el eWOM positivo y aumenta la WTP. Se encontró que la felicidad medía la relación entre la

empatía y el amor de marca, mientras que el efecto de la empatía percibida del vendedor sobre la felicidad del cliente fue más fuerte para los consumidores con baja susceptibilidad a la información en redes sociales. En conjunto, estos resultados amplían el conocimiento académico al clarificar los efectos directos, mediadores y moderadores del amor de marca en el contexto automovilístico.

La Tabla 1 proporciona un resumen de los objetivos de investigación, marco teórico, metodología, tamaño de muestra y técnicas analíticas del Capítulo 2.

Tabla 1: Objetivo de Investigación, Marco Teórico y Diseño Metodológico (Capítulo Dos)

Capítulo 2. Explorando los Antecedentes y Resultados del Brand Love			
Objetivo de Investigación 1	Marco Teórico	Método y Tamaño de Muestra	Técnicas de Análisis
Explorar los factores cognitivos, emocionales y sociales que impulsan el amor de marca y sus consecuencias en las intenciones de comportamiento del cliente.	• Modelo S-O-R (S-O-R Framework) • Teoría de la Evaluación Cognitiva (Cognitive Appraisal Theory) • Teoría del Intercambio Social (Social Exchange Theory) • Teoría de Transferencia de Confianza (Trust Transfer Theory) • Teoría del Impacto Social (Social Impact Theory)	• Cuestionario Online • N = 317 • marzo a octubre 2023	• Análisis de moderación – SEM • Análisis de mediación – SEM

Para profundizar en los impulsores emocionales identificados en el capítulo anterior y su impacto en los comportamientos posteriores a la compra, el Capítulo Tres investiga más a fondo las relaciones cliente–marca mediante el examen de la reputación corporativa (CR) como un antecedente clave del CBE. A su vez, tanto la satisfacción como el CBE influyen en resultados conductuales, como el boca a boca electrónico (eWOM). El estudio también explora cómo las percepciones de singularidad de la marca y de equidad en los precios son incorporados en la evaluación de la CR por parte de los clientes, profundizando así en la comprensión de los caminos que conectan las percepciones a nivel de concesionario con el compromiso y la recomendación por parte del consumidor.

Además, este capítulo aborda una brecha importante al examinar el papel moderador del amor de marca en las relaciones cliente–marca. Si bien estudios previos han vinculado de manera consistente el amor de marca con resultados positivos, como lealtad, perdón ante fallos y recomendaciones favorables (Gumparthy & Patra, 2020), su función como condición moderadora dentro de estos procesos ha recibido una atención académica limitada. Los hallazgos del Capítulo Tres indicaron que la CR, mediada por la satisfacción, incrementa el CBE, lo que a su vez impulsa el eWOM para las marcas de automóviles. La singularidad de la marca y la percepción de equidad en los precios se identificaron como predictores sólidos de la CR. De manera interesante, la influencia de la CR en la satisfacción del cliente con el concesionario fue más débil para aquellos clientes que ya amaban la marca de automóvil adquirida, lo que evidencia un efecto moderador negativo del amor de marca. Además, se demostró que la satisfacción media la relación entre la CR y el CBE, aclarando el camino a través del cual la CR se traduce en compromiso. Una contribución esperada de este capítulo es explicar el eWOM mediante los efectos combinados de CR, satisfacción y CBE, al tiempo que proporciona nuevos conocimientos sobre: (i) el efecto moderador negativo del amor de marca en la relación CR–satisfacción, (ii) el papel mediador de la satisfacción en el vínculo entre CR y CBE, y (iii) cómo la CR puede explicarse a través de los efectos de la singularidad de la marca y la equidad percibida en los precios según la percepción de los clientes del concesionario.

En general, el Capítulo Tres destaca la interacción entre las evaluaciones racionales del consumidor (como la percepción de equidad y la singularidad de la marca), las respuestas emocionales (incluyendo satisfacción y amor de marca) y las intenciones de comportamiento (es decir, CBE y eWOM). En lugar de considerar la CR, la satisfacción y el CBE de manera aislada, este capítulo presenta la CR como un impulsor estratégico y un activo intangible, ilustrando cómo influye en el CBE al vincular evaluaciones racionales con apego emocional. Lo más importante, demuestra cómo el compromiso emocional y el afecto hacia la marca reconfiguran los caminos a través de los cuales la CR impacta el comportamiento del cliente en la industria automovilística. Un resumen de los objetivos del estudio, el marco conceptual, la metodología, la muestra y el enfoque analítico se presenta en la **Tabla 2**.

Tabla 2: Objetivo de Investigación, Marco Teórico y Diseño Metodológico (Capítulo Tres)

Capítulo 3. Reputación Corporativa y Compromiso Cliente–Marca: El Papel Moderador del Brand Love			
Objetivo de Investigación 2	Marco Teórico	Método y Tamaño de Muestra	Técnicas de Análisis
Evaluar el papel del amor de marca en la relación entre la Reputación Corporativa y el Compromiso Cliente–Marca (CBE).	• Teoría de la Disonancia Cognitiva (Cognitive Dissonance Theory) • Teoría de la Atribución (Attribution Theory) • Marco de CBE (CBE Framework)	• Cuestionario Online • N = 317 • marzo a octubre 2023	• Análisis de moderación – SEM • Análisis de mediación – SEM

El Capítulo Cuatro examina la calidad del servicio, un impulsor clave del CBE en la industria del automóvil. El objetivo de este capítulo es investigar cómo la calidad del servicio afecta al CBE. La calidad del servicio es ampliamente reconocida como un factor crítico que moldea las relaciones empresa–cliente e influye en los resultados de compromiso (Roy et al., 2018) y en el desempeño de la empresa (Camarero, 2007).

Investigaciones previas han debatido cómo se define y mide la calidad del servicio, centrándose en desarrollar escalas de medición específicas para el contexto o en examinar el impacto de las dimensiones de la calidad del servicio sobre resultados relacionados (Aburayya et al., 2020). El Capítulo Cuatro contribuye a ambas áreas al identificar las dimensiones clave de SERVQUAL relevantes para el mercado automovilístico jordano y testar sus efectos sobre el CBE. Este enfoque aborda lagunas en la literatura y mejora la comprensión de cómo la calidad del servicio respalda las relaciones cliente–marca a largo plazo, especialmente en contextos de compra de alta implicación.

Para alcanzar estos objetivos, el capítulo adopta un enfoque de métodos mixtos que combina fases cualitativas y cuantitativas. La fase cualitativa emplea mapas conceptuales realizados con empleados del concesionario AK para explorar la estructura dimensional de la escala SERVQUAL dentro del sector automovilístico jordano, proporcionando una comprensión detallada de las dimensiones relevantes de la calidad del servicio. La fase cuantitativa recopila datos mediante encuestas en línea de 602 clientes para testar el modelo conceptual.

Este estudio identifica las dimensiones clave de la calidad del servicio —personal, precio, conveniencia, fiabilidad y capacidad de respuesta— como los principales impulsores del CBE en el concesionario. La calidad del personal emerge como la más influyente, modelando el compromiso cognitivo, afectivo y conductual. Las características esenciales para los asesores de ventas incluyen conocimiento, cortesía, disposición para ayudar,

honestidad y respeto, destacando la importancia de la formación que combine competencia técnica con habilidades interpersonales, incluyendo empatía, escucha activa y comunicación digital.

El precio también desempeña un papel crítico en todos los tipos de compromiso, ya que políticas de precios justas y transparentes, financiamiento flexible y políticas de recompra generan confianza y facilitan el proceso de compra. La conveniencia impacta el compromiso cognitivo y afectivo y puede mejorarse mediante herramientas digitales (por ejemplo, aplicaciones de estado del vehículo, reservas en línea), instalaciones accesibles y experiencias cómodas en el concesionario.

La **Tabla 3** resume los objetivos de investigación, el marco conceptual, la metodología, las características de la muestra y las técnicas analíticas empleadas.

Tabla 3: Objetivo de Investigación, Marco Teórico y Diseño Metodológico (Capítulo Cuatro)

Capítulo 4. Calidad del Servicio y Compromiso Cliente–Marca			
Objetivo de Investigación 3	Marco Teórico	Método y Tamaño de Muestra	Técnicas de Análisis
Identificar las dimensiones de la Calidad del Servicio en la industria automovilística y evaluar su impacto en el Compromiso Cliente–Marca.	• Marco de CBE (CBE Framework) • SERVQUAL	• Cuestionario en línea • N = 602 • Marzo a noviembre de 2023 • Técnica de Mapeo Conceptual • N = 8 empleados • octubre de 2023	• Regresión Lineal Múltiple

Finalmente, el Capítulo 5 examina cómo el contenido en redes sociales publicado por las marcas influye en el compromiso cognitivo, emocional y conductual, complementando los capítulos anteriores. Al analizar tanto Comentarios Generados por las Marcas (BGC) como Comentarios Generados por los consumidores (UGC), dos estudios complementarios destacaron el rol del tipo de contenido, la riqueza, la elección de la plataforma y la valencia emocional en la generación de CBE cognitivo (comentarios), conductual (me gusta) y actitudinal (compartidos).

El Estudio 4A, realizado con una muestra de 13,343 comentarios en Instagram y Facebook y 1,182 BGC, explora cómo la riqueza del contenido y la elección de la plataforma influyen en el CBE cognitivo y conductual. Si bien la riqueza del formato de los medios (imágenes, carruseles y videos) no afectó la cantidad de comentarios, surgieron diferencias claras en la forma en que los usuarios expresan su compromiso conductual a través de los “me gusta”. Las imágenes superaron a los videos y carruseles, lo

que sugiere que los formatos estáticos, que requieren menos esfuerzo cognitivo, son más efectivos para estimular reacciones rápidas y positivas. El análisis también indicó que los carruseles pueden generar sobrecarga cognitiva, ya que el esfuerzo requerido para navegar por múltiples diapositivas puede distraer a los usuarios de interactuar con el contenido en sí. Más allá del formato del contenido, también se evidenciaron efectos de la plataforma. Publicaciones idénticas generaron más comentarios en Facebook, reflejando la preferencia de los usuarios por compartir sus experiencias en esa plataforma, mientras que las publicaciones en Instagram recibieron significativamente más “me gusta”, destacando su fortaleza como medio visual. En conjunto, estos resultados subrayan la importancia de adaptar las estrategias en redes sociales tanto al formato del contenido como a la dinámica de la plataforma para optimizar el CBE.

El Estudio 4B, realizado con una muestra de 11,117 comentarios en Facebook, demostró que los formatos de contenido más ricos, como los videos, son más efectivos que las imágenes estáticas para fomentar formas de interacción más profundas y virales en los usuarios. Mientras que las fotos pueden generar reacciones rápidas y superficiales, se encontró que los videos impulsan un compromiso más significativo y comportamientos de compartición. El estudio también mostró que la presencia de personas en el BGC no necesariamente aumentaba el compromiso de la audiencia, lo que sugiere que la riqueza del contenido desempeña un papel más relevante que la centralidad de la marca en la generación del CBE.

Además, el análisis de UGC reveló patrones importantes sobre cómo los clientes se expresan: los comentarios negativos tienden a ser más largos y elaborados que los positivos, lo que indica que los usuarios insatisfechos interactúan más extensamente al expresar sus preocupaciones. Finalmente, el análisis de sentimiento de los comentarios de los clientes destacó cómo las interacciones en redes sociales capturan respuestas emocionales, proporcionando información valiosa sobre la dinámica cliente–marca en redes sociales. Por ejemplo, los comentarios positivos se basan en gran medida en gratificaciones relacionales, ya que los usuarios expresan conexiones emocionales, culturales y sociales con las marcas. La gratificación de entretenimiento también se observa de manera destacada, con un lenguaje religioso, aspiracional y relacionado con el prestigio que refleja alegría y satisfacción simbólica. Mientras que la apreciación relacionada con la compra muestra un vínculo parcial con la intención remunerativa, la gratificación informativa es marginal y se relaciona principalmente con menciones del producto. En contraste, los comentarios neutrales tienden a ser funcionales y evaluativos, enfatizando claridad, asequibilidad y conocimiento del producto. La gratificación informativa es particularmente fuerte en discusiones sobre precio, especificaciones y personalización, mientras que la gratificación remunerativa

aparece en referencias a financiamiento y descuentos. Los aspectos relacionales aparecen de manera moderada en apelaciones de compra y morales, pero la gratificación por entretenimiento prácticamente está ausente. Finalmente, los comentarios negativos se asocian fuertemente con la gratificación informativa y relacional, ya que las quejas destacan con frecuencia la necesidad de claridad, transparencia y comunicación confiable por parte de las marcas. Las preocupaciones remunerativas surgen únicamente en relación con el precio y la insatisfacción técnica. La gratificación por entretenimiento está prácticamente ausente, apareciendo solo como un elemento menor en expresiones altamente emocionales.

La **Tabla 4** resume los objetivos de investigación, el marco conceptual, la metodología, las características de la muestra y las técnicas analíticas empleadas en los Estudios 4A y 4B.

Tabla 4: Objetivo de Investigación, Marco Teórico y Diseño Metodológico (Capítulo Cinco)

Capítulo 5. Revelando el Customer Brand Engagement en Redes Sociales: Analizando Contenido Generado por la Marca y por los Usuarios			
Objetivo de Investigación 4	Marco Teórico	Método y Tamaño de Muestra	Técnicas de Análisis
Obtener información sobre cómo el BGC influye en el Compromiso del consumidor con la marca y el sentimiento del UGC en las plataformas de redes sociales.	• Teoría de Usos y Gratificaciones (Uses and Gratification Theory) • Teoría de la Riqueza de Medios (Media Richness Theory) • Teoría del Compartir Social de las Emociones (Social Sharing of Emotions Theory) • Teoría de la Plataforma (Platform Theory)	Estudio A • N = 1182 BGC posts • N = 13,343 UGC • Plataformas: Facebook e Instagram • abril 2025 Estudio B • N = 649 BGC • N: 11,117 UGC • Plataforma: Facebook • junio 2025	• Extracción de datos web (PhantomBuster) • Análisis de contenido (KH Coder) • Análisis de sentimiento (Umigon) • ANOVA de un factor • Prueba t para muestras Independientes • Estadístico chi-cuadrado

Contribuciones Teóricas

Esta tesis doctoral realiza varias contribuciones teóricas a la literatura, centradas en variables clave de las relaciones cliente–marca (CBE, calidad del servicio y amor de marca). Además, ofrece contribuciones específicas a los marcos teóricos que sustentan los estudios.

El Capítulo 2 exploró cómo surge el amor de marca a partir de las experiencias emocionales y cognitivas de los clientes durante el proceso de compra del automóvil, con un enfoque en las interacciones en el concesionario. Esta investigación abordó una brecha en la literatura, ya que pocos estudios habían considerado la influencia combinada de los impulsores cognitivos y afectivos del amor de marca sobre las relaciones cliente–marca (Javed et al., 2023). Utilizando el marco S-O-R (Mehrabian & Russell, 1974), el estudio destacó el papel poco examinado de los empleados de primera línea en la formación de respuestas emocionales durante las interacciones con los clientes (Dhiman & Kumar, 2023). Los hallazgos revelaron que los estímulos interpersonales —particularmente la empatía mostrada por los asesores de ventas, la comunicación bidireccional y la influencia social— mejoran significativamente emociones como la felicidad y la confianza en el concesionario. Estas respuestas emocionales fortalecen el amor de marca, lo que a su vez promueve resultados clave, incluyendo la disposición a pagar más (WTP), resistencia a información negativa en redes sociales y eWOM positivo. El estudio validó el marco S-O-R en contextos de alta implicación, como la compra de automóviles, mediante un modelo que abarca tres caminos antecedentes: (i) los efectos directos de los impulsores cognitivos y emocionales; (ii) los roles mediadores de la confianza y la felicidad; y (iii) el efecto moderador de la susceptibilidad de los consumidores a la información en redes sociales. Basándose en la Teoría de la Evaluación Cognitiva (CAT; Lazarus, 1991), se encontró que la empatía es un impulsor particularmente fuerte de la felicidad, mediando su influencia sobre el amor de marca y parcialmente el efecto de la comunicación. La confianza, sin embargo, no actuó como mediador significativo. Estos resultados subrayan la centralidad de la satisfacción emocional para traducir la calidad del servicio interpersonal en un amor de marca duradero, apoyando investigaciones previas sobre la atención personalizada y el comportamiento de los empleados como impulsores de emociones positivas del consumidor (Goldsmith, 2016; Gong & Yi, 2018; Yan & Chiou, 2020; Aksoy et al., 2015; Tu & Hsee, 2016; Kumar, 2021). La Teoría del Intercambio Social (SET; Blau, 1964) y la Teoría de Transferencia de Confianza (TTT; Lee et al., 2014) explican además cómo las interacciones empáticas fomentan la confianza desde el asesor de ventas hacia el concesionario, reforzando la lealtad y la promoción (Salehzadeh et al., 2023; Zhao et al., 2019). El análisis de moderación indicó que el efecto positivo de la empatía sobre la felicidad fue más fuerte para consumidores menos dependientes de las redes sociales, mientras que la confianza no se vio afectada por dicha dependencia. En general, el capítulo ofrece conocimientos teóricos sobre los mecanismos mediante los cuales las experiencias emocionales a nivel del concesionario generan amor de marca y resultados conductuales.

El Capítulo 3 abordó una brecha investigando el amor de marca como moderador en las relaciones cliente–marca, aclarando su rol límite (Gumparthi & Patra, 2020). También examinó la reputación corporativa (CR) como determinante de la satisfacción del cliente y del CBE, y los efectos resultantes sobre el eWOM, así como cómo las percepciones de singularidad de marca y equidad de precio moldean la CR, vinculando las evaluaciones a nivel de concesionario con el compromiso y la promoción del cliente. Los hallazgos demostraron que la singularidad de la marca y la equidad percibida del precio influyen significativamente en la CR. La Teoría de la Atribución (AT; Weiner, 2018) explica la relación equidad–CR, mientras que la Teoría de la Disonancia Cognitiva (CDT; Festinger, 1957) respalda el papel de la CR en mantener la satisfacción y reducir el malestar post-compra. La CR afectó positivamente tanto a la satisfacción como al CBE, mediando la satisfacción la relación CR–CBE. El amor de marca moderó el vínculo CR–satisfacción: los consumidores con alto amor de marca dependieron menos de la CR para su satisfacción, mientras que aquellos con menor amor de marca dependieron más de la CR. Este capítulo avanza en la comprensión de cómo los impulsores racionales y emocionales interactúan para influir en el compromiso y la promoción, demostrando que la CR opera como un activo estratégico y un recurso psicológico en el contexto automotriz.

El Capítulo 4 se centró en la calidad del servicio como un impulsor crítico de la experiencia del cliente y del CBE. Reconocida como determinante clave de las relaciones empresa–cliente (Roy et al., 2018), la calidad del servicio moldea el compromiso cognitivo, afectivo y conductual. Utilizando un diseño de métodos mixtos, el estudio aplicó primero mapeo conceptual cualitativo para identificar dimensiones de calidad del servicio específicas del contexto jordano, seguido de una encuesta cuantitativa. Los resultados destacaron cinco dimensiones clave —personal, precio, conveniencia, fiabilidad y capacidad de respuesta— siendo la calidad del personal la que ejerce mayor influencia en todos los tipos de compromiso. Atributos como conocimiento, empatía, cortesía y comunicación efectiva moldean significativamente la experiencia del cliente. El capítulo aporta contribuciones teóricas al vincular la calidad del servicio con resultados cognitivos, afectivos y conductuales, demostrando su papel integrador en el fomento del involucramiento con la marca.

El Capítulo 5 abordó el papel del contenido en redes sociales para aumentar el compromiso digital a través de BGC y UGC. Reconociendo la creciente relevancia de las redes sociales en las interacciones cliente–marca (Bigné et al., 2025; Guerreiro & Rita, 2020), el capítulo desarrolla dos estudios para examinar cómo las características del contenido —tipo, riqueza, plataforma y sentimiento— afectan al

CBE. El Estudio 4A muestra que las publicaciones que combinan elementos relacionales, informativos, remunerativos y de entretenimiento generan el mayor compromiso. Los resultados complementan investigaciones previas sobre la Teoría de Riqueza de Medios (MRT; Daft & Lengel, 1986). Las imágenes generaron más “me gusta”, mientras que los videos fomentaron un compromiso más profundo mediante compartidos (Blanco et al., 2024; Khalilzadeh et al., 2023). Instagram provocó reacciones más rápidas, mientras que Facebook fomentó comentarios más elaborados (Veloutsou & Ballester, 2025). El Estudio 4B reveló que el contenido positivo refuerza las gratificaciones relacionales y de entretenimiento, el contenido neutral respalda la evaluación racional y el contenido negativo ofrece información sobre la insatisfacción, apoyando la Teoría del Compartir Social de Emociones (SSET; Rimé, 2009). Los videos aumentaron significativamente la viralidad, mientras que la presencia de personas en las publicaciones tuvo un impacto limitado. En conjunto, estos estudios avanzan en la comprensión teórica de cómo el contenido digital impulsa el compromiso cognitivo, emocional y conductual, complementando las interacciones en el concesionario y destacando las redes sociales como un punto de contacto vital en el recorrido del cliente automotriz (Lal et al., 2020; Moran et al., 2020).

En conjunto, estos capítulos proporcionan un marco teórico sólido que vincula interacciones en concesionarios, CR, calidad del servicio y compromiso digital con amor de marca, CBE y eWOM, ofreciendo contribuciones significativas tanto a la teoría como a la práctica en la industria automotriz.

Implicaciones Gerenciales

En la industria automovilística, que evoluciona rápidamente, esta tesis doctoral proporciona comprensión sobre cómo los clientes se comprometen con las marcas, lo cual es crucial para que los concesionarios mantengan una ventaja competitiva. Traducir los hallazgos de esta investigación en estrategias prácticas permite a las empresas alinear decisiones operativas con las expectativas del consumidor, tendencias digitales y excelencia en el servicio. Esta tesis ofrece conclusiones gerenciales clave de cada capítulo, proporcionando orientación para gerentes de concesionarios, equipos de marketing y profesionales de relaciones con clientes. Al resaltar medidas aplicables a lo largo de las etapas de precompra, compra, poscompra y compromiso digital, la siguiente discusión demuestra cómo los concesionarios pueden fomentar el amor de marca, fortalecer el CBE, optimizar la calidad del servicio y aprovechar las interacciones en redes sociales para construir relaciones duraderas con las clientes basadas en la confianza.

El Capítulo 2 enfatiza la importancia crítica de iniciar el recorrido del cliente cultivando la conciencia de marca durante la etapa de precompra. Se recomienda a los concesionarios aprovechar los sistemas de Gestión de Relaciones con Clientes (CRM) para personalizar las interacciones según las preferencias del cliente, compras previas y retroalimentación, fomentando la confianza y el compromiso personalizado. La comunicación bidireccional, la influencia social y mensajes transparentes y honestos son esenciales para formar percepciones positivas. Las características relacionadas con la empatía de los asesores de ventas, como la atención, la escucha activa y la comprensión profunda de las necesidades del cliente, desempeñan un papel central en generar confianza, felicidad del cliente y amor de marca, reforzando también la calidad percibida del servicio. Las campañas de precompra deben centrarse en la equidad de precios, conveniencia y competencia técnica, mientras que las iniciativas de poscompra, como programas de referidos, comunicaciones personalizadas y sistemas de recompensas, ayudan a mantener el compromiso, cultivar la promoción y fortalecer la resiliencia frente a comentarios negativos en redes sociales. Al combinar inteligencia emocional con excelencia operativa, los concesionarios pueden crear conexiones duraderas con los clientes en todas las etapas del recorrido.

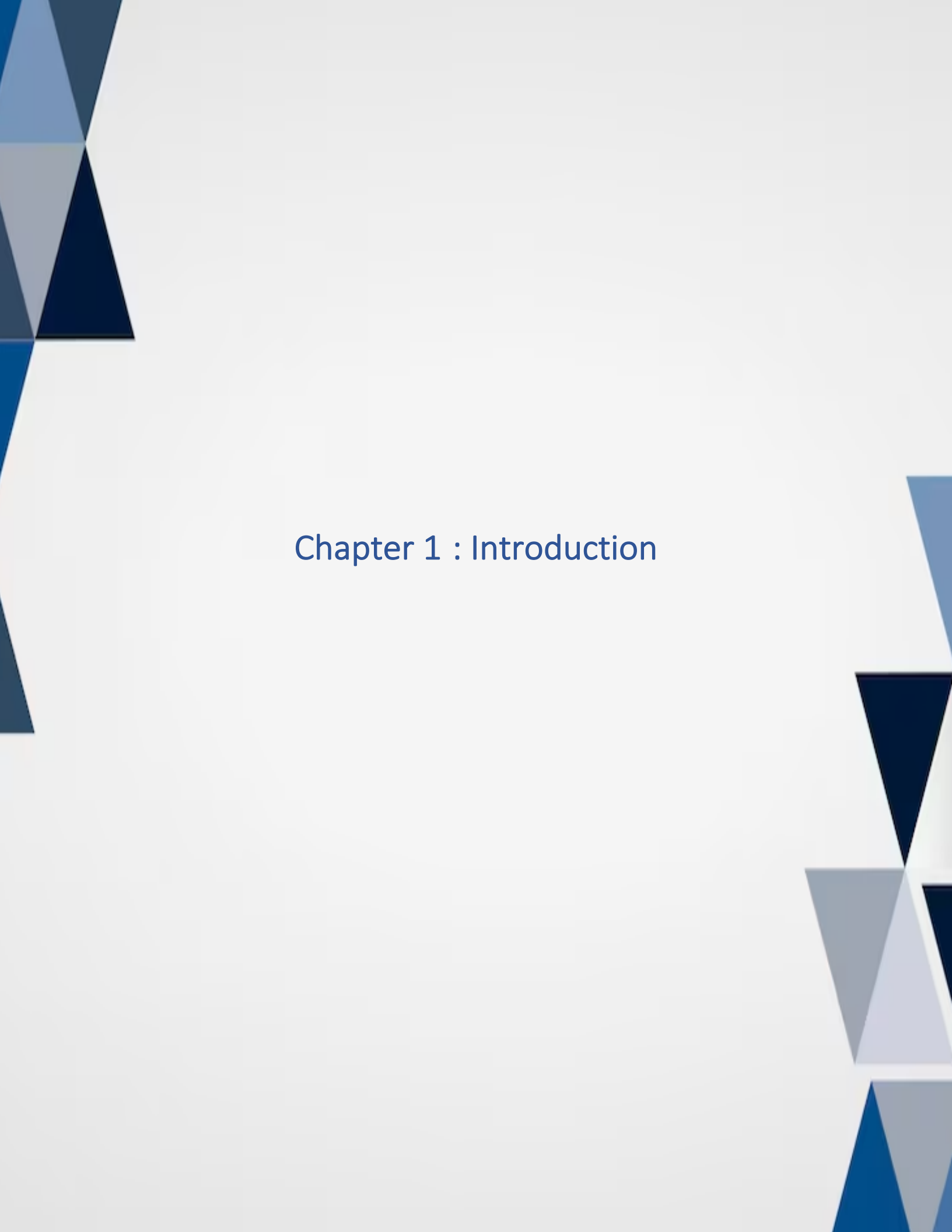
Los hallazgos del Capítulo 3 revelan que la singularidad de marca y la CR son impulsores clave de la satisfacción y el compromiso del cliente. Se anima a los concesionarios a diferenciarse mediante innovación, avance tecnológico y precios justos, lo que refuerza estándares éticos y fortalece la lealtad a largo plazo. La integración de herramientas digitales, como configuradores en línea, salas de exposición virtuales y chatbots con inteligencia artificial, mejora la experiencia del cliente y se alinea con tendencias globales en ética, sostenibilidad y responsabilidad corporativa. Las prácticas éticas, la comunicación transparente y el compromiso constante fomentan la confianza y refuerzan la credibilidad del concesionario. Además, un compromiso profundo del cliente promueve el eWOM positivo, ampliando la influencia de la marca y fortaleciendo la promoción. En la práctica, los concesionarios deben anticipar continuamente las necesidades del cliente, proporcionar recomendaciones personalizadas y aprovechar innovaciones digitales para mejorar la experiencia en las etapas de precompra y poscompra.

El Capítulo 4 destaca cinco dimensiones centrales de la calidad del servicio en el mercado automovilístico jordano: personal, precio, conveniencia, fiabilidad y capacidad de respuesta. Entre estas, el personal es el más influyente, moldeando el compromiso cognitivo, emocional y conductual. Se recomienda que los concesionarios inviertan en conocimientos técnicos y habilidades interpersonales, incluyendo empatía, flexibilidad y comunicación multicanal. La transparencia en precios, opciones de

financiación flexibles, entornos accesibles en el concesionario y herramientas digitales informativas mejoran la conveniencia y refuerzan la confianza del cliente, contribuyendo así al CBE a largo plazo. La formación de los empleados debe centrarse no solo en el conocimiento del producto, sino también en la prestación de un servicio centrado en el ser humano, ejercicios de simulación de roles y resolución de problemas en equipo para identificar brechas y optimizar las interacciones con los clientes. Al incorporar estas prácticas a lo largo del recorrido del cliente, los concesionarios pueden mejorar la calidad del servicio, construir conexiones emocionales y fortalecer el amor de marca.

El Capítulo 5 examina las estrategias de compromiso digital y resalta la creciente importancia de las interacciones en línea para moldear el CBE. El Estudio 4A demuestra que imágenes estáticas de alta calidad y una selección cuidadosa de plataformas, particularmente en Instagram, optimizan el compromiso. Las estrategias de comunicación deben integrar señales relacionales, informativas, remunerativas y emocionales para mantener tanto el atractivo racional como el emocional. El Estudio 4B investiga la influencia del UGC en el compromiso y la viralidad. Tanto los comentarios positivos como los negativos ofrecen información gerencial: los negativos requieren marcos estructurados de respuesta para una recuperación rápida del servicio, mientras que los positivos y neutrales pueden aprovecharse para reforzar la lealtad y la promoción. El uso eficaz de contenido multimedia, combinado con respuestas sensibles a las emociones, fortalece el compromiso, promueve el eWOM y mejora las relaciones a largo plazo con los clientes. Las plataformas digitales ofrecen oportunidades para mantener contacto continuo, personalizar interacciones y ofrecer contenido relevante que motive la repetición del compromiso y la lealtad.

En conjunto, estos capítulos ofrecen orientación práctica para los concesionarios en todas las etapas del recorrido del cliente. Subrayan el valor de un servicio personalizado y empático, la integración de estrategias digitales, prácticas empresariales éticas y compromiso continuo para fomentar el CBE, el amor de marca y la promoción del cliente. Al implementar estas recomendaciones, los concesionarios pueden no solo mejorar los resultados transaccionales inmediatos, sino también construir vínculos emocionales y cognitivos duraderos con los clientes. Desde la conciencia de marca y las interacciones impulsadas por CRM en la precompra hasta los programas de fidelización y la gestión de redes sociales en la poscompra, los conocimientos gerenciales ofrecidos en estos capítulos respaldan colectivamente la creación de relaciones cliente–marca resilientes y basadas en la confianza, vitales para mantener una ventaja competitiva a largo plazo.



Chapter 1 : Introduction

The current chapter introduces the research context, beginning with Section 1.1, Customer–Brand Relationships and Social Media, which outlines the main concepts underpinning the study: Customer Brand Engagement (CBE), brand love, service quality, and the role of social media in customer brand relationships. This section explores how consumers interact with automotive brands, develop emotional connections, and experience their brand relationships. Section 1.2, Context of the Thesis: The Automotive Industry, provides an overview of the sector from both global and regional perspectives (Section 1.2.1), followed by an examination of how digitalisation is reshaping the industry by influencing customer behaviour, brand strategies, and dealership operations (Section 1.2.2). The case study context of Abu Khader Automotive (AK) is then presented (Section 1.2.3), outlining how AK’s market positioning and operational priorities align with the key constructs investigated in this thesis. Finally, Section 1.3, Research Objectives and Thesis Structure, outlines the core research aim and the organisation of the thesis, which includes four chapters, each exploring a different dimension of customer–brand relationships within the automotive context.

1.1 Customer–Brand Relationships and Social Media

Customer–brand relationships have become increasingly important, particularly in retailing, as social media marketing leverages advanced digital technologies to foster stronger connections between brands and consumers (Noreen et al., 2025). These relationships are increasingly shaped by consumers' preference for brands that prioritize meaningful, long-term connections rather than focusing solely on product quality (Tanveer et al., 2021). In recent years, they have become significantly more complex, reflecting broader changes in consumer expectations and market dynamics (Khatoon & Rehman, 2021; Iveson et al., 2022). Ultimately, customer–brand relationships embody consumers' perceptions and experiences with the brand, fostering sustained engagement over time (Zhang et al., 2020).

Building on the significance of these long-term relationships, CBE has emerged as a critical concept in contemporary marketing literature. It has received increasing attention in academic research (Kumar & Kaushik, 2022), as it plays a vital role in enhancing the customer–brand relationships, reflecting a psychological connection developed through meaningful interactions (McLean & Wilson, 2019; Kumar & Pansari, 2016). This connection significantly influences customer behaviour and decision-making processes (Algharabat et al., 2020; Callarisa et al., 2025). Additionally, it provides a strategic approach for enhancing customer value and understanding modern marketing dynamics (Agyei et al., 2021). In today's highly competitive business environment, CBE is essential for driving growth, enhancing customer satisfaction, and supporting long-term sustainability (Iyelolu et al., 2024). Furthermore, customer–brand relationships evolve through ongoing interactions with the brand (Alvarez et al., 2021), and the dynamics of CBE play a pivotal role in shaping purchase intentions and supporting business success. Despite the growing body of literature, empirical studies examining the antecedents and consequences of CBE remain limited. Consequently, companies are increasingly striving to foster CBE through their products and services as a means of monitoring and enhancing brand performance (Aziz & Ahmed, 2023).

Moving to the automotive industry, it becomes particularly important to understand how consumers emotionally and behaviourally interact with brands across both digital and physical touchpoints. Active engagement fosters stronger relational bonds, increases trust, and encourages continued brand interaction, all of which contribute to a higher likelihood of purchase and customer loyalty (Alhuwaishel & Saleh, 2024). Iyelolu et al. (2024) define CBE as the ongoing interaction between a business and its customers, aimed to build meaningful relationships that promote loyalty and brand advocacy. CBE goes beyond being a mere trend; it serves as a foundational element in cultivating strong

and lasting relationships with customers, encompassing every interaction and touchpoint across the customer journey from initial brand awareness to post-purchase support (Murthy, 2024).

Pansari and Kumar (2017) define CBE as a positive mental state emerging from a strong relationship with a specific brand, while Giakoumaki and Kreppa (2020) describe it as the recognition users give to a company's content through interactive features on a platform. More broadly, CBE represents the depth of a customer's involvement and emotional connection with a company's offerings or brand-related activities (Wongkitrungrueng & Assarut, 2020). It is a complex, multidimensional psychological state where consumers invest cognitive, emotional, and behavioural energy into brand interactions beyond transactions. Hollebeek (2011) captures this by defining CBE as a customer's "motivationally driven, volitional investment of cognitive, emotional and behavioural resources" towards brand exchanges. Scholars emphasise that CBE transcends simple consumer involvement, reconceptualising it as non-transactional behaviours that reflect deep psychological commitment (Hollebeek et al., 2014). Vivek et al. (2014) further highlight that CBE manifests in cognitive, affective, behavioural, or social forms, capturing customers' thoughts and emotions as well as their active participation beyond transactional contexts. Through these meaningful experiences, customers build relationships rooted in personal interaction and emotional investment, directly impacting key outcomes such as satisfaction and loyalty. In the automotive industry, cognitively and emotionally engaged customers demonstrate stronger brand loyalty, repeat purchase intentions, and positive word-of-mouth communication (Zaidun et al., 2021). Given the rapid innovation and intense competition in automotive markets, fostering CBE is no longer optional; it has become essential for sustaining a competitive edge and therefore stands as a central construct in this thesis.

While CBE captures the active engagement of consumers with a brand, brand love represents a deeper emotional bond akin to interpersonal love, differentiating itself from related constructs such as satisfaction, loyalty, or brand attachment, and thus represents a critical dimension of customer-brand relationships. Carroll and Ahuvia (2006) conceptualised brand love as a passionate emotional attachment from satisfied consumers, which Batra et al. (2012) expanded into multiple dimensions including self-brand integration, positive emotional connection, long-term relationship orientation, and attitude strength. These dimensions highlight brand love as a multifaceted emotional state driving consumer behaviour more intensely than conventional loyalty. Antecedents such as brand uniqueness, hedonic experiences, brand-self congruence, perceived quality, and emotional resonance contribute to brand love formation. When consumers perceive a brand as reflecting their identity and values, the emotional bond

strengthens (Roy et al., 2023). Digital storytelling and personalised communication serve as key emotional triggers, particularly relevant for automotive brands where design, performance, and prestige act as emotional entry points that foster brand love (Hegner et al., 2017). Fournier (1998) noted consumers form various bonds with brands, with brand love representing the most intense customer–brand relationship marked by depth, longevity, and emotional attachment (Rossiter & Bellman, 2012). In competitive industries, cultivating strong customer–brand relationships through brand love are critical for business survival, as it enhances retention by creating deep emotional connections between consumers and the brand (Thalhath & Velmurugan, 2025).

Building on the previous constructs, service quality emerges as the next critical element in this thesis. It plays a pivotal role in strengthening customer–brand relationships, acting as a key differentiator in today’s highly competitive environment (Brochado et al., 2019; Yilmaz & Sürmelioglu, 2025). Recognised as a fundamental pillar in marketing research alongside customer satisfaction (Bigné et al., 2003), service quality is broadly defined as consumers’ judgment of a service’s excellence based on the gap between expectations and performance perceptions (Parasuraman, Zeithaml, & Berry, 1985; Grönroos, 1984). The SERVQUAL framework, identifying reliability, assurance, tangibles, empathy, and responsiveness as key dimensions (Parasuraman et al., 1988; Zeithaml et al., 2010), remains the most widely used tool for assessing service encounters. Service quality, when exceeding expectations, drives customer satisfaction and happiness, both central to business success (Fu et al., 2020). Moreover, perceived value reflecting the benefit-to-sacrifice trade-off customers evaluate strongly influences long-term commitment to brands or service providers, as customers weigh the psychological and monetary costs of ending the relationship with brand (Van Tonder et al., 2018; Zeithaml, 1988). In automotive after-sales service, qualities such as reliability and responsiveness are critical for advanced vehicle technologies like hybrid and electric drivetrains (Cieśla & Ulewicz, 2024). Digital innovations like mobile booking, app integration, and personalised maintenance packages further enhance perceived service quality by boosting responsiveness and assurance, with leading brands like Chevrolet and GMC exemplifying these gains in dealer service satisfaction (J.D. Power Customer Service Index, 2023). Both tangible and intangible service aspects matter: customers value feeling understood and trusting service personnel as much as physical infrastructure, making service quality a key brand differentiator in the automotive market (Rust & Oliver, 1994).

Finally, social media constitutes a central component of customer–brand relationships examined in this thesis, given its pivotal role in shaping consumer behaviour and CBE, as in today’s information and

technology-driven era. The COVID-19 pandemic also required organisations to adopt new marketing strategies to sustain brand equity and strengthen social media engagement through electronic word of mouth (Brandão et al., 2024). During this period, service providers experienced unprecedented pressure to connect with customers through online platforms. Restrictions on physical interaction, coupled with rapid technological progress, shifted consumer engagement from in-person experiences to digital spaces. Consequently, the digital marketplace emerged as the primary environment for customer engagement, compelling businesses to adapt to substantial changes in the volume, nature, and dynamics of engagement transactions (Tsotsou, 2024). Online reviews represents a widely adopted channel for activities such as content sharing, networking, and communication (Ahmed et al., 2024; Guerreiro & Rita, 2020). Social media has become an integral part of daily life, exerting a significant influence on individuals' experiences. Globally, platforms such as Facebook, Instagram, TikTok, Twitter, and WhatsApp continue to serve as essential communication tools. These platforms have the potential to impact multiple aspects of people's lives (Chowdhury, 2024). Social media has become a critical platform for customer-brand interactions, largely due to the rapid growth of user-generated content. Online reviews and other consumer-generated posts provide real-time insights into consumer preferences and perceptions, offering valuable data for both marketing management and academic research (Callarisa et al., 2012). In the digital age, social media platforms have profoundly transformed consumer behaviour and brand communication. Initially used for personal communication, these platforms now function as powerful marketing channels central to distributing brand information and engaging consumers (Bigné et al., 2019). The rapid growth of technology and internet usage has significantly influenced marketing strategies, with digital marketing particularly via social media, emerging as a highly effective approach, as the accessibility and connectivity of social media foster greater customer interaction, strengthening engagement and increasing purchase likelihood (Cendikiawaty et al., 2024). This shift has created a new paradigm in which CBE and brand interaction are deeply intertwined and mutually reinforcing (Liu & Zhang, 2025), while social media advertising has demonstrated greater effectiveness than traditional methods by 55% (Seo & Park, 2018).

Foundational work by Kaplan and Haenlein (2010) positioned social media as internet-based tools facilitating both Brand-Generated Content (BGC) and User-Generated Content (UGC), enabling creation and sharing that fundamentally reshape brand-consumer interactions from one-way messaging to dynamic, participatory relationships. Business leaders increasingly focus on how to leverage social media strategically for profitable growth, although academic research still lags in fully understanding its impact on consumer attitudes, behaviours, and psychological processes (Hudson et al., 2016). Hudson et al.

(2016) emphasised that BGC on social media fosters emotional connection, trust, and community, which are essential elements for building strong brand relationships, while enabling two-way communication that provides marketers with rich, real-time consumer insights. This two-way communication dynamic is a focal point in this thesis, which analyses its effects on social media marketing effectiveness. Social media content functions as digital electronic word-of-mouth (eWOM), with consumers heavily relying on online reviews as critical information during decision-making (Babić Rosario et al., 2020). Online reviews have several functions: they express the reviewers' emotions, describe real experiences, offer recommendations, and provide diagnostic information to other consumers (Bigné et al., 2025). The credibility of eWOM reviews, defined by their perceived trustworthiness and accuracy, significantly influences CBE throughout all stages of the purchase journey (Bigné et al., 2024; Demmers et al., 2020). Active participation in brand fan pages, including commenting, sharing, and engaging with content, positively affects loyalty and purchase intentions (Ocak, 2024). Studies on luxury automotive brands confirm that consistent social media interaction enhances CBE and brand perception (Xu, 2024). These findings align with Brodie et al.'s (2013) multidimensional engagement framework encompassing cognitive, emotional, and behavioural aspects, all amplified by digital environments. Social media platforms enable relational engagement that strengthens long-term emotional connections between brands and consumers. Hollebeek and Macky (2019) highlight that real-time social media interaction delivers immediacy, personalisation, and authenticity, which is particularly important in the automotive industry where trust and loyalty are fundamental to sustaining brand value. Academics and managers alike agree that social media is much more than a communication channel, it is a powerful engine for relationship-building and CBE. The automotive industry ranks among the most important drivers of the global economy. With rising consumer expectations and intensifying competition, companies increasingly examine consumer feedback on social media platforms to inform strategic business decisions and gain a competitive advantage (Pyate & Srinivasan, 2024). Therefore, within the context of this thesis, for automotive brands operating in an increasingly digital and experience-driven marketplace, strategically leveraging social media not only fosters emotional connections and sustains long-term engagement but also plays a crucial role in understanding and strengthening customer–brand relationships.

The integrated examination of CBE, brand love, service quality, and the transformative role of social media underpins the objective of this thesis to explain customer–brand relationships in the automotive industry. It provides a comprehensive framework for understanding the multiple dimensions that shape and strengthen these relationships, thereby enabling automotive brands to cultivate deeper, more resilient connections in an increasingly digital marketplace.

1.2 Context of the Thesis: The Automotive Industry

This industrial thesis is conducted in collaboration with AK, a leading automotive group in Jordan, which serves as the primary case study for all empirical studies. Cars, the product category analysed, inherently involve high levels of CBE, making this sector particularly relevant for research on customer–brand relationships. Globally, the automotive industry ranks among the most extensive and complex, with approximately 90.1 million cars registered in 2023, representing an 11% increase from 2022, driven by intensified competition and the shift toward greener transport solutions (Research and Markets, 2023). In Jordan, the automotive industry has experienced rapid growth in recent years, outpacing many of its regional peers. With a positive economic outlook and rising household purchasing power, auto sales are expected to rise significantly by 2030. Understanding this dynamic industry is crucial, particularly as digitalisation increasingly shapes consumer behaviour, brand strategies, and dealership operations, all of which play a central role in cultivating strong customer–brand relationships.

1.2.1 Global and Regional Context

The automotive industry stands as one of the most impactful sectors driving global economic growth, shaping societal trends, and influencing individual lifestyles. Intense competition persists within the field, with a strong emphasis on innovation as a means to enhance competitiveness (Yang et al., 2024). This economic significance is further illustrated by recent market projections. In 2024, the global automotive market was valued at approximately USD 4.0 trillion, with growth expected to reach USD 4.26 trillion in 2025 and surpass USD 7.7 trillion by 2034, reflecting a Compound Annual Growth Rate (CAGR) of 6.8% (Polaris Market Research, 2025). Beyond its direct operations, the automotive industry exerts a profound influence on upstream and downstream industries. These industries are evolving rapidly due to advancements in autonomous vehicle technology, increasing globalisation, and a more diverse workforce (Niyaz et al., 2025). For example, within the European Union, the automotive industry plays a vital role in job creation, employing approximately 13.8 million people, including 3.5 million in manufacturing, 4.5 million in sales and maintenance, and 5.1 million in the production, distribution, and sale of vehicles (European Commission, 2024). At the same time, the sector is undergoing a transformative shift driven by electrification and digital innovation. According to the International Energy Agency (2025), global sales of electric vehicles, including battery electric and plug-in hybrids, surpassed 17 million units in 2024, elevating their market share to over 20% of total new vehicle registrations. This milestone underscores the accelerating global move towards sustainable mobility. In parallel with these transformations,

achieving customer satisfaction, fostering emotional happiness, and encouraging deeper engagement have become strategic imperatives. However, despite the rapid evolution of the service landscape, the specific drivers that shape satisfaction, happiness, and engagement, especially in high-involvement sectors like the automotive industry, remain insufficiently explored (Yilmaz & Sürmelioglu, 2025).

In the context of Jordan, the automotive industry has also experienced notable developments over the past two years. In 2024, Jordan imported approximately 130,611 vehicles, representing a 7% increase compared with 2023, at a total value of 1.56 billion Jordanian Dinars (approximately 2.20 billion USD). There was also a substantial rise in the import of electric vehicles (EVs), with a 29% increase, and hybrid vehicles with an 8% growth (Jordan Times, 2024). These figures reflect strong consumer demand and the effectiveness of government policies aimed at modernising the national vehicle fleet and encouraging cleaner transportation. At the same time, Jordan continues to play a strategic role in the regional used car market. During the first third of 2025, 24,265 vehicles were re-exported, mainly to Iraq and Syria, marking a 63% increase over the same period in 2024. This activity is centred around the Zarqa Free Zone, which remains a vital hub for regional vehicle trade (Jordan Times, 2025). The country's rapid shift towards electric mobility further underscores the growing importance of the automotive industry in advancing sustainability. In 2024, data revealed that 65% of new cars sold in Jordan were electric, ranking the country second globally after Norway (Forbes, 2025). This notable uptake highlights how even smaller economies can lead in green mobility. Jordan also accounted for 45% of all EV sales in the Middle East, surpassing regional leaders such as the UAE. These trends illustrate how the electric automotive sector is reshaping both economic trajectories and environmental priorities.

Despite these advances, the industry has not been without challenges. The ongoing Red Sea shipping crisis has increased both the cost and lead time for vehicle imports, disrupting the flow of cars into Jordan, particularly in late 2024 and early 2025 (Jordan Times, 2024). Similarly, the global automotive sector faced major disruption during the COVID-19 pandemic, with a sharp drop in demand in early 2020 followed by a sudden rebound later that year, which led to ongoing microchip shortages (Frieske & Stieler, 2022). This kind of instability highlights the need for dealerships to remain proactive, delivering the highest standards of service quality to keep customers satisfied, foster trust, and ultimately cultivate brand love. In times of uncertainty, customers are more likely to remain loyal to dealers who provide transparent communication, ethical practices, and emotionally engaging experiences.

1.2.2 Digitalisation and Its Impact on the Automotive Industry

Following the discussion on the significance of the automotive industry at both global and regional levels, it is important to examine how digitalisation is reshaping the industry, influencing strategic decision-making and operational models, while enabling a deeper understanding of evolving consumer preferences. The COVID-19 pandemic changed customer behaviour (Aldas et al., 2024) and further accelerated this digital shift by profoundly disrupting global industries, causing economic instability, workforce disruptions, and widespread production halts, with the automotive sector among the hardest hit, facing significant operational challenges and financial losses (Dragos-Marian, 2024). As a result, the automotive industry had to rapidly adapt by transitioning from traditional sales methods to digital platforms for sales and CBE. This transformation was driven by necessity, as lockdowns and social distancing measures made in-person transactions impractical (Hu & Basiglio, 2024).

Vehicle manufacturers and dealerships swiftly embraced online sales platforms that allowed customers to browse vehicle models, customise features, and complete purchases entirely from home. Virtual showrooms and detailed online galleries provided an immersive shopping experience, catering to consumers unable to visit dealerships in person. Beyond sales, dealerships expanded their digital offerings to include virtual consultations, online financing options, and remote vehicle delivery services. These innovations not only addressed immediate pandemic challenges but also marked a lasting transformation in consumer interactions, enhancing convenience, sustaining engagement, and preserving customer trust during uncertain times (Hu & Basiglio, 2024). Today, the automotive industry stands on the brink of a fully digital era, with digital technologies driving significant changes in consumer behaviour and industry practices (Khan et al., 2021). This shift has triggered a profound digital transformation that goes beyond traditional industry practices (Gupta, 2025). As emphasised by Ahuett-Garza and Kurfess (2018), integrating digital technologies is no longer optional for automakers but essential for maintaining competitiveness and relevance in an increasingly connected and sustainability-conscious world.

Digitalisation has profoundly transformed how consumers engage with the automotive industry. A recent study by Simon-Kucher (2024) found that 79% of vehicle buyers now begin their purchase journey online, signalling a significant shift toward digital-first interactions. At the same time, automotive companies have responded by creating virtual showrooms, immersive digital platforms that use high-resolution images, videos, and interactive features to closely replicate the in-person vehicle-buying experience and offer customers a detailed look at available models (Dragos-Marian, 2024). Despite this

digital emphasis, Simon-Kucher (2024) also reports that 75% of consumers still complete their vehicle purchase in person, demonstrating that both digital and physical touchpoints remain vital. This underscores the importance of an integrated customer experience across online and offline channels. This perspective aligns closely with the discussion in Chapter Two, which emphasises the impact of social media susceptibility and the role of empathy, both critical factors influencing consumer decision-making.

Deloitte's (2024) Global Automotive Consumer Study revealed that while in-vehicle connectivity remains a key area of interest, broader digital engagement, such as online research, digital convenience, and pre-purchase brand interactions, is increasingly vital in shaping customer satisfaction. With over 27,000 respondents from 26 countries, the study highlights that younger consumers, in particular, expect seamless experiences across digital ecosystems. These insights support the growing importance of digital touchpoints in influencing consumer expectations and loyalty throughout the automotive purchase journey. Moreover, beyond the initial sale, digitalisation is transforming the post-purchase experience. Consumer dissatisfaction remains significant in after-sales digital experiences, particularly in service and maintenance, and an industry-wide urgency for seamless digital integration across service appointments, maintenance tracking, software updates, and customer support. Over-the-air (OTA) updates, which allow manufacturers to send software improvements directly to vehicles without requiring a workshop visit, are among the most appreciated innovations. These updates enhance vehicle performance, introduce new features, and resolve technical issues without customer inconvenience. Such proactive and personalised services have been shown to strengthen both perceived quality and brand loyalty (Capgemini Research Institute, 2024).

In addition to global trends, digitalisation is advancing rapidly in Jordan, reflecting similar shifts in consumer behaviour and industry practices. This growth is particularly visible in sectors like automotive retail, where consumers increasingly rely on online platforms for vehicle research and purchases. For instance, Motory.com (2023), a leading automotive marketing services platform and part of Abdul Latif Jameel Technology, recently expanded into Jordan after a successful launch in Saudi Arabia. The platform aims to transform the automotive buying experience by offering comprehensive information on car specifications, pricing, promotions, and financing, all in one place, while connecting buyers directly with sellers. This expansion reflects a broader shift in consumer expectations toward seamless, technology-driven solutions and highlights Jordan's growing embrace of digital innovation in the automotive industry.

1.2.3 Case Study Context: Abu Khader Automotive

Building on the preceding discussion of CBE, brand love, service quality, and the role of social media, and drawing on the global and regional automotive context, it is essential to situate these constructs within a real-world industry setting. Established in 1937, AK stands as one of Jordan's leading business groups, with a long-standing presence in the automotive industry. Under the visionary leadership of Mr George Abu Khader and Mr Nicola Abu Khader, the company has expanded into a diversified network of independently operated subsidiaries. The automotive division proudly represents renowned international brands such as Cadillac, GMC, Chevrolet, Opel, Peugeot, Citroën, and BMW, reinforcing AK's market strength and customer appeal. AK has earned high customer brand love in Jordan, highlighting the strong emotional bond that customers have with its brands, a construct that has been examined in this thesis (Chapter 2, Study 1). This deep emotional connection strengthens the overall strength of customer–brand relationships and sets the stage for understanding engagement dynamics across the group. Over its 87-year journey in Jordan and the wider region, AK has established a robust Corporate Reputation (CR) built on reliability and integrity, aligning closely with the emotional and cognitive dimensions of customer–brand relationships explored in this thesis (Chapter 3, Study 2). This reputation supports long-term emotional loyalty and contributes to elevated levels of CBE.

To further strengthen customer–brand relationships, AK emphasises high service quality, a construct investigated in this thesis (Chapter 4, Study 3), which plays a pivotal role in shaping customer satisfaction and fostering enduring relationships. In addition, AK strategically leverages social media as its primary communication channel, particularly following the COVID-19 pandemic, which accelerated digital engagement (Tsiotstou, 2024). Each brand maintains a tailored social media presence, encouraging personalised interactions that enhance CBE, a construct examined in this thesis (Chapter 5, Studies 4A and 4B), further reinforcing relational outcomes. AK's approach is deeply grounded in its five core values: *Going the Extra Mile*, *Challenging the Status Quo*, *Leaving the Customer with a 'WOW' Effect*, *With Family Spirit*, *Together We Achieve More*, and *Be Humble*. These values are more than aspirational; they are embedded in everyday interactions that reflect empathy, innovation, and commitment. For instance, the principle of "Going the Extra Mile" is demonstrated through initiatives such as offering courtesy vehicles during trade-ins, while "WOW" moments are created by surprising customers with personalised touches during vehicle handovers. These practices not only enhance service satisfaction but also contribute to the emotional intensity of brand love, which in turn fuels deeper CBE. Internally, AK invests in daily employee

training programmes focused on soft skills development, especially empathy, a key predictor of trust and happiness as identified in Chapter 2. This continuous development fosters a service culture where emotional intelligence and personalised care enhance the customer experience, particularly important in high-involvement purchases such as vehicles. Such internal practices support superior service quality and encourage positive consumer evaluations and behavioural engagement, core dimensions of CBE (Chapter 4). In addition, AK's strong CR is supported by a long list of industry accolades, including multiple General Motors Dealer Master awards and top technical rankings. Beyond business performance, the company actively contributes to corporate social responsibility to enhance their CR through sustained community initiatives in road safety, youth education, environmental protection, and arts and culture, further consolidating its status as a socially conscious brand and strengthening emotional bonds that contribute to Brand Love and CBE. Therefore, CR was adopted as a main construct in Study 2, presented in Chapter Three, to examine how it drives CBE. Together, these strategic pillars of service excellence, a value-driven culture, digital engagement, and community involvement position AK as a living example of how brand love, emotional commitment and CBE can be cultivated and sustained within the competitive automotive industry. The group's practices align seamlessly with the theoretical frameworks and empirical constructs explored in this thesis, providing valuable real-world validation of its academic contributions.

The following figure illustrates the scope of AK Group's diverse business activities, demonstrating how its core values are reflected in its operational scale. **Figure 1.1** provides an overview of the group's main business divisions, highlighting the breadth and diversity of its operations. For the purposes of this study, however, the focus is limited to the automotive dealerships within the group's portfolio.

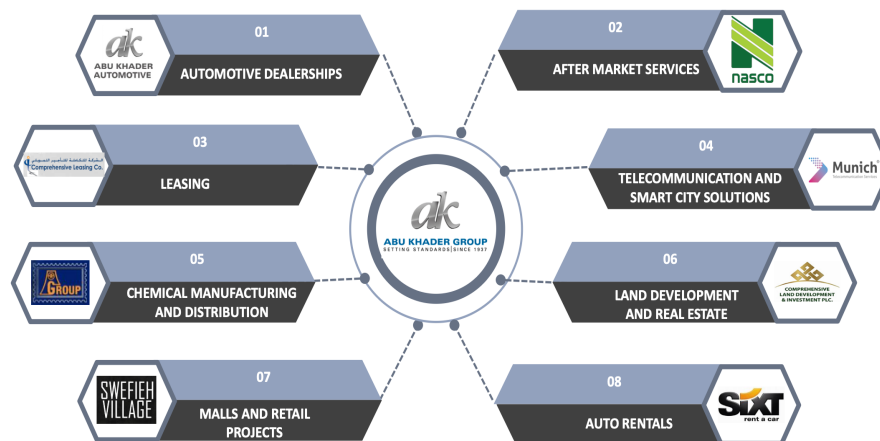


Figure 1.1: Abu Khader Group Sector of Operation

1.3 Research Objectives and Thesis Structure

This section introduces the thesis's core motivation and outlines its main objectives, framing the study within the broader digital evolution of the automotive industry. Recognised for its complexity and rapid innovation, the sector is undergoing a significant transformation driven by digital disruption, evolving customer expectations, and increasing regulatory and strategic pressures. This transformation calls for a deeper and more nuanced understanding to address the wide range of technological, regulatory, and consumer-driven challenges it presents. As highlighted by Abedsoltan (2024), this shift reflects a holistic response to external demands, including the imperative for innovation, sustainability, and a stronger focus on customer–brand relationships. The COVID-19 pandemic significantly accelerated the adoption of digital technologies across various industries, including the automotive sector (Hu & Basiglio, 2024), reinforcing the urgency of digital integration and reshaping how consumers engage with brands. In particular, social media has emerged as a critical platform influencing consumer behaviour and brand perceptions. Additionally, the delivery of high-quality service is essential for fostering customer satisfaction, building loyalty, enhancing engagement, and achieving a competitive advantage. As businesses adapt to shifting customer expectations and increasingly complex market conditions, the strategic use of data analytics has become crucial for improving service performance and strengthening CBE (Ezechi et al., 2025). These developments underscore the importance of understanding how customer–brand relationships emerge and evolve within a digitally driven landscape, where service quality plays a pivotal role in shaping customer perceptions and supporting long-term engagement. Responding to this need, the present thesis investigates how customer–brand relationships are shaped by customer experiences in the automotive industry. By examining the interplay between brand love, CR, service quality, digitalisation, and CBE, the research aims to provide new insights into the mechanisms that underpin satisfaction, trust, and emotional connection in a high-involvement sector. In line with this objective, this thesis adopts a mixed-method research design that captures diverse perspectives and enables a holistic understanding of the phenomenon. This comprises a quantitative study using online customer surveys, a qualitative concept mapping study with employees to explore internal viewpoints, a sentiment analysis of UGC and a content analysis of BGC to identify key drivers of CBE. Each empirical chapter focuses on a distinct component of the research problem, contributing to an integrated understanding of customer–brand relationships. Taken together, these four empirical chapters provide a layered and interconnected examination of the emotional, cognitive, reputational, service-related, and digital dimensions that shaping customer–brand relationships in the automotive landscape.

Figure 1.2 offers a visual representation of the thesis structure, mapping the logical flow of chapters and their respective roles in addressing the research objectives.

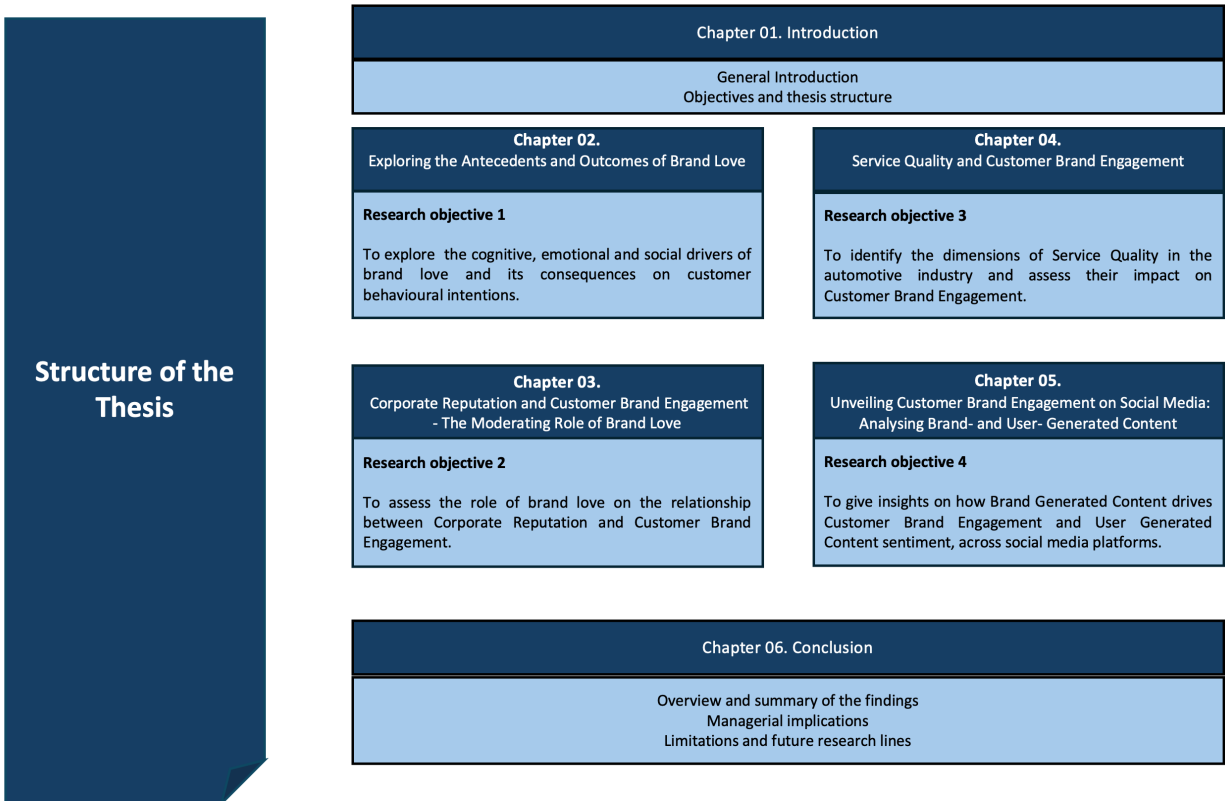


Figure 1.2: Thesis Structure

Research Objective 1: To explore the cognitive, emotional and social drivers of brand love and its consequences on customer behavioural intentions.

Building the foundation of this thesis, Chapter 2 initiates the investigation by exploring the cognitive and emotional underpinnings of brand love, a central construct in long-term customer–brand relationships. Guided by the Stimulus–Organism–Response (S-O-R) model and drawing on frameworks such as Cognitive Appraisal Theory (CAT), Social Exchange Theory (SET), Trust Transfer Theory (TTT), and Social Impact Theory (SIT), the chapter examines how cognitive and affective drivers shape brand love and how brand love, in turn, influences behavioural intentions, including willingness to pay more, resistance

to negative information in social media, and electronic word of mouth. It also considers the moderating role of susceptibility to social media information. In doing so, Chapter 2 directly addresses the first research objective: to understand the dynamics of brand love by assessing customer perceptions, social influences, and emotional experiences during the car purchase journey and their consequences for behavioural intentions.

Research Objective 2: To assess the role of brand love on the relationship between Corporate Reputation and Customer Brand Engagement.

Extending the discussion from Chapter 2, Chapter 3 investigates CR as a complementary driver of customer satisfaction and CBE. Specifically, it examines how perceptions of brand uniqueness and price fairness influence CR, and how CR subsequently shapes satisfaction, CBE, and eWOM. The chapter enriches the theoretical model by introducing customer satisfaction as a mediator and brand love as a moderator, thereby linking the emotional attachments analysed in Chapter 2 with reputational signals and customer outcomes. Grounded in Attribution Theory, Cognitive Dissonance Theory, and the CBE framework, Chapter 3 provides a nuanced understanding of how consumers evaluate brand trustworthiness and CR in shaping CBE behaviours.

Research Objective 3: To identify the dimensions of Service Quality in the automotive industry and assess their impact on Customer Brand Engagement.

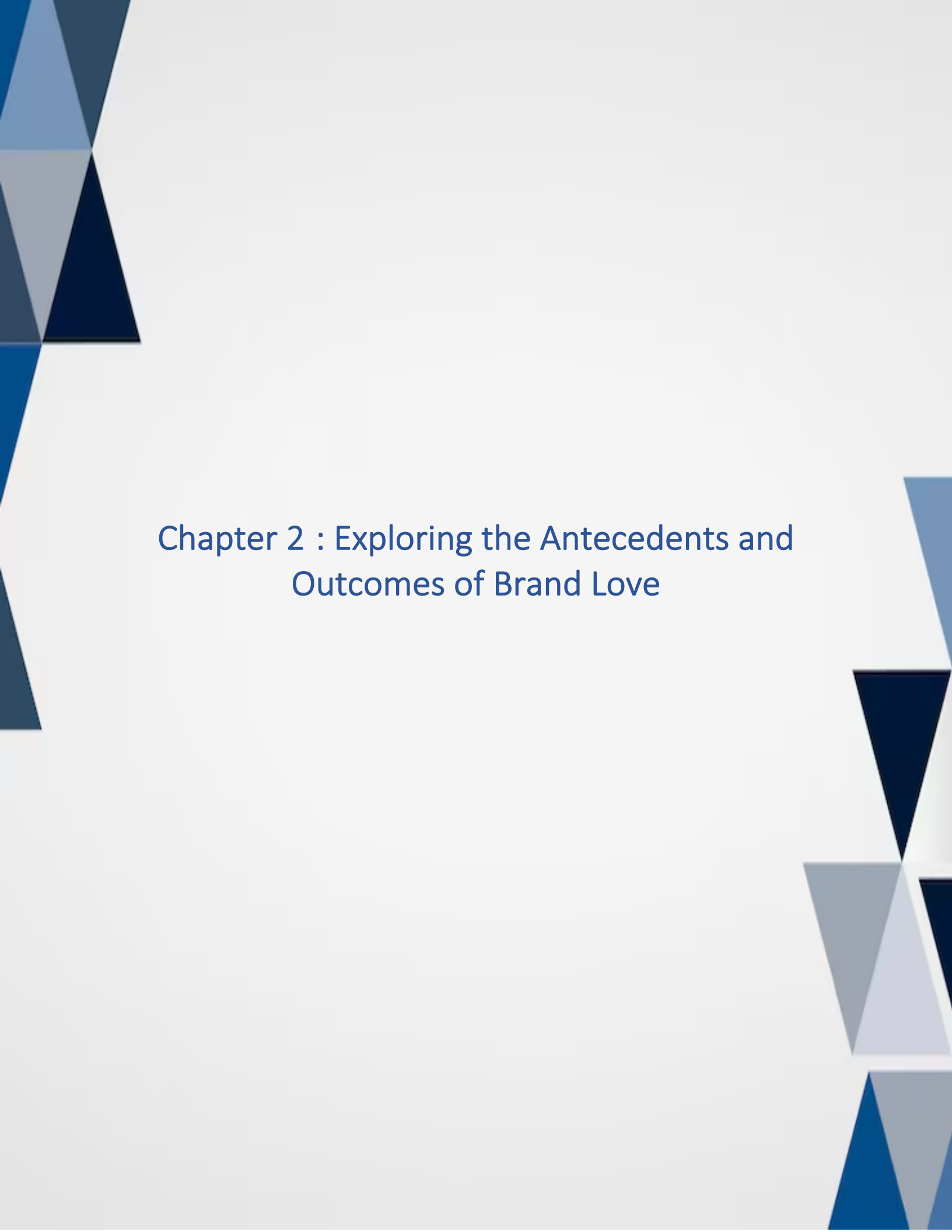
Extending the focus on consumer evaluation, Chapter 4 introduces the service quality encounter as a pivotal moment of brand interaction, highlighting its role in shaping CBE. This study examines how specific service quality dimensions influence CBE. Using a mixed-methods approach, including qualitative concept mapping and a quantitative online survey, the chapter links the organisational delivery of value to consumers' behavioural and emotional engagement. In doing so, it bridges earlier insights on emotional bonds (Chapter 2) and on CR, brand uniqueness, and price fairness as drivers of customer-brand relationships (Chapter 3) with the actual service performance experienced by customers. Thus, Chapter 4 advances the research objective by identifying key service quality dimensions in the automotive industry and demonstrating their impact on CBE.

Research Objective 4: To give insights on how Brand Generated Content drives Customer Brand Engagement and User Generated Content sentiment, across social media platforms.

Chapter 5 brings the thesis into the digital domain by examining the role of social media in shaping CBE from both brand and consumer perspectives. This chapter comprises two complementary studies. Study A investigates how BGC, in terms of message type and content richness, shapes user engagement across different platforms. Study B focuses on UGC, identifying prevalent themes and assessing how content vividness and brand centrality influence attitudinal engagement and sentiment valence. Drawing on Uses and Gratifications Theory (UGT), Media Richness Theory (MRT), Platform Theory, and the Theory of Social Sharing of Emotions (SSET), the chapter complements the preceding studies by highlighting how online communication mechanisms drive consumers' affective and behavioural responses. In doing so, it integrates brand strategies and consumer feedback in digital spaces, thereby advancing the research objective of understanding how brand associations signalled in automotive brand social media posts shape CBE.

Finally, Chapter 6 presents the overall conclusions of the thesis, including overview and summary of the findings, theoretical contributions and managerial implications, as well as an overview of the study's limitations and suggested directions for future research.

Taken together, these interconnected studies advance the research aim by providing a multi-dimensional understanding of how brand love, CR, service quality, and social media engagement shape CBE in the automotive industry. The sequential design traces customer–brand relationships from internal emotional processes, through brand evaluations and service experiences, to public engagement online. This integrated approach enhances theoretical and practical insights into fostering resilient customer relationships.



Chapter 2 : Exploring the Antecedents and Outcomes of Brand Love

2.1 Introduction

This chapter examines how cognitive and affective drivers jointly influence brand love for high-involvement products, its effects on their behavioural intentions, and the moderating role of consumers' susceptibility to social media information. It addresses research gaps, including the limited understanding of how these drivers collectively influence customer–brand relationships and the underexplored role of empathy in fostering trust toward retailers. Grounded in a robust conceptual framework and guided by the S-O-R model, the study investigates how stimuli elicit both emotional and cognitive responses. Data were collected from 317 Cadillac, GMC, Chevrolet, and Opel customers and analysed using PLS-SEM with moderation and mediation testing to better understand these relationships. By integrating offline and online dimensions, the research highlights the dual importance of dealership interactions and digital susceptibility in shaping brand love. Overall, the chapter provides a comprehensive framework for understanding how emotional and cognitive factors influence customer–brand relationships and consumer behaviour in the automotive context.

The automotive market is characterised by very intense Interbrand competition (Hamzah & Pontes, 2024). In a business environment, driven by digitalisation, competition and the transition to green mobility, car dealers work hard to make their customers happy. Car dealerships seek to make their customers happy because this provides key financial benefits: greater customer lifetime value; repeat business, such as second car purchases; service appointments; upselling opportunities; and positive eWOM recommendations to friends and family (Gupta et al., 2021; Kumar, 2021). While companies in the sector are customer–centric, Dhiman and Kumar's (2023) meta-analysis showed that the consumer journey has not received the attention it deserves in the marketing literature. Customers experience various feelings when interacting with company employees. For example, they might experience positive emotions when the salesperson at a car dealership is friendly and empathetic. Customers' interactions with frontline car dealership employees are crucial in shaping their perceptions of dealerships. Indeed, these interactions may influence their decisions to choose and recommend dealerships (Jain et al., 2020; Zygiaris et al., 2022; Ramesh & Geetha, 2023). However, few works examining the role of frontline employees in customer–company relationships have assessed the emotions aroused when customers interact with sales consultants (Dhiman & Kumar, 2023). Previous studies have failed to examine these interactions from the cognitive appraisal perspective (Zheng, 2024) or explain how the consultant's empathy might enhance the customer–brand relationship.

Consumers frequently report intense emotional relationships with brands, comparable to feelings of interpersonal love (Rahman et al., 2021). Given the increasing competition in the automotive industry, it is important to understand the antecedents of brand love, as this love has considerable influence on customers' behavioural decision-making processes (Ahmad & Guzmán, 2023; Paruthi et al., 2023). Brand love is recognised as being a critical success factor in the retail industry as it fosters strong customer loyalty, advocacy and positive brand perceptions (Anggara et al., 2023; Islam et al., 2021). Due to brand love's managerial importance and theoretical interest, many studies have investigated its antecedents (Ahuvia, 2022). However, limited academic research has explored the combined influence of the cognitive and affective drivers of the construct and its consequences for these relationships (Javed et al., 2023). The present study investigates whether cognitive beliefs such as the trust elicited by the consumer's evaluation of the car dealership, two-way customer–company communications and customer happiness can trigger a passionate feeling towards a brand.

Studies analysing the links between brand love and consumers' emotions have reported mixed results. Some have argued that brand love has an indirect effect on consumers' well-being (Junaid et al., 2020) and on other positive emotions (Bigné et al., 2020). However, evidence also suggests that the customer happiness with service facilities is key to increasing brand love (Kumar, 2021). A happy customer may evaluate their surroundings positively, and this positive thinking/mood may favourably influence future purchase decisions. The present study contributes to previous research on the links between brand love and consumers' emotions by proposing that customer happiness has a direct effect on brand love for high-involvement products such as automobiles. Recent research has examined the effects of the empathy shown by frontline employees on customer–employee trust (Bahadur et al., 2020); however, the effects of this empathy on the trust the consumer holds in retailers are under-researched (Raza et al., 2023). The present chapter goes beyond previous works by proposing, based on trust transfer theory (Zhao et al., 2019), that the customer's perceptions of the empathy of frontline service employees have a direct impact on their trust in the retailer. Researchers have expressed conflicting views about the relationship between trust and brand love. Albert et al. (2009) concluded that brand love evokes brand trust. Salehzadeh et al. (2023) argued that brand love is a necessary precursor of brand trust. In addition, previous research has examined the relationships between brand love and trust (Wallace et al., 2022; Song et al., 2019; Gumparthy & Patra, 2020), but did not assess the process of how brand love develops from perceived trust. The present study expands knowledge of the trust–brand love relationship by proposing that a transfer effect takes place from the trust the client feels for a car dealership to brand

love for the car brands marketed by the dealership.

Online reviews have been shown to be important sources of information for consumers purchasing high-involvement product (Wang et al., 2023). Recent literature has called for research to be undertaken into whether the consumer's susceptibility to online sources of information impacts their behaviours (Fernandes et al., 2021; Wang et al., 2023). Most research into the effect of online reviews on product sales has focused on low-involvement products; research into brand love and behavioural intentions for high-involvement products is scarce. Offline and online information are alternative information sources that shoppers use as bases for their brand choices in retail establishments but few studies have compared the effects of offline sources (sales consultants) and online sources (online reviews) on consumers' purchase decisions. The present study analyses two effects. First, the direct impact of social influence on brand love and, second, the moderating effect of the consumer's susceptibility to information (online reviews) on the impact of the empathy of the sales consultant on the trust and happiness evoked during a high-involvement product purchase experience. Understanding whether consumers' happiness with and trust in retailers of high-involvement products differ based on their susceptibility to information posted on social media can help these retailers develop better online marketing tactics.

Inspired by the great economic importance of the automotive industry, its increasing competition and because brand love is a vital part of its marketing efforts (Dwivedi et al., 2018), this study investigates the dynamics of brand love (its antecedents and effects). A research model is tested that investigates the effects of the consumer's cognitive perceptions about the car dealership, social influence and the happiness they feels during the purchase experience on brand love. Special attention is paid to the moderating effect of the specific personality trait of susceptibility to the influence of social media. The model is based on the Stimuli– Organism–Response (SOR) framework (Mehrabian & Russell, 1974), which has been applied in many contexts. This chapter makes the following contributions to the literature: (i) While there is a growing understanding of consumer brand love, there is a lack of consensus regarding the direct effects of the consumer's cognitive perceptions of communications controlled by the company (two-way communications and perceived empathy with the salesperson) and social influence (subjective norms) on brand love. Similarly, little attention has been paid to the mediating roles of the customer's happiness, and the trust they feels towards the retailer, on these relationships. (ii) This work expands the knowledge, in the context of the automotive industry, of the effects of brand love on three crucial

customer behavioural intentions: WTP; eWOM; and resistance to negative information posted on social media; (iii) While studies have examined the direct effects of interpersonal service interactions on the customer's emotions and on customer trust, little research has taken place into the moderating effects of individual characteristics on these relationships (Casaló et al., 2011). The present chapter analyses the moderating role of the consumer's susceptibility to online influences, one of the most important antecedents of purchase behaviour.

2.2 Literature Review

This chapter examines brand love, using the S-O-R framework (Mehrabian & Russell, 1974). The SOR framework was originally developed in the environmental psychology domain (Mehrabian & Russell, 1974). The SOR framework proposes that stimuli perceived in the environment impact the individual's cognition, emotions and behaviours (Li & Wang, 2023). The underlying mechanism of the S-O-R paradigm is that external stimuli influence the individual's emotions and cognitive processes, which in turn shape his/her responses (Xie et al., 2023). Stimuli (S) encompass both internal and external surroundings and act as drivers of individuals' internal emotional states; organisms (O) are the perceptions evoked in the individual by the internal and external stimuli encountered in retail settings, just before they make a purchase; and responses (R) are the individual's reactions to the perceived stimuli (Duong, 2023).

The S-O-R framework is applicable to this research for three reasons. First, the SOR model is well accepted and has been used by researchers examining consumer behaviours in several contexts. Examples are retail buying (Han et al., 2022), travel-focused artificial intelligence (Pham et al., 2024) and hospitality services (Ballester et al., 2023). Second, the S-O-R theory's practicability and rationality were proved in recent research that extended it to explain purchase intentions for electric vehicles (Upadhyay & Kamble, 2023; Xu et al., 2020; Hu et al., 2023) and autonomous vehicles (Dzandu et al., 2020). Hu et al., (2023) adopted the SOR model to explore the effects of information overload on consumers' psychological states and subsequent adoption intentions for EVs. Xu et al., (2020) extended the S-O-R theory to show that consumers' car driving experiences (stimulus) affected their purchase intentions for cars (response) through car (organism) evoked emotions and cognition. Dzandu et al. (2020) applied the S-O-R model to explain autonomous vehicle adoption in the UK. Upadhyay and Kamble (2023) used the S-O-R model to examine the antecedents of Indian consumers' pro-environment vehicle purchases. Third, the S-O-R framework provides a concise and structured way of examining the impact of external stimuli (e.g., the empathy of a consultant) on consumers' psychological perceptions and subsequent behaviours.

2.3 Proposed Model and Hypothesis Formulation

This chapter proposes that two-way communications, interpersonal service interactions and subjective norms (stimuli) activate trust and brand love (organism), which subsequently elicit willingness to pay more, positive eWOM and resistance towards negative information in social media (responses). The mediating roles of happiness and trust and the moderating effect of the consumer's susceptibility to information posted on social media are also analysed. **Figure 2.1** depicts the research model.

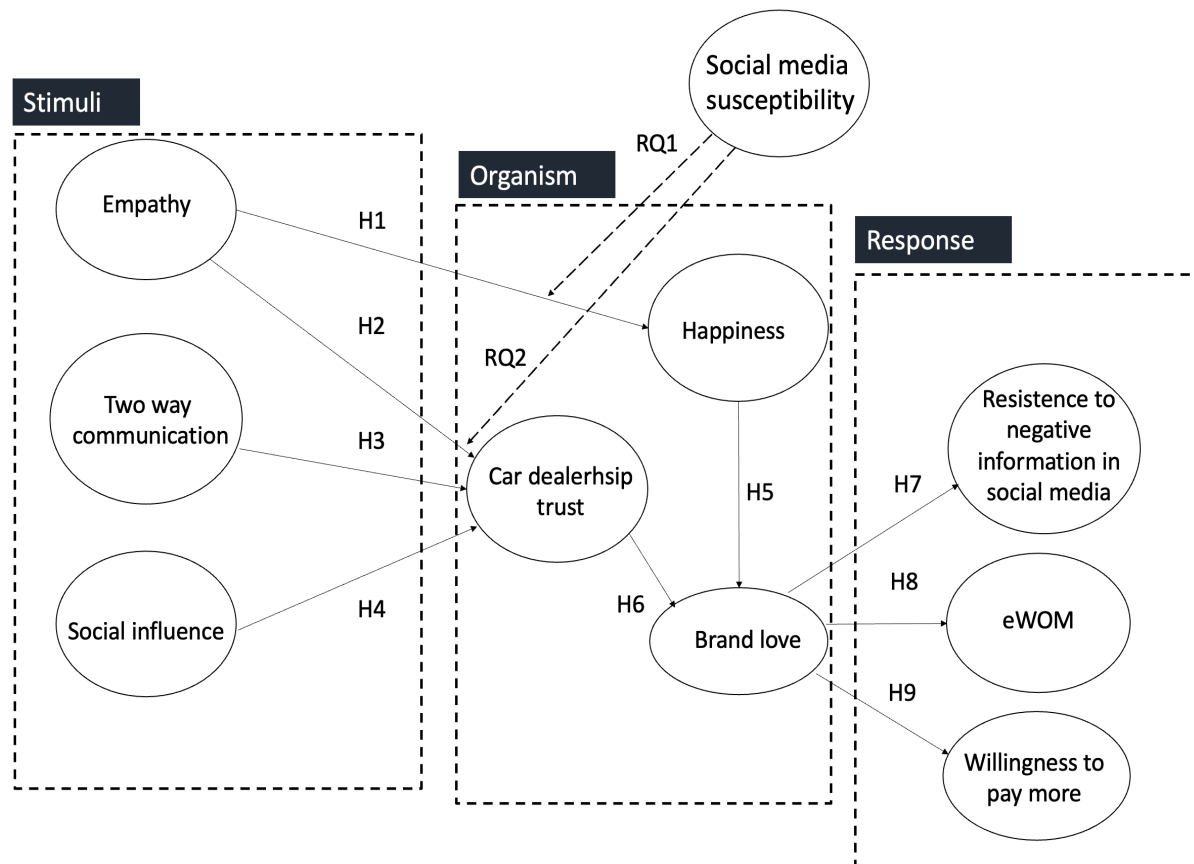


Figure 2.1: Research model of Study 1

2.3.1 Stimulus

2.3.1.1 *Perceived Empathy, Customer Happiness and Trust*

Sales personnel are a primary source of the customer's service experience. Customers care about how they are treated in their interactions with sales consultants and frequently experience emotions based on these interactions (Machleit & Eroglu, 2000; Menon & Dubé, 2000). The recent meta-analysis of Dhiman and Kumar (2023) conceptualised happiness as a momentary positive emotion experienced by consumers, elicited by encounters with marketing stimuli before, during and after consumption. The present study focuses on the customer happiness elicited during the purchasing process. Empathy is the ability to understand what other people think and feel (Davis et al., 1999). The effect of empathy on emotions can be explained by Cognitive Appraisal Theory (CAT) (Lazarus, 1991). CAT proposes that during customer–salesperson interactions, customers appraise overall service, behaviours (actions) and attributes and then compare these appraisals with their own standards. The assessment creates an emotional response. When customers interact with empathic sales consultants, their appraisals may be that the sales consultants are customer oriented, which they will likely view as desirable (Bock et al., 2016). Therefore, empathetic helping (a service skill) may influence the customer's happiness (Lee et al., 2011). Thus, the following hypothesis is proposed:

H1. The customer's perception of the automotive sales consultant's empathy positively influences their happiness.

In the field of relationship marketing, there is general agreement that trust is the belief held by one party (the consumer) in the integrity and good faith of the other party in the exchange (the company) (Morgan & Hunt, 1994). The trust that a consumer has in its car dealership is based on cognition and/or affect (Marmat, 2023). That is, the consumer can develop trust based on his/her perceptions of the competence, credibility and reliability of the car dealership (cognitive-based trust) and, on the other hand, based on the friendliness, pleasantness and likability (affect-based trust) of the dealer. Consequently, frontline service employees need to adopt empathic behaviours in face-to-face interactions; this can play a significant role in developing a good-quality company–customer relationship (Itani & Inyang, 2015).

According to Social Exchange Theory (SET) (Blau, 1964), trust is more likely to develop when a social exchange occurs. For example, when employees take good care of customers, both the firm and the employees benefit. These exchanges are voluntary, with each party expecting personal benefits that would be difficult to achieve individually (van Tonder et al., 2018). Customers expect empathic behaviours from service employees during their interactions (Fellesson & Salomonson, 2016). Retailers who employ salespeople who pay attention, listen to their customers' problems and understand what they want are seen to be making efforts to provide high-quality service; this leads their customers to trust them (Bahadur et al., 2020). Building on this, Trust Transfer Theory (TTT) suggests that a customer's initial trust in a retailer can stem from the trust they have in frontline employees (Lee et al., 2014). Consequently, the cognitive trust generated by a sales consultant's empathy can transfer to the car dealership as a whole (Wu et al., 2023). Hence, we propose that the customer's perceptions a sales consultant's empathy positively influence their trust in the car dealership.

H2. The customer's perception of the automotive sales consultant's empathy positively influences their trust in the dealership.

2.3.1.2 Two-Way Communications

Customer-brand relationships are based on emotional bonds. Two-way communications refers to the interactive dialogue between a company and its customers; occurring during the preselling, selling, consumption and post-consumption stages (Morgan-Thomas & Veloutsou, 2013). The trust that consumers feel towards their favourite car dealership is based on whether they perceive it to be honest, benevolent and competent. The two-way communications that take place between the car dealership and its customers link them with the car brands sold by the car retailer. Accordingly, from the consumer's perspective, the association between the car dealership and its car brands lays a foundation for the trust transfer process to take place (Zhao et al., 2019). For instance, when customers engage with brand information shared by the retailer, endorse the brand, or share brand-related information, it indicates that they trust the retailer (Ben-Ner et al., 2011). Therefore, we propose that the two-way communications between the dealership and its customers positively transfers trust to the dealership.

H3. Two-way communication between the car dealership and its customers positively affects customers' trust in the dealership.

2.2.1.3 Social Influence

Social influence refers to an individual's perception that important others believe they should or should not perform a specific behaviour (Ajzen & Fishbein, 1977). Individuals experience social pressure, that is, the need for social approval, when engaging in specific behaviours such as choosing a car dealership (Roh et al., 2022). The actions of others often motivate individuals to follow similar behaviours. In this regard, Thorpe and Motwani (2017) emphasised the importance of subjective norms in the acceptance of autonomous driving vehicles, as people tend to follow what others do and think.

In line with Social Impact Theory (SIT) (Latané, 1981), which posits that social influences impact consumers' emotions and behaviours, we propose that social influence increases trust in car dealerships because consumers rely on information received from others important to them (Zhang et al., 2020; Liébana-Cabanillas et al., 2014). The effect of social influence on car brand purchase decisions has been demonstrated in numerous studies; highlighting the importance of others' opinions in high-involvement product choices such as automobiles (Panagiotopoulos & Dimitrakopoulos, 2018). Following this reasoning, we propose that social positively affects the trust consumers place in a car dealership.

H4. Social influence positively affects the trust consumers place in a car dealership.

2.3.2 Organism

2.3.2.1 Affective Factors: Positive Emotions and Brand Love

Brand love is a customer's passionate emotional attachment to a brand, which is characterised by passion, intimacy and commitment (Carroll & Ahuvia, 2006). Passion refers to the enthusiasm that stems from the consumer's motivational involvement with the brand; intimacy is his/her emotional willingness to remain connected to the brand; and commitment relates to their short- and long-term decisions to love and commit to the brand. These authors suggested that brand love has five distinct characteristics: passion for the brand, connection with the brand, positive evaluation of the brand, positive emotions felt towards the brand and (explicit) declarations of love for the brand.

Customer happiness and brand love are distinct concepts. The key differences between brand love and customer happiness lie in their nature and focus. Brand love reflects a deep emotional

commitment to a specific brand, akin to interpersonal love; it is characterised by intense feelings, deep affection and separation distress. It involves a strong emotional attachment to a brand that goes beyond mere satisfaction and/or loyalty (Rahman et al., 2021). Brand love has been described as being an integral part of the use of a product or service (Kumar, 2021). While brand love is specific to one's emotional connection with a brand, customer happiness is a more general emotional state that encompasses overall wellbeing and positive feelings (Dhiman & Kumar, 2023). In essence, brand love is a targeted emotional attachment to a brand, while customer happiness is an emotional experience that reflects overall contentment and positivity. Brand love is associated with affection and can drive prolonged purchase interactions (Yang & Mundel, 2022). Customers tend to evaluate brands more favourably when they experience positive emotions (Gong & Yi, 2018). Drawing on CAT (Lazarus, 1991), we propose that customer happiness arises through an appraisal process that positively influences overall brand judgment. Consequently, consumers who feel happy with their car-purchasing experience at a dealership are more likely to develop brand love towards the car brand. Hence, we propose that:

H5. Customer happiness resulting from the car-purchasing experience at the dealership increases brand love for the car brands sold there.

CAT proposes that an individual's cognition (trust in a car dealership) influences their affective states (e.g., brand love) and subsequent behaviours (Butler & Mathews, 1983). Trust is often associated with the loving feelings shared between partners (Albert & Merunka, 2013), and has been empirically linked to love and intimacy. In the context of the study, CAT explains how brand trust can transfer to brand love. Accordingly, strong trust in a brand is associated with desirable outcomes, such as positive attitudes and loyalty, which are important antecedents of brand love (Hüsken & Henkel, 2016). Based on CAT, we propose that brand trust serves as a cognitive factor that fosters brand love. Recent studies support this relationship. Orzan et al. (2016) argued that when consumers trust brands, they develop emotional attachments to them. Gültekin and Kilic (2022) demonstrated the existence of a mediating effect of automotive brand effect on the influence of brand trust on consumers' resistance to negative information. Therefore, we argue that brand love stems from brand trust.

H6. Trust in the car dealership positively influences car brand love.

2.3.3 Response

2.3.3.1 Attitudinal Responses: Resistance to Negative Information Posted in Social Media

Recent research suggests that customers with a strong emotional attachment to a brand are less affected by negative information about the brand than customers without a similar attachment (Gültekin & KILIÇ, 2022; Vacas De Carvalho et al., 2020, Yang & Mundel, 2022). Evidence also indicates that customers with a high level of brand love are more likely to adopt a positive frame of reference when processing negative brand information (Ahmed et al., 2018). Moreover, studies show that brand love can mitigate the negative effects of brand failure (Kennedy & Guzmán, 2021; Zhang et al., 2020). Batra et al. (2012) demonstrated that consumers in love with a brand tend to resist negative information and are more forgiving toward the brand. Therefore, we posit that consumers with a strong emotional connection to a car brand are more likely to maintain positive attitudes towards and beliefs about the brand, which can reduce the impact of negative reviews or comments posted on social media.

H7. Car brand love positively influences consumers' resistance to negative information posted on social media about the car brand.

2.3.3.2 Behavioural Responses: Positive eWOM and Willingness to pay

By demonstrating affection for a particular brand, the consumers communicate their feelings about the brand. Previous studies show that brand love motivates consumers to post positive communications about the brand on digital media (Islam et al., 2021; Paruthi et al., 2023). Positive associations between CBE and eWOM have also been documented (Islam et al., 2021). However, most of these studies were conducted in a non-Asian context, and there have been frequent calls for further examination of this relationship in other geographic settings (Paruthi et al., 2023). Based on this, we propose that when consumers love car brands, they become emotionally connected to the associated car dealership. They are more likely to maintain ongoing interactions with the dealership and its communities, advocate for it, and post positive reviews online.

H8. Car brand love positively influences consumers' engagement in positive eWOM about the car dealership.

2.3.3.3 Brand Love and Willingness to pay

Willingness to pay a premium price is, according to Homburg et al. (2005), “the highest price level at which the consumer is willing to pay for the goods or services”. Batra et al. (2012) found that consumers with a deep emotional connection to a brand were willing to pay a premium for its products, even when those offered by competitors were comparable. Huang (2017) found that consumers with a deep emotional attachment to a brand were willing to spend up to 30% more on a company’s products than were those without such a connection. Deeply attached consumers often perceive the brand as irreplaceable, which increases their willingness to pay a premium (Bairrada et al., 2019). Therefore, we propose that car dealerships that foster and reinforce brand love are likely to see a positive effect on customers’ willingness to pay more for their cars.

H9. Car brand love positively influences consumers’ willingness to pay more.

2.3.4 Moderating Effect of the Consumer’s Susceptibility to Social Media Information

Consumers engage in extensive information searches when purchasing high-involvement products. Online reviews have become primary sources of information and interaction, playing a critical role in purchase decisions. Customers consult these reviews to reduce uncertainty and to avoid financial losses (Wang et al., 2023). Purchase decisions are rarely made immediately after obtaining information. Instead, consumers repeatedly verify the authenticity and reliability of information from multiple sources. Fernandes et al. (2021) noted that consumers with a high susceptibility to online information make their product decision based on various forms of online sources of information, such as company-related information and product ratings, and blogs. They also evaluate the quality of these reviews to corroborate evidence and reduce uncertainty about product quality.

With the increasing reliance on online information, building interpersonal relationships with customers has become more challenging, even for companies selling high-involvement products. The quantity and frequency of employee–customer interaction may be decreasing, raising important research questions about whether customers with varying susceptibilities to online information respond differently to the empathy shown by salespeople.

RQ1. Does the customer's susceptibility to online reviews moderate the relationship between the perceived empathy of the sales consultant and the customer's happiness?

RQ2. Does the customer's susceptibility to online reviews moderate the relationship between the perceived empathy of the sales consultant and the customer's trust in the car dealership?

2.4 Methodology

2.4.1 Sampling and Data Collection

This empirical study took place March to October 2023. Questionnaires were distributed to a population of 1,300 buyers who purchased Cadillacs, GMCs, Chevrolets or Opel's from AK between 2020 and 2023. Data were collected using an online questionnaire, following the approach recommended by (Bagozzi & Dholakia, 2006). The population was identified through AK's customer relationship management platform. Although single-case studies have limitations in terms of generalisability, this approach enabled a detailed and in-depth analysis (Sørensen et al., 2020). Consistent with previous research using single-case contexts, Royo-Vela and Casamassima (2011) examined active and passive participation in Zara's Facebook community; Sørensen et al. (2020) analysed experience value creation in a themed attraction restaurant; Murillo-Zegarra et al. (2020) investigated eWOM behaviours in Veepee's branded mobile apps for fashion retailers; and Ballester et al. (2023) studied the effects of brand engagement on customer advocacy and behavioural intentions in an eco-friendly restaurant. A non-probabilistic convenience sampling procedure was employed. Customers received a URL to the questionnaire via WhatsApp, accessible over a one-month period. The questionnaire was initially developed in English and then translated into Arabic. To minimise nonresponse bias, respondents were assured of anonymity, and two reminders were sent to the target population (Stanley et al., 2020). A total of 317 valid responses were obtained.

The majority of respondents were male (73.8%). Most were aged 25–54 (59.9%), followed by those aged 55–64 (18.6%), 18–24 (13.6%), and 65 or older (7.9%). The majority were married (70%). Regarding employment, 43.5% were employed, 26.5% self-employed, 13.9% retired, 11.7% unemployed, and 4.4% were students. Most respondents reported having no children (37.2%), followed by two (14.8%), four (14.2%), three (13.9%), five or more (10.4%), and one child (9.5%).

Geographically, respondents were predominantly located in Amman (77.0%), followed by Irbid (6.6%), Zarqaa (3.8%), Balqa (2.2%), and other areas (less than 2%). The majority had purchased new vehicles (78.7%), while 21.3% had purchased used vehicles. Chevrolet was the most favoured brand (51.7%), followed by Cadillac (18.9%), Opel (18.5%), and GMC (15.4%). A detailed description of the sample is provided in **Table 2.1**.

Table 2.1: Sample Description of study 1

Variable	Categories	Percentage
Gender	Male	73.8
	Female	26.2
Age	18–24	13.6
	25–54	59.9
	55–64	18.6
	65 and above	7.9
Marital status	Married	70
	Single	30
Occupation	Employed	43.5
	Retired	13.9
	Self-employed	26.5
	Student	4.4
	Unemployed	11.7
Number of children	Zero	37.2
	One	9.5
	Two	14.8
	Three	13.9
	Four	14.2
	Five and more	10.4

Table 2.1: Sample Description of Study 1 (Table continues)

Variable	Categories	Percentage
Location	Amman	77
	Ajloun	0.3
	Aqaba	1.9
	Balqa	2.2
	Irbid	6.6
	Jarash	1.3
	Karak	0.9
	Maan	1.6
	Madaba	1.9
	Zarqaa	3.8
	Mafraq	0.9
	Tafila	0.9
	Others	0.6
Type of vehicle	New	78.7
	Used	21.3
Brand	Chevrolet	51.7
	GMC	15.4
	Opel	18.5
	Cadillac	18.9

2.4.2 Measurement Instrument

We measured the study constructs using multi-item scales, mostly five-point Likert- type scales, ranging from “strongly disagree” (1) to “strongly agree” (5). Happiness was measured on a single-item scale, adapted from (Russell, 1989), that asked respondents how happy they felt after their purchasing experience at the car dealership. Car brand love was measured using a five-item scale adapted from

(Carroll & Ahuvia, 2006). The respondents' self-reported trust was measured using a three-item scale adapted from (Flavián et al., 2006). Two-way communications were measured by adapting the scale of (Morgan-Thomas & Veloutsou, 2013). Willingness to pay more was measured using a three-item scale adapted from (Dwivedi et al., 2018). Intention to spread positive eWOM was measured using a two-item scale adapted from (Bigné et al., 2020). Resistance to negative information was measured using a three-item scale adapted from (Eisingerich et al., 2011). Empathy was measured using a four-item scale adapted from (Bahadur et al., 2020). Social influence was measured using a three-item scale adapted from (Taylor & Todd, 1995). Social media susceptibility was measured using a three-item scale adapted from (Fernandes et al., 2021). The constructs and scales are shown in **Table 2.2**.

Table 2.2: Scales Used in the Study 1

Construct	Item	Source
Empathy (EMP)	EMP1. The sales consultants at AK provide individual attention to each customer	Bahadur et al., (2020)
	EMP2. The sales consultant listened to my problem	
	EMP3. The sales consultant paid enough attention to me	
	EMP4. The sales consultant understood what I wanted	
Two-way communications (TWC)	TWC1. I am more willing to receive news about car brand X than about other brands	Morgan-Thomas & Veloutsou, (2013)
	TWC2. If new online promotions are sent to me from car brand X, I do not get annoyed	
	TWC3. I am willing to give feedback to AK about car brand X	
Social influence (SI)	SI1. People important to me supported my choice of AK to purchase a car	Taylor & Todd, (1995)
	SI2. People who influence my behaviour wanted me to purchase a car from AK instead of alternative dealerships	
	SI3. People whose opinions I value would prefer I bought a car from AK	
Happiness (HAP)	HAP1. How happy were you with your purchasing experience at AK Automotive?	Russell, (1989)

Table 2.2: Scales Used in the Study 1 (Table continues)

Construct	Item	Source
Trust in car dealership (TRU)	TRU1. The information offered by AK is sincere and honest	Flavián et al., (2006)
	TRU2. AK is concerned with the present and future interests of its customers	
	TRU3. AK has the necessary resources to successfully carry out its activities	
Brand love (LOV)	LOV1. Car brand X makes me feel good	Caroll and Ahuvia, (2006)
	LOV2. Car brand X is awesome.	
	LOV3. I do not have neutral feelings about car brand X	
	LOV4. Car brand X makes me very happy	
	LOV5. I love car brand X!	
Resistance to negative information in social media (RESI)	RESI1. Even if I read negative online reviews about AK, I would not change my view of AK	Eisingerich et al., (2011)
	RESI2. Negative online reviews about the car brand I purchased from AK would have no effect on me	
Electronic word of mouth (eWOM)	eWOM1. I will post positive comments on social media about my experience with AK	Bigné et al., (2020)
	eWOM2. I will recommend buying a car from AK on social media	
Willingness to pay more (WTP)	WTP1. I am willing to pay a higher price for car brand X than for other automotive brands	Dwivedi et al., (2018)
	WTP2. I am willing to pay a lot more for car brand X than for other automotive brands.	
	WTP3. The price of car brand X would have to rise significantly before I would switch to another brand	
Social media susceptibility-conformational (SUSC)	SUSC1. I would certainly consult AK's social media to find more information about car brand X	Fernandes et al., (2021)
	SUSC2. The information on car brand X on the AK website is useful for my purchase decision-making	
	SUSC3. Quality of the reviews on AK's social media reduces the uncertainty of product quality and helps me make my purchase decisions	

2.5 Results

We chose PLS-SEM (partial least squares-structural equation modelling) as the estimation method due to the complexity of the model, which involves numerous constructs, indicators and relationships (Hair Jr et al., 2019). The parameter estimation was carried out using Smart-PLS 4.0 (Ringle et al., 2023) and we performed bootstrapping with 10,000 samples to determine the significance of the parameters (see Table 3). The composite reliability of the constructs exceeded the recommended threshold of 0.60 (Bagozzi & Yi, 1988). In addition, the average variance extracted (AVE) for all constructs surpassed the 0.50 threshold (Nunnally & Bernstein, 1994). As an indicator of convergent validity, a confirmatory factor analysis (CFA) demonstrated that all items were significantly related ($p < 0.01$) to their respective factors (Fornell & Larcker, 1981). **Table 2.3** displays the mean factor loadings for all the dimensions, each of which exceeds the criteria for convergent validity.

Table 2.3: Reliability and Convergent Validity of the Measurement Instrument

Factors	Item	Std Loadings	t Value (Bootstrapping)	Cronbach's α	rho_A	CR	AVE
Empathy (EMP)	EMP1	0.86	51.77	0.94	0.94	0.96	0.84
	EMP2	0.93	110.64				
	EMP3	0.94	132.07				
	EMP4	0.93	105.74				
Two-way communications (TWC)	TWC1	0.91	81.13	0.91	0.91	0.94	0.85
	TWC2	0.92	63.43				
	TWC3	0.93	77.47				
Social influence (SI)	SI1	0.94	111.78	0.94	0.96	0.96	0.88
	SI2	0.93	63.35				
	SI3	0.95	113.67				

Note: N/A: Single item latent variable (Not applicable). rho_A = Dijkstra–Henseler rho; CR = Composite reliability; AVE = Average variance extracted. * $p < 0.01$.

Table 2.3: Reliability and Convergent Validity of the Measurement Instrument (Table continues)

Factors	Item	Std Loadings	t Value (Bootstrapping)	Cronbach's α	rho_A	CR	AVE
Happiness (HAP)	HAP1	N/A	N/A		N/A	N/A	N/A
Car dealership trust (TRU)	TRU1	0.95	155.66*	0.94	0.94	0.96	0.89
	TRU2	0.95	136.07*				
	TRU3	0.94	115.42*				
Car brand love (LOV)	LOV1	0.94	134.06*	0.95	0.96	0.96	0.84
	LOV2	0.92	68.40*				
	LOV3	0.94	106.25*				
	LOV4	0.86	33.68*				
	LOV5	0.93	114.34*				
Resistance to negative inf. (RESI)	RESI1	0.97	280.99*	0.93	0.96	0.97	0.94
	RESI2	0.96	98.80*				
Electronic WOM (eWOM)	EWOM1	0.97	227.10*	0.94	0.94	0.97	0.95
	EWOM2	0.97	328.27*				
Willingness to pay more (WTP)	WTP1	0.96	197.27*	0.93	0.95	0.95	0.87
	WTP2	0.95	161.25*				
	WTP3	0.89	43.34*				

Note: N/A: Single item latent variable (Not applicable). rho_A = Dijkstra–Henseler rho; CR = Composite reliability; AVE = Average variance extracted. * $p < 0.01$

The measurement model's ability to discriminate between constructs was verified using the Fornell and Larcker (1981) criterion, the square roots of the AVEs exceeding the interconstruct correlations (see **Table 2.4**, values below the diagonal). In addition, the heterotrait–monotrait ratio values (**Table 2.4**, above the diagonal) support the conclusion that the measurement model possesses discriminant validity.

Table 2.4: Discriminant Validity of the Measurement Model

Factor	F1	F2	F3	F4	F5	F6	F7	F8	F9
F1. Empathy	0.92	0.53	0.2	0.81	0.87	0.55	0.7	0.65	0.32
F2. Two-way communications	0.5	0.92	0.31	0.54	0.56	0.71	0.58	0.68	0.78
F3. Social influence	0.2	0.29	0.94	0.21	0.3	0.14	0.27	0.35	0.32
F4. Happiness	0.79	0.52	0.21	10	0.84	0.59	0.67	0.72	0.35
F5. Car dealership trust	0.82	0.51	0.29	0.8	0.96	0.54	0.73	0.74	0.4
F6. Car brand love	0.52	0.66	0.13	0.57	0.51	0.91	0.45	0.58	0.59
F7. Resistance to negative information	0.66	0.54	0.25	0.65	0.67	0.43	0.97	0.61	0.42
F8. eWOM	0.62	0.63	0.34	0.7	0.69	0.55	0.57	0.97	0.5
F9. Willingness to pay more	0.3	0.72	0.3	0.34	0.38	0.57	0.4	0.47	0.94

Note: The values on the diagonal are the square roots of the AVEs. Lower triangle: latent variable correlations; Upper triangle: HTMT ratios.

In the next step, we checked for the presence of nonresponse bias. To assess nonresponse bias, Armstrong and Overton (1977) applied a time-trend prediction method, which involves comparing early and late responders. They proposed that late responders would share similar characteristics with nonresponders. Following Armstrong and Overton (1977) procedure, we divided the study participants into two groups, one made up of those who responded before the first reminder (within 15 days) and one made up of those who responded after the first reminder. Some 161 respondents (50.7%) were classified as early responders, while the remaining 151 (49.3%) were classified as late responders. To assess the potential for nonresponse bias, an independent sample t-test was conducted for each construct (EMP, TWC, SI, HAP, TRU, LOV, RESI, eWOM and WTP). The results in **Table 2.5** indicate that there are no statistically significant differences between the two groups, suggesting that the study is not influenced by nonresponse bias.

Table 2.5: Assessment of Nonresponse Bias in Study 1

	Early Responders (n = 161)	Late Responders (n = 151)	
	<i>m</i>	<i>m</i>	<i>T</i>
EMP	3.67	3.79	0.96
TWC	3.47	3.64	1.45
SI	3.44	3.58	1.11
HAP	3.7	3.75	0.38
TRU	3.65	3.62	0.25
LOV	3.39	3.45	0.57
RESI	3.57	3.74	1.22
eWOM	3.49	3.52	0.22
WTP	3.28	3.44	1.21

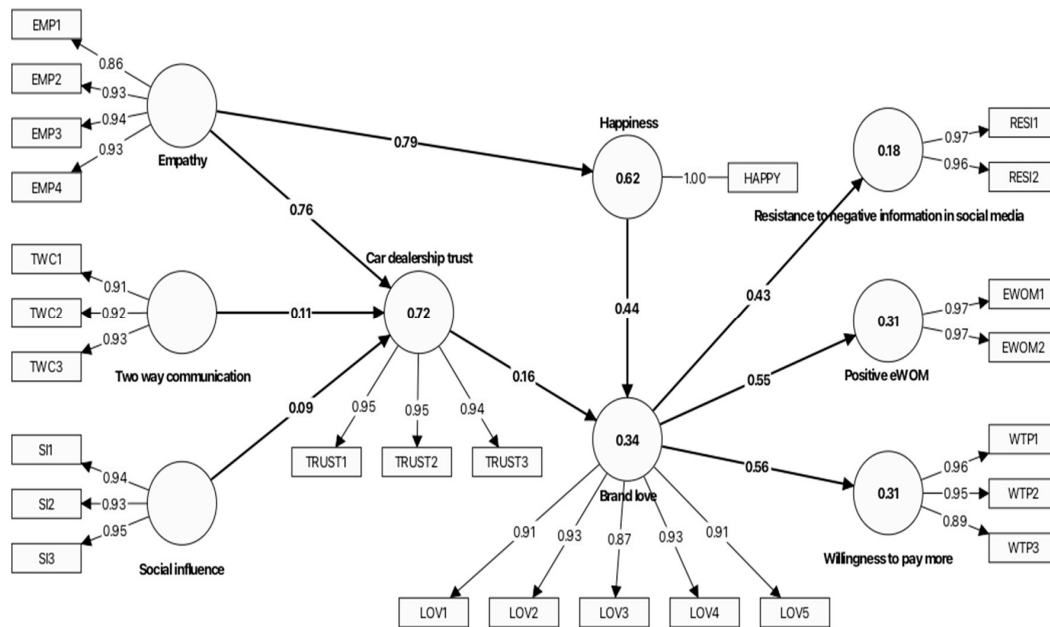
Finally, common method bias (CMB) may arise in this type of research design (Podsakoff et al., 2003; Rodríguez-Ardura & Meseguer-Artola, 2020). We took proactive measures to address CMB concerns, such as ensuring the participants of the anonymity and confidentiality of the study, emphasising that there were no right or wrong answers and encouraging them to respond with honesty. Furthermore, we meticulously examined the questionnaire items to eliminate ambiguous, vague and/or unfamiliar terms. In addition, following the recommendations of (Kock et al., 2021), we tested for the existence of CMB by employing a single questionnaire and maintaining consistent scale formats across all variables. The results of a Harman's single factor test also alleviated CMB concerns, revealing that one factor accounted for 48% of the variance, below the 50% threshold (Rodríguez-Ardura & Meseguer-Artola, 2020). In addition, we took the full collinearity assessment approach proposed by Kock, (2015) to test for CMB in PLS-SEM. This approach proposes that a variation inflation factor (VIF) greater than 3.3 is an indication of pathological collinearity and that the model is contaminated by CMB. **Table 2.6** presents the VIFs of the inner model, all below the 3.3 threshold; it can, therefore, be concluded that the model has no CMB problems. **Table 2.6** also reports the outcomes of the hypotheses testing and displays the standardised coefficients for the structural relationships and the corresponding significance levels of the *t* statistics.

Table 2.6: Test of the Hypotheses

Hypotheses	Std. Beta	(Bootstrapping)	VIF	f ²	95% CI	
					2.50%	97.50%
H1 Empathy -> happiness	0.79	28.42 **	1	1.63	0.73	0.84
H2 Empathy -> trust	0.76	21.47 **	1.33	1.57	0.69	0.83
H3 Two-way communications -> trust	0.11	2.47 *	1.4	0.03	0.02	0.2
H4 Social influence -> trust	0.09	2.58 *	1.1	0.03	0.03	0.16
H5 Happiness -> car brand love	0.44	5.36 **	3.02	0.1	0.28	0.61
H6 Trust -> car brand love	0.16	2.01 *	3.02	0.02	0	0.33
H7 Brand love -> resist. to negative info	0.43	7.81 **	1	0.23	0.32	0.53
H8 Brand love -> eWOM	0.55	12.56 **	1	0.47	0.47	0.65
H9 Brand love -> willingness to pay more	0.56	14.27 **	1	0.47	0.48	0.64

* = p < 0.05; ** = p < 0.01

Figure 2.2 provides a visual representation of the model's estimation in SmartPLS 4.0.

**Figure 2.2:** Estimated Model of Study 1

The model estimation confirmed that the consultant's empathy is a powerful predictor of the happiness experienced by customers during a car purchase ($\beta = 0.79$, H1 accepted) and their trust in the car dealership ($\beta = 0.76$, H2 accepted). Two-way communications ($\beta = 0.11$, H3 accepted) and social influence ($\beta = 0.09$, H4 accepted) also improve trust in the car dealership but with much less intensity than the empathy of the consultant. Interestingly, the two emotional responses towards the car dealership analysed in the model were shown as capable of being transferred into greater car brand love for the manufacturer (happiness: $\beta = 0.44$, H5 accepted; trust: $\beta = 0.17$, H6 accepted). Finally, it was shown that car brand love is a significant antecedent of the three behavioural responses analysed: it generated resistance towards negative information posted on social networks ($\beta = 0.43$: H7 accepted), positive eWOM ($\beta = 0.56$: H8 accepted) and willingness to pay more ($\beta = 0.57$: H9 accepted). The estimation had R^2 and Q^2 values that met the minimum established criteria; thus, the structural model shows predictive relevance.

To complement the analysis, we estimated a new model to identify if the stimuli (i.e., empathy, two-way communications and social influence) had any direct effects on car brand love. **Table 2.7** presents the results, showing that happiness fully mediated the relationship between empathy and brand love, and partially mediated the effects of two-way communications. However, car dealership trust was not a significant mediator between the stimuli variables and car brand love.

Table 2.7: Mediation Analysis

Relationship	Direct Effect before Introducing Mediators	Direct Effect after Introducing Mediators	Indirect Effect	Mediation
			Mediator: Happiness	
EMP -> LOV	0.26 **	0.08	0.20 **	Full
TWC -> LOV	0.55 **	0.51 *	0.05 *	Partial
SI -> LOV	-0.08	-0.09	0.01	No
			Mediator: Trust	
EMP -> LOV			-0.01	No
TWC -> LOV			0.00	No
SI -> LOV			0.00	No

* = $p < 0.05$; ** = $p < 0.01$

Finally, we tested the moderator role of social media susceptibility (i.e., SM SUSC) on the effects of empathy on happiness (RQ1) and car dealership trust (RQ2). To do this, we first calculated a global index of SM SUSC ($\alpha = 0.90$) for each participant and then split the sample into two groups using the median (Mdn = 3.5) of SM SUSC as the dividing line. This division produced a group of consumers with high ($n = 185$; $M = 4.26$) and low ($n = 132$; $M = 2.48$) social media susceptibility; the groups were seen to have significant differences ($t = 26.41$; $p < 0.01$). As our goal was to analyse any differences between the two groups in specific path coefficients of the model (and not in the global model), we ran the nonparametric permutation-based test (NPT) (Cheah et al., 2020), using SmartPLS 4.0. The results are shown in **Table 2.8**. As can be observed, the positive effect of empathy on happiness is reinforced when social media susceptibility is low. Thus, consumers who rely less on the company's social media to obtain information about car brands are more likely to be made happy by the empathy shown by employees. However, this moderating effect does not take place in the influence of empathy on car dealership trust.

Table 2.8: Moderation Analysis of Social Media Susceptibility

Relationship	SM SUSC High	SM SUSC Low	2.50%	97.50%	Permutation p Value
RQ1 Empathy -> happiness	0.64	0.82	-0.11	0.11	0.00 *
RQ2 Empathy -> trust	0.69	0.78	-0.14	0.15	0.21

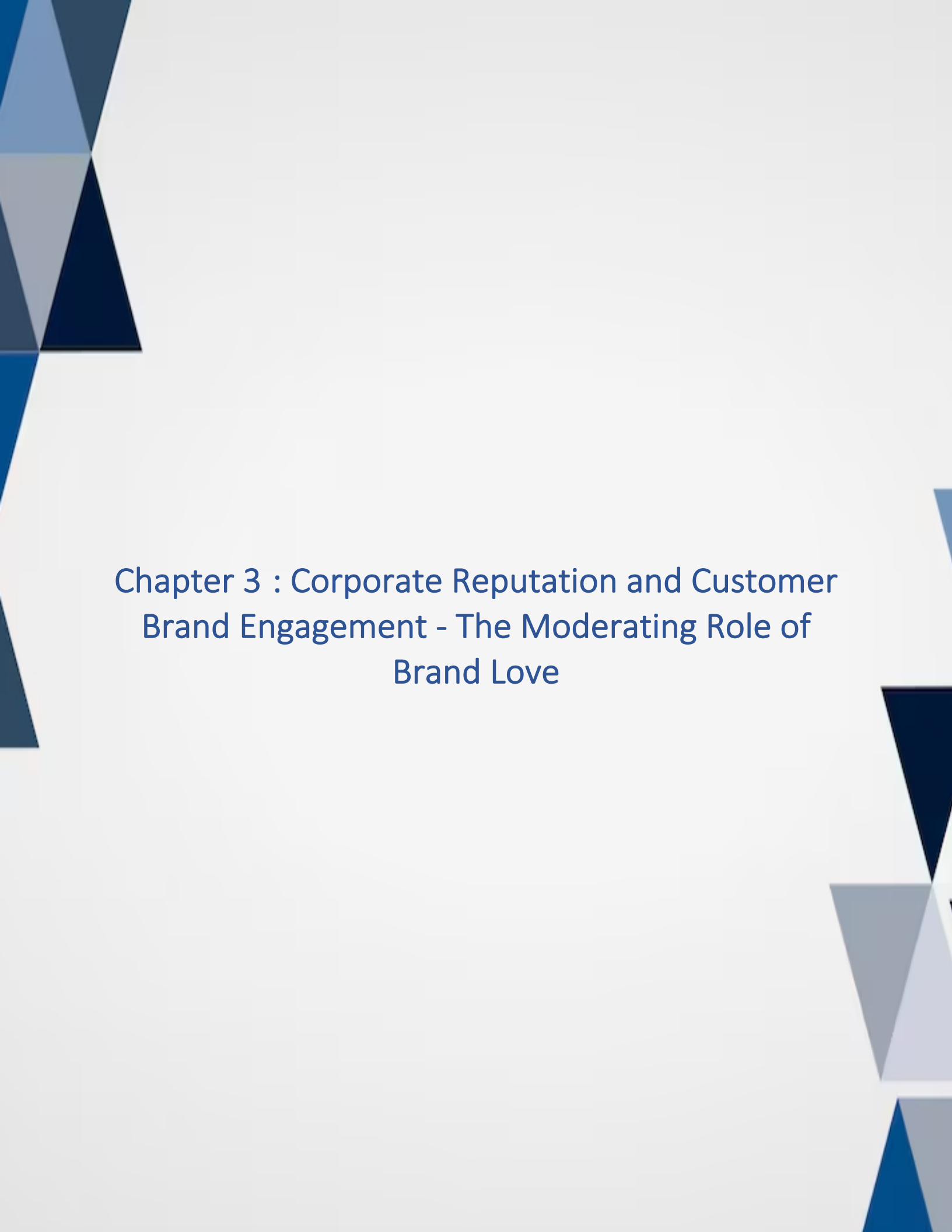
* $p < 0.01$

2.6 Discussion

The present study showed that the customer's perceptions of the empathy of salespeople, a dimension of service quality, played a pivotal role in the formation of trust in the car dealership, and in the happiness elicited during the purchase. This result supports previous research that showed that personalised attention (Goldsmith, 2016; Gong & Yi, 2018; Yan & Chiou, 2020) and the behaviours of company personnel (Aksoy et al., 2015; Tu & Hsee, 2016; Kumar, 2021) are important antecedents of the creation of positive emotions felt towards retailers.

The research also adds new insights to CAT that help explain the underlying mechanisms of the transition of car dealership trust to brand love. Consistent with CAT, it was found that cognitive

components are antecedents of emotions, which eventually lead to actions (Marmat, 2023). CAT has been applied successfully in several contexts (Ahn & Back, 2018); the present study is relevant both for the automotive industry and for other high-involvement products. Loved brands have several advantages over trusted brands; for instance, enhanced (consumer) resistance to negative information posted on social media and (consumer) willingness to pay a higher price. However, car dealership trust is also an important precursor of brand love. Thus, marketers, to enjoy sustained competitive advantage, should focus on both. The results showed that brand love enhanced consumers' positive behavioural intentions towards brands (willingness to pay more, positive eWOM, and resistance to negative information). In other words, consumers act in line with their feelings towards brands. The effects found in the study about brand love's impact on resistance to negative information are in line with another recent research (Gültekin & KİLİC, 2022). Consumers' love for car brands causes them to resist negative information. When car dealerships encounter problems (e.g., changed customer expectations that affect perceived service quality, a reputation for charging high prices for spare parts, unfriendly staff) they may be faced with situations where consumers post negative information on social media. However, emotional factors were seen to affect consumers' reactions towards unfavourable information about the car dealership. For example, when consumers have highly emotional relationships with brands, they are resistant to negative information about them (Eisingerich et al., 2011). Similarly, our findings are aligned with (Turgut & Gültekin, 2015), who showed that brand love is a mediator between car dealership trust and resistance to negative information. Thus, positive brand affect can increase consumers' willingness to pay more and their tendency to post positive eWOM and their resistance to negative information.



Chapter 3 : Corporate Reputation and Customer Brand Engagement - The Moderating Role of Brand Love

3.1 Introduction

To build on the emotional drivers identified in the previous chapter and their impact on post-purchase behaviours, this chapter, further investigates customer–brand relationships. This chapter examines CR as a key antecedent influencing customer satisfaction and CBE, which in turn drive behavioural outcomes such as eWOM. It underscores the dual role of CR as both a strategic driver and a psychological asset. Most importantly, it illustrates how emotional engagement and brand affection reshape the pathways through which reputation drives consumer behaviour in the automotive industry. This chapter also explores the role of brand love, identified in the previous chapter as a key emotional driver, now conceptualised as a moderator that may influence the strength of the relationships between CR, satisfaction, and CBE. It also investigates how perceptions of brand uniqueness and price fairness shape customers' evaluation of CR, deepening our understanding of the pathways that connect dealership-level perceptions to consumer engagement and advocacy. Overall, the chapter contributes to the overarching goal of this thesis: to explain the dynamics of the customer–brand relationship in the automotive industry.

In the digital economy age, digital transformation is considered as a company strategy important for competitiveness (Chen & Liao, 2024). Consequently, the increasing use of internet-based social media, with associated technological changes, promotes eWOM. When looking for a car, buyers consult eWOM, which influences their purchase intentions. Positive eWOM ratings from customers can also affect their peers' purchase decisions (Mukhopadhyay et al., 2023). Social media offers vast opportunities for the automotive industry. These platforms allow faster and more cost-effective information dissemination, enabling car companies to boost sales and reach revenue targets more quickly. Many marketers leverage eWOM because it comes from trusted sources (Mukhopadhyay et al., 2023). A strong CR is decisive for achieving and maintaining competitive advantage in the automotive industry (Quintana et al., 2021). Reputation is built by a company's value-creation activities and its intangible nature makes it difficult for competitors to imitate. A favourable reputation has been shown to be important for achieving access to, and acceptance in, the automotive marketplace, because it has been proven to be key in clients' buying decisions (Sanchez-Iglesias et al., 2024).

In the automotive industry, where brands carry high symbolic and financial value, signalling theory provides an important lens. A car dealership's CSR initiatives act as signals that shape consumers' perceptions of the quality and uniqueness of the car brands it represents. These perceptions help reduce pre-purchase uncertainty and influence behavioural intentions (Baumgartner et al., 2022). Prospective customers regard high-value, distinctive brands as indicators of strong company management (Sanchez-Iglesias et al., 2024). Importantly, such signals are not limited to consumers alone; other stakeholders, including existing clients and dealership employees, also interpret and respond to them. Beyond brand quality, automotive customers attach great importance to perceptions of price fairness. Prior research has examined how CSR actions influence consumers' fairness perceptions (Quintana et al., 2021). The present study advances this discussion by analysing how perceived brand uniqueness and price fairness jointly affect CR.

The significance of CBE has encouraged researchers to explore its antecedents. Customer satisfaction has a complex relationship with CBE. While some studies have suggested that customer satisfaction positively affects CBE, others have indicated they have a more nuanced interaction. The suggestion has been made that cumulative customer satisfaction may not always lead to increased CBE and, indeed, in some cases, high CBE levels can, over time, even reduce satisfaction, which implies that the effect of customer satisfaction on CBE can vary due to extent of the engagement, the specific context and individual preferences and behaviours (Sanchez-Iglesias et al., 2024). Considerable research has examined brand love (and associated constructs) (Gumparthi and Patra, 2020); it has been shown to be associated with (i) positive word of mouth (WOM) (ii) forgiveness of brand failures and (iii) brand loyalty. However, a critical knowledge gap remains in the understanding of the moderating effects of brand love on customer-brand relationships.

The purpose of this chapter is to analyse the relationships between CR, customer satisfaction, CBE and eWOM, paying special attention to the moderating effect of brand love. This chapter is expected to enrich the body of knowledge of customer-brand relationships by analysing the effects of two crucial consumer perceptions (brand uniqueness and price fairness in business transactions) on CR. The study also adds novel insights by revealing that satisfaction has a full mediating effect on the relationships between CR and eWOM.

3.2 Literature review

CR plays a critical role in today's dynamic and competitive business environment, serving as a key driver for long-term sustainability, market differentiation, and strong stakeholder relationships (Mohd Sofian et al., 2023). CR is based on positive consumer perceptions of a company, especially in innovation, managerial leadership, product and service quality and image (Osakwe and Yusuf, 2021). Sales forces/managers should exhibit a range of fundamental values, such as honesty, responsibility, fairness, respect, openness and good citizenship. Company personnel should be seen to be worthy of trust and to be providing good advice. Moreover, CR is fundamental to a company's success and significantly influences various facets of its operations and results (Nuortimo et al., 2024).

CR has a signalling effect which helps increase customer trust-based relationships. Through these relationships, CR contributes to increased trustworthiness, the integrity of exchanges and perceptions of dependability in transactions (Oghazi et al., 2021). Companies that are transparent and open with their consumers and stakeholders about their dedication to sustainable and fair business practices are more likely to build trust and cultivate lasting partnerships (Loke & Chamlal, 2025). A company's reputation is based on customers' opinions on a range of issues/behaviours, for example, how it operates in the labour, capital and product markets. In this study we analyse general CR rather than any one dimension of CR, such as environmental activities, to address the halo effect, a cognition-based bias in which consumers' perceptions of how a company operates in one field impacts on their opinions about the entity in other areas. We regard the CR of a car dealership as the aggregated perceptions of all its customers in terms of whether it is honest, competent and concerned about its customers.

Hollebeek et al. (2014) defined CBE as "a consumer's positively-valenced cognitive, emotional and behavioural brand-related activity during or related to specific consumer-brand interactions" (Hollebeek et al., 2014, p.154). This study adopts Hollebeek et al.'s (2014) approach, that is, we take: the cognitive dimension of CBE as being the client's degree of car brand-based thought processing developed due to their exchanges with the car dealership; the affective dimension of CBE as being the client's level of positivity felt for the auto brands evoked by their exchanges with the seller; the behavioural dimension of CBE as the amount of energy, effort and time the client expends on their interactions with the car brand.

3.3 Hypotheses development

Perceived brand uniqueness has been described as those brand-related aspects which distinguish one brand from another (Dwivedi et al., 2018). This reflects the “differentness” of a brand and its salience, such that it is readily recognised/comes to mind, when compared to competitors. Perceived uniqueness relates to the analysis-based data (signals) that distinguish a brand from its competitors; it lessens the client’s cognitive burden. CR is based on consumers’ judgments of a company’s attributes which, of course, shape the esteem in which they hold the company. Syah and Olivia (2022) argued that product/service quality and interactional experiences are key shapers of consumers’ views of a company’s reputation. In the present study it is argued that consumers’ perceptions of a car brand’s uniqueness can improve the CR of the car dealership. The basis for this argument is that brand uniqueness offers potential client’s analytical information about a brand’s attributes and evokes positive consumption emotions which reduce their cognitive burden when assessing CR, which can generate a positive assessment of the company. Thus,

H1. Customers’ perceptions of brand uniqueness increase the CR of the car dealership.

Perceived price fairness is a vital component for any service provider delivering its product/service to the automotive industry's target market; consumers are ever more interested in enhanced value-for-money (Gupta & Raman, 2022). The influence of price fairness on CR can be grounded on Attribution Theory (AT) (Weiner, 2018), which examines consumers’ cognition-based processing when making cause and effect judgments (Moliner et al., 2024). Perceived price fairness influences consumers’ behaviours. Consumers are more likely to make positive purchase decisions when prices are perceived as fair, which makes them develop a positive attitude toward the company. Consumers' perceptions of fairness in pricing can both increase and lessen CR, depending on several factors (Fitri & Wulandari, 2020). For instance, when consumers perceive a price increase as unfair, it can lead to negative emotions and behavioural intentions, potentially harming the company's reputation. On the other hand, implementing marketing campaigns with transparent pricing strategies can positively influence consumers' perceptions of perceived price fairness, enhancing CR. Based on AT, we posit that when the consumer has high price fairness perceptions, they will have a positive global opinion of the reputation of the car dealership:

H2. The greater the consumer’s perception of price fairness, the higher the CR of the car dealership.

Customer satisfaction is defined as the degree to which a customer's expectations are met following their experience with a product or service. It reflects the level of fulfilment or contentment a customer feels as a result of their interaction with a business (Singh et al., 2023). The influence of CR on satisfaction is grounded in Cognitive Dissonance Theory (CDT) (Festinger, 1957). Customer satisfaction is based on the consumer's global assessment of the complete purchasing and consumption experience during the whole process (Montazeri, 2024). If a consumer feels they have had a good product-based experience, they will be satisfied. When this same consumer later evaluates the reputation of the product manufacturer (which they previously knew little about), they will most likely rate it highly. To do otherwise would result in a state of imbalance/cognitive dissonance. The consumer avoids this disequilibrium and maintains cognitive consonance by adapting their views of the firm's reputation to match their feelings of satisfaction. Customer satisfaction is one of the main dimensions of the extent of a company's relationships with its customers. Galbreath and Shum (2012) argued that company reputation is a key factor in customers' perceptions/evaluations of companies. A company's reputational signals are used by consumers to increase their feelings of certainty. When a company suffers from a bad reputation, consumers may develop negative opinions of its products/services based on their personal exchanges with the entity, which can reduce satisfaction. When a company enjoys a good reputation, however, the client's positive opinions and satisfaction are bolstered. On the basis of a review of the literature we propose that:

H3. The CR of the car dealership positively influences customer satisfaction with the dealership.

It has been argued that the impact of CR on CBE is in line with CAT (Bagozzi et al., 1999), which proposes that people's subjective assessment of situations evokes (positive and negative) emotional/behavioural responses. It is proposed in this study that CR, in addition, positively impacts on affective and behavioural CBE. Consumers will, with greater probability, develop affective links with, and come to trust, dealerships that always provide fair-priced, high-quality service. CR has been shown to influence CBE, based on the positive emotions towards the brand that it provokes in them. The result of repeated positive experiences only strengthens this mutual interaction (Martínez-López et al., 2017). Therefore, we posit the following hypothesis:

H4. The better the CR of the car dealership, the higher the CBE.

Brodie et al. (2013) argued that CBE reflects their inherent motivational, emotional, cognitive and intentional states, and that its intensity is based on brand stimuli (e.g. activities). In addition, they argued that it is generated from deep memories of the brand that evoke thoughts and feelings about the brand. A satisfied consumer attitude toward the brand based on the uniqueness of its products and services creates attachment to the brand. Customer satisfaction has been related to CBE, both as an antecedent and as a consequence (Sánchez-Iglesias et al., 2024). Without customer satisfaction, there can be no engagement (Brodie et al., 2013). At the same time, when customers are dissatisfied, they either disengage from the organisation or engage with it less. Recent research suggests that customer satisfaction affects purchase intentions; satisfied customers display their positivity through their company-focused behaviours (Brodie et al., 2013; Sánchez-Iglesias et al., 2024). Therefore:

H5. Higher customer satisfaction with a car dealership leads to higher CBE.

Customer satisfaction has been shown to be an important antecedent of the success of entities and to have a significant impact on behaviours, repurchase intentions and WOM (Sivadas & Baker-Prewitt, 2000; Rita et al., 2019). Several studies have demonstrated that customer satisfaction or dissatisfaction plays a crucial role in shaping eWOM behaviour (Kim & Hwang, 2022). Pereira et al. (2017) argued that satisfied online customers are more likely to shop again and recommend online retailers to others. Therefore,

H6. The higher the consumer's satisfaction, the stronger their intention to spread positive eWOM about car brands.

Cheung et al. (2022) argued that CBE is the extent of the cognitive, emotional and behavioural engagement that people show in their exchanges with brands. Many researchers who have addressed the concept of CBE agree that it leads to positive behavioural outcomes (Callarisa et al., 2025; Lim et al., 2022; Prentice et al., 2020). Therefore, we propose that car dealerships which prioritise the creation and reinforcement of CBE are likely to generate positive eWOM for their vehicles. Moreover, Knoll (2016) and Ismagilova et al. (2017) argued that customers highly engaged with a brand are more likely to participate in eWOM.

H7. The higher the CBE, the stronger consumers' intentions to spread positive eWOM about the car brand.

Finally, brand love is much discussed in the relevant literature. It has been defined as a profound emotional connectivity to a particular brand, characterised by passion and a feeling of naturalness in the relationship that prompts the person to keep it in mind, recommend and use it (Carroll & Ahuvia, 2006). Previous studies seem to agree about the positive outcomes it can provide to businesses. Nonetheless, varying opinions have been published about its moderating effect in the customer-brand relationships and consumer behaviour nexus. The “love is blind” effect makes parties to a relationship more tolerant of the mistakes other parties make, thus preventing negative emotions. However, the “love becomes hate” effect is based on the proposal that when people undergo a poor product/service interaction with their treasured brand they feel a sense of betrayal, and “turn against” it (Zarantonello et al., 2018). As previous research has drawn inconsistent conclusions about the role of brand love, the following RQ is posed:

RQ1. Does brand love have a moderating effect on the impact of CR on customer satisfaction with the car dealership?

Figure 3.1 depicts the research model.

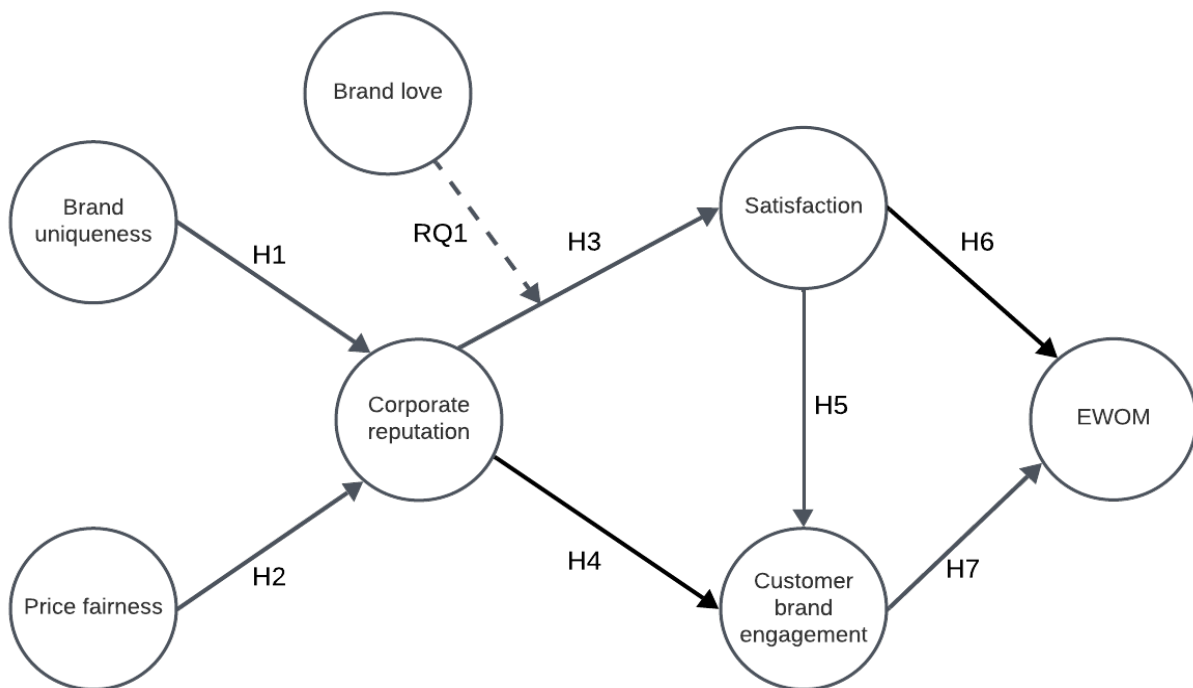


Figure 3.1: Research Model of Study 2

3.4 Methodology

A quantitative study was conducted during March-October 2023. An online questionnaire was sent to 1,300 people who bought a vehicle from the dealership during 2020-2022. The sample was sent a URL that could be accessed for one month. The sample was developed using the company's customer relationship management system. While there are result-generalisation issues with data collected from a single source, this method permitted us to undertake an analysis in some detail (Sørensen et al., 2020). We used a non-probabilistic convenience sampling procedure. The survey initially was produced in the English language and thereafter rendered into the Arabic language. 317 valid responses were received. We operationalised the study constructs using Likert scales, from 'strongly disagree' (1) to 'strongly agree' (5). The items and sources are listed at **Table 3.1**.

Table 3.1: Scales Used in the Study 2

Construct	Item	Source
Brand Engagement (BE)	How would you describe your interactions with your favourite car brand purchased from AK?	Hollebeek et al., (2014)
	Cognitive engagement	
	BE1. Using car brand x makes me think about car brand x.	
	BE2. I think about car brand x a lot when I'm using it.	
	BE3. Using car brand x stimulates my interest to learn more about car brand x.	
	Affective engagement	
	BE4. I feel very positive when I use car brand x.	
	BE5. Using car brand x makes me happy.	
	BE6. I feel good when I use car brand x.	
	BE7. I'm proud to use car brand x.	
	Behavioural engagement	
	BE8. I spend a lot more time using car brand x than using other car brands.	
	BE9. Whenever I use cars, I normally use car brand x.	
	BE10. Car brand x is one of the brands I normally use when I use cars	
Price fairness (PF)	PF1. The car dealership charged a fair price for the car I bought.	Andaleeb and Basu, (1994)
	PF2. I felt I was not taken advantage of by the car dealership.	
	PF3. The price I paid for labour in the car dealership was fair.	
	PF4. The price I paid for parts in the car dealership was fair.	
	PF5. I left the car dealership knowing I was fairly treated	

Table 3.1: Scales Used in the Study 2 (Table continues)

Construct	Item	Source
Electronic word of mouth (eWOM)	EWOM1. I will write positive comments on social media regarding my experience in AK.	Dwivedi et al., (2018)
	EWOM2. I will recommend buying a car in AK through social media.	
Corporate Reputation (CR)	CR1. The information offered by the car dealership is sincere and honest.	Donney and Canon, (1997)
	CR2. The car dealership is concerned with the present and future interests of its customers.	
	CR3. The car dealership has the necessary resources to successfully carry out its activities	
Brand Uniqueness (BU)	BU1. I feel that car brand X really stands out from other automotive brands.	Dwivedi et al., (2018)
	BU2. I think that car brand X is distinct from other brands of automotive.	
	BU3. Car brand X is unique from other automotive brands.	
	BU4. Car brand X offers very different products than other automotive brands.	
Satisfaction (SAT)	SAT1. This car dealership is one of the best I could have visited.	Oliver, (1980)
	SAT2. I am satisfied with my decision to buy a car in this car dealership.	
Brand love (LOV)	LOV1. Car brand X makes me feel good	Carroll and Ahuvia (2006)
	LOV2. Car brand X is awesome.	
	LOV3. I do not have neutral feelings about car brand X	
	LOV4. Car brand X makes me very happy	
	LOV5. I love car brand X!	

3.5 Results

Given the sample size, and the lack of certainty in the normal distribution of the data, we employed the PLS-SEM estimation approach. The parameter estimation was carried out using Smart-PLS 4.0 (Ringle et al., 2023), and we performed bootstrapping with 10,000 samples to determine how significant were the relevant parameters. A confirmatory factor analysis (CFA) found that the relationships ($p < 0.01$) between the items and their respective factors (Fornell & Larcker, 1981) were significant, as outlined in **Table 3.2**. The composite reliabilities of the constructs were above the suggested limit of 0.60 (Bagozzi & Yi, 1988) and their average variance extracted (AVE) values were greater than the 0.50 recommendation.

Table 3.2: Reliability and Convergent Validity of the Measurement Instrument

Factors	Item	Std loadings	t value (bootstrapping)	Cronbach's alpha	rho_A	CR	AVE
Satisfaction (SAT)	SAT1	0.96	126.65*	0.92	0.92	0.96	0.92
	SAT2	0.96	141.51*				
Corporate reputation (CR)	CR1	0.95	156.90*	0.94	0.94	0.96	0.89
	CR2	0.95	141.10*				
	CR3	0.94	110.76*				
Price Fairness (PF)	PF1	0.93	86.13*	0.95	0.96	0.96	0.84
	PF2	0.91	59.10*				
	PF3	0.93	75.04*				
	PF4	0.91	62.95*				
	PF5	0.91	84.83*				
Customer brand engagement (CBE)	CBE1	0.9	81.97*	0.98	0.98	0.98	0.82
	CBE2	0.9	69.33*				
	CBE3	0.9	70.42*				
	CBE4	0.92	95.04*				
	CBE5	0.93	95.00*				
	CBE6	0.92	87.70*				
	CBE7	0.93	117.47*				
	CBE8	0.9	74.49*				
	CBE9	0.9	51.69*				
	CBE10	0.88	43.55*				
Brand Uniqueness (BU)	BU1	0.93	131.02*	0.94	0.95	0.96	0.86
	BU2	0.93	101.52*				
	BU3	0.93	109.30*				
	BU4	0.91	73.92*				
Electronic word of mouth (EWOM)	EWOM1	0.97	304.90*	0.94	0.94	0.97	0.95
	EWOM2	0.97	257.81*				

rho_A=Dijkstra-Henseler rho; CR=Composite reliability; AVE=Average variance extracted

*=p<0.01

The Fornell and Larcker (1981) and heterotrait-monotrait ratio methods were used to assess the measurement model's capacity to distinguish between constructs. We found that the square roots of the AVEs were above the inter-construct correlation values (**Table 3.3**, above the diagonal); and that the heterotrait-monotrait ratios (**Table 3.3**, below the diagonal) demonstrated that the model has discriminant validity.

Table 3.3: Discriminant validity of the Measurement Model

Factor	F1	F2	F3	F4	F5	F6
F1. Corporate reputation	0.95	0.78	0.56	0.52	0.7	0.57
F2. Satisfaction	0.84	0.96	0.61	0.58	0.83	0.68
F3. Brand uniqueness	0.6	0.66	0.93	0.85	0.58	0.42
F4. Customer brand engagement	0.54	0.61	0.88	0.91	0.61	0.4
F5. Electronic word of mouth	0.74	0.89	0.61	0.64	0.97	0.67
F6. Price Fairness	0.6	0.72	0.44	0.41	0.7	0.92

Note: The square roots of the AVEs are on the diagonal. The HTMT ratios feature in the lower triangle, the latent variable correlations in the upper.

Table 3.4 sets out the results of the tests of the hypotheses. Shown are standardised coefficients for the structural relationships and the levels of significance of the t statistics.

Table 3.4: Hypotheses Testing

Relationship	Std. beta	t value (bootstrapping)	95% CI	
			2.50%	97.50%
H1. Brand uniqueness -> Corporate reputation	0.39	7.55**	0.29	0.49
H2. Price fairness -> Corporate reputation	0.41	7.89**	0.31	0.51
H3. Corporate reputation -> Satisfaction	0.78	27.86**	0.72	0.83
H4. Corporate reputation -> Customer brand engagement	0.18	2.23*	0.02	0.34
H5. Satisfaction -> Customer brand engagement	0.44	5.60**	0.28	0.59
H6. Satisfaction -> EWOM	0.72	15.52**	0.62	0.8
H7. Customer brand engagement -> EWOM	0.2	4.54**	0.11	0.28

*= p<0.05; **=p<0.01

R²: CR = 0.46; Satisfaction = 0.61; CBE = 0.35; eWOM=0.71

PLSPredict Q²: CR = 0.45; Satisfaction = 0.53; CBE = 0.39; eWOM=0.46

The model estimation demonstrated that brand uniqueness (H1 accepted; $\beta = 0.39$) and perceived price fairness (H2 accepted; $\beta = 0.41$) are two important antecedents of CR. CR, in turn, is a powerful predictor of brand satisfaction (H3 accepted; $\beta = 0.78$) and CBE (H4 accepted; $\beta = 0.18$). Furthermore, dealership satisfaction positively and significantly influenced CBE (H5 accepted; $\beta = 0.44$), and it translates into greater eWOM (H6 accepted; $\beta = 0.72$). Finally, CBE positively influenced eWOM (H7 accepted; $\beta = 0.20$).

To confirm the mediation role of satisfaction in the influence of reputation on CBE, we estimated a new model that eliminated the path between satisfaction and engagement. As is shown in the results of the estimation of the models before and after introducing the mediator (**Table 3.5**), satisfaction partially mediates the relationship between CR and CBE (the indirect effect being greater than the direct).

Table 3.5: Mediation Analysis of Satisfaction

Relationship	Direct effect before introducing mediator	Direct effect after introducing mediator	Indirect effect.	Mediation
Reputation -> Engagement	0.52**	0.18*	0.34**	Partial

*= $p < 0.05$; **= $p < 0.01$

Finally, we analysed brand love's moderating role in the impact of CR on satisfaction (RQ1). We measured brand love with a 5-item adaptation of the scale proposed by Carroll and Ahuvia (2006). First, we calculated an index of brand love (i.e., brand love; $\alpha = .98$) for the customers of the car dealership, splitting them into two equal sections (using the midpoint of the brand love values = 3.6). Thus, we identified one group of the car dealership customers with more brand love ($n = 148$; $M = 4.21$) and another with less brand love ($n = 153$; $M = 2.71$), statistically different ($t = 21.73$; $p < .01$). To assess the between-groups differences in the specific path coefficients within the model (excluding the global model), the non-parametric permutation-based test was used (Henseler, 2012; Cheah et al. (2020)). This approach aims to determine whether the coefficients of the structural relationships differ significantly between two or more comparison groups (e.g., consumers with high and low brand love). The procedure involves estimating the PLS model independently for each group and then applying a bootstrapping procedure to calculate the statistical significance, without requiring parametric tests such as Student's t-test. As can be

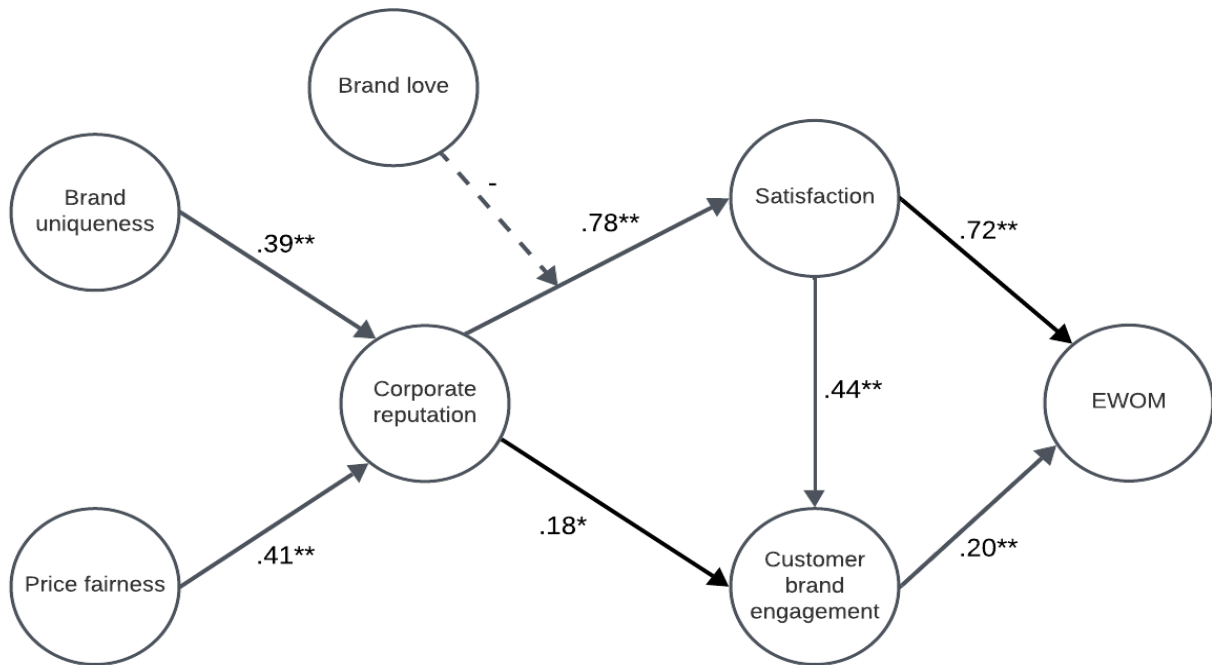
observed in **Table 3.6**, brand love was shown to moderate the effect of CR on satisfaction, the effect being higher for customers with lower brand love. On the other hand, when the affections of the customers for the car brand were higher, the effects of CR on satisfaction were lower. Consequently, the satisfaction of consumers who have a lower intensity of car brand love seems to be driven more by CR.

Table 3.6: Moderation Analysis of Brand Love

Relationship	BL High	BL Low	2.50%	97.50%	Permutation p value
RQ1 Reputation -> Satisfaction	0.67	0.81	-0.11	0.1	.00*

*=p<0.01

As **Figure 3.2** illustrates the final estimation of the model



*= p <.05; **= p <.01

Figure 3.2: Estimated Model in Study 2

3.6 Discussion

Recent research emphasises the pivotal role of emotions in fostering brand love, which in turn drives stronger CBE. In the automotive sector, understanding how CR shapes customer satisfaction, CBE, and eWOM is critical for dealerships striving to outperform competitors and meet evolving customer expectations. This study offers several important theoretical contributions to the existing literature.

This paper advances understanding of the complex relationships between CR, customer satisfaction, CBE, and eWOM—areas where prior findings have often been inconclusive. Our results provide new perspectives informed by CDT, highlighting how a positive reputation reduces customer uncertainty and enhances satisfaction and engagement. The impact of CR on customer satisfaction, highlights why managers should regard reputation as essential for influencing customer behaviour and outperforming competitors (Poan & Verin, 2024).

We also demonstrate how customers' perceptions of a dealership's uniqueness and price fairness significantly influence CR, supporting key propositions from Attribution Theory (Weiner, 2018). Consumers are more likely to make positive judgments about the reputation of a car dealership when its prices are perceived as being fair (Fitri & Wulandari, 2020). This underscores the importance for dealerships to differentiate their brands through innovation and fair pricing strategies that foster trust and ethical standards.

The study clarifies the pathways through which satisfaction and engagement lead to eWOM, supporting previous research reinforcing the critical role of eWOM as a trusted source of information influencing potential buyers (Kim & Hwang, 2022; Knoll 2016; Ismagilova et al., 2017). This finding points to the need for dealerships to cultivate strong engagement to stimulate positive online brand advocacy.

Lastly, by examining brand love as a moderating factor between CR and satisfaction, the study contributes novel insights to branding literature. It highlights brand love's boundary conditions, showing that its presence can diminish the effects of reputation on customer satisfaction. The satisfaction of consumers who have a higher intensity of car brand love seems to be driven less by CR. This is in line with the "love is blind" effect (Zarantonello et al., 2018). This effect posits that consumers who experience strong emotional attachment to a brand are more likely to rely less on cognitive evaluations when forming judgments. Our result suggests that when the emotional bond with the brand is strong, consumers place lower emphasis on external, more rational indicators such as CR to assess their satisfaction. In contrast, for those consumers who express low levels of brand love, the impact of CR on satisfaction is stronger.

These consumers appear to be more influenced by corporate signals and less guided by their affective attachment to the brand.

In conclusion, this study reinforces the importance of CR as a foundation for customer satisfaction and engagement (Galbreath and Shum, 2012; Martínez-López et al., 2017), which together drive influential eWOM behaviours. By integrating innovation, fairness, and emotional brand connections, automotive dealerships can cultivate loyal customers who actively promote the brand, ultimately supporting sustained competitive advantage in a rapidly evolving marketplace.



Chapter 4 : Service Quality and Customer Brand Engagement

4.1 Introduction

CBE behaviours are becoming increasingly important to enhance firm profitability (Ballester et al, 2023). The concept CBE has been accorded a significant role within the marketing literature (Hollebeek et al., 2014). CBE provides a sustainable competitive advantage (Kumar & Pansari, 2016), and plays an important role as a driver of sales performance particularly in the automotive industry (Matosas and Romero, 2021). CBE has emerged as a new metric with which to assess the management of customers (Pansari & Kumar, 2017; Van Doorn et al., 2010; Verhoef et al., 2010). It illustrates the continuous development of marketing from an exchange transaction with customers towards a focus on customer satisfaction, loyalty and relationship building. The principal objective of engagement marketing is to encourage customers to actively participate in and contribute to the firm's marketing functions (Chang et al, 2021). CBE enables firms to create customer interaction and participation, thereby cultivating a deep and meaningful connection between the company and the customer (Ballester et al., 2023). Service quality is considered a significant determinant of the firm-customer relationship (Roy et al., 2018). It has also been established as a key factor influencing customer satisfaction, which in turn affects customers' loyalty (Abror et al., 2020; Kuo et al., 2011) and CBE (Prentice et al., 2019). As such, when a firm delivers service quality that meets or exceeds customers' expectations, the possible result will be CBE. Schiffman et al. (2012) argue that service quality is a determinant of whether the consumer ultimately remains with the company (behavioural engagement) or defects to a competitor. Thus, a service organisation's long-term success is essentially determined by its ability to expand and maintain a large and loyal customer base through service quality that meets or exceeds customer expectations.

To address these gaps in the literature, the general objective of this chapter is to analyse how the perceptions that customers hold about service quality can drive CBE dimensions. The chapter explores the dimensional structure of the SERVQUAL scale within the automotive sector and assess the impact of service quality dimensions on CBE. This investigation offers potential contributions to CBE research by providing insights into how service quality dimensions drive customers to engage with a car brand. Moreover, the chapter provides important practical implications for the automotive industry by highlighting the most effective means to CBE. The remainder of this chapter is organised as follows: in the literature review we present the related research and theoretical background on service quality and CBE, then we introduce the methodological framework; the results section and finally to discusses the data analysis.

4.2 Literature Review

4.2.1 Customer Brand Engagement

CBE is the mental state of customers who are creating experiences with a company in a specific service relationship (Brodie et al., 2011). According to Hollebeek et al. (2014), CBE is defined as “a consumer’s positively-valenced cognitive, emotional and behavioural car brand-related activity during or related to specific consumer–brand interactions” (Hollebeek et al., 2014, p.154). This definition proposes that CBE is a multidimensional concept made up of cognitive, affective and behavioural dimensions (Hollebeek et al., 2014). The three components of engagement may represent an upward (or downward) spiral. The starting point is positive emotions. Positive emotions may act as a “spring” that facilitates actions and inspires deeper commitment. Coetzee and Pourfakhimi (2020) highlighted the positive effects of the affective dimension on behavioural intentions (repurchase and recommendation).

According to Kumar and Pansari (2016), CBE is manifested in four different sources of value obtained from consumers: lifetime value (purchases), incentivised referrals, influence value and knowledge value. The lifetime value represents the idea that a company is focused on the consumers’ lifecycle. When purchasing a car, consumers take an active process to learn about the car brand which forms expectation of the car brand. Referral value refers to the willingness of consumers to become referrals. Referrals are often more effective in captivating consumers than other forms of communication (Prentice et al., 2019). Influence value represents the value associated with the influence exerted by one consumer on another towards a brand or the organisation. Knowledge value refers to customers' feedback. The feedback provided by car brand users can help the car dealership identify what has or has not been working from customers' perspective (Pansari & Kumar, 2017).

In the present study, we adopt Hollebeek et al.’s (2014) framework of CBE. Specifically, the cognitive dimension refers to the consumer's level of thought processing related to the car brands as a result of interactions with the car dealership; the affective dimension reflects the consumer's degree of positive feelings towards the car brands elicited by the interactions with the car dealership; and the behavioural dimension captures the consumer's level of energy, effort and time spent on interactions with the car brand. Consistent with Hollebeek et al. (2014), we therefore conceptualise CBE as comprising three dimensions: cognitive, affective, and behavioural.

4.2.2 The Customer Journey

To gain a deeper understanding of how service quality impacts CBE, it is essential to consider how customers perceive their experiences across various interaction points. The customer journey framework offers a structured lens through which to examine these interactions—particularly valuable in service-oriented industries such as automotive.

The term customer journey commonly refers to a process or sequence that a customer goes through to access or use an offering of a company (Følstad & Kvale, 2018). Using customer journeys as the driver of business operations differs from traditional approaches, such as service blueprinting, which focus on the corporate perspective and neglect the customer view. The concept places customers at its heart, making it a useful framework in assessing and evaluating customer experience within any service context (Tueanrat et al., 2021). Customer journey is described as “the process a customer goes through, across all stages and touch points, that makes up the customer experience” (Lemon & Verhoef, 2016, p. 3). It has become an increasingly important concept to understand complex customer behaviours and gain insights into their experiences (Tueanrat et al., 2021). Recently, studies have proposed associating the customer decision journey with the goal of optimising experiences at individual touchpoints along the way (Edelman & Singer, 2015). Kuehln et al. (2019) identified three dimensions of the customer journey: (1) thematic cohesion of touchpoints, related to literature on the experience economy, brand extensions, or lifestyle-based storytelling; (2) consistency of touchpoints, related to literature on integrated marketing communications, corporate identity, and corporate design; and (3) context sensitivity of touchpoints, related to service/retail convenience, multichannel marketing, and multi-channel integration.

4.2.3 Service Quality

In the service marketing literature, service quality often reflects customers' judgment of the global excellence or superiority of the service, measured usually by comparing expectations against perceived performance (Parasuraman, 1995). It is widely acknowledged as an antecedent of customer satisfaction and behavioural intention which, in turn, leads to an organisation's profitability (Prentice et al., 2019). While Parasuraman (1995) emphasises that service quality should be assessed by a comparison between perceptions and expectations, other scholars, such as Cronin et al. (2000) argue that customers' perceptions of service performance over each service encounter determines quality of the firm's service. Building on this perspective, this study argues that service quality positively affects the three dimensions

of CBE. Service quality is now recognised as a vital component for any service provider, particularly within the automotive industry, where consumers are more interested in enhanced value-for-money (Gupta & Raman, 2022). Although there is no consensus on the most appropriate way to evaluate services quality, SERVQUAL remains the most widely applied framework (Andaleeb & Basu, 1994). This measurement instrument consists of five service quality dimensions of tangibility (the physical layout); reliability (providing error-free service); assurance (employees are technically sound); empathy (employees have the ability to customise themselves accordingly); and responsiveness (employees are willing to help) (Parasuraman et al., 1988). The SERVPERF scale is derived from the SERVQUAL model using the same five dimensions but only the 22 items to measure customer perceptions (Cronin & Taylor, 1992).

In recent years, social media have played a critical role in shaping service quality-related variables. This was particularly evident during the COVID-19 pandemic, where customers were often reluctant to visit car dealerships in person, thereby increasing the importance of online platforms such as Instagram and Facebook. Through these channels, customers try to get information and book appointments, increasing responsiveness perceptions. The use of platforms such as Snapchat to provide updates on the work, thus minimising the customers' need to physically visit the car dealership facility can also improve service quality perceptions associated with convenience. More recently, the proliferation of the social media and other digital marketing tools has facilitated the rise of the online service centres. In such hybrid contexts, the quality of service is shaped both by in-person interactions and by online communication. Accordingly, service quality in these settings depends not only on the effectiveness of social media communication but also on the behavioural interactions between customers and service providers (Palese & Usai, 2018; Zygiaris et al., 2022). The dimensions identified in SERVQUAL are not sufficient to measure online service quality due to the difference between e-commerce and physical marketplace setting, for which the SERVQUAL model was initially developed. Considering the absence of the tangibility factor in online services, there should be more emphasis on creating a superior user interface to gain competitive advantage. Drawing upon the traditional SERVQUAL scale, Zeithaml et al. (2002) have developed e-SERVQUAL for measuring e-service quality. Zeithaml et al. (2002) conducted a critical review of extant e-service quality literature and identified seven dimensions for e-service quality – efficiency, reliability, fulfilment, privacy, responsiveness, compensation, and contact. These seven dimensions were further classified into two categories: a core service scale for measuring the customers' perceptions of e-tailers' service quality when customers experience no problems with the site (efficiency, reliability, fulfilment, and privacy) and a recovery service scale for measuring e-tailers' service recovery when problems occur

(responsiveness, compensation, and contact). The further comparison of e-service quality and traditional service quality indicates that consumers use some common dimensions such as reliability, responsiveness, access, and assurance to evaluate both traditional service quality and e-service quality (Yang & Fang, 2004).

From the information systems perspective, Yoo and Donthu (2001) measured online retailers' Web sites, SITEQUAL, with four dimensions: ease of use, aesthetic design, processing speed, and security. The scale WEBQUAL developed by Loiacono et al. (2002) consists of 12 dimensions: information fit to task, interaction, trust, response time, design, intuitiveness, visual appeal, innovativeness, flow, integrated communication, business process, and substitutability. These scales, however, have the limitation as they are "geared towards helping Web site designers to better design Web sites to affect the interaction perceptions of the users. Therefore, the scale is more pertinent to interface design than service quality measurement" (Zeithaml et al., 2002, p. 366). Parasuraman et al. (2005) developed E-S-QUAL to measure the service quality of online shopping providers. SSTQUAL, suggested by Lin and Hsieh (2011), was developed specifically to measure the quality of service rendered by self-service technologies. Pham et al. (2020) highlight that e-service quality is determined by consumers based on their experiences with products, services, and goods, which are evaluated against their own benchmarks. Preko et al. (2023) also emphasized that the perception of e-service quality stems from a comparison between a consumer's expectations of a service from a company and their actual experience receiving the service. Rita et al., (2019) measured four dimensions of e-service quality, namely website design, security/privacy, customer service and fulfilment, all of them affecting overall e-service quality except from customer service.

Although some academic evidence suggests inconsistencies in service quality conceptualisations, measurement and dimensional structure especially within non-western settings (Amat Taap et al., 2011; Abdullah et al., 2011; Izogo & Ogba, 2015), Parasuraman et al.'s (1985, 1988) SERVQUAL scale has, to date, remained the most widely applied (Etemad-Sajadi & Rizzuto, 2013; Amat Taap et al., 2011; Abu-El Samen et al., 2013). Amat Taap et al. (2011) are of the view that even though literature on service quality is rich and varied, the SERVQUAL model still prevails as one of the best approaches in measuring service quality. Although the SERVQUAL seem to be seen as a global measure of service quality, customers have differing needs and perceptions (Etemad-Sajadi & Rizzuto, 2013), so the SERVQUAL dimensions appear to be different according to the type of service industry and country (Abu-El Samen et al, 2013). Assessing service quality using a widely applied service quality measure like SERVQUAL in a non-western context

like Jordan can provide a workable blueprint for service quality improvement programmes for car dealerships. Based on literature review we posit the following research question:

RQ1. What are the dimensions of service quality in the automotive industry?

4.2.4 Effects of Service Quality on Customer Brand Engagement dimensions

The effect of service quality on cognitive CBE is consistent with CAT (Bagozzi et al., 1999) which posits that an individual's subjective evaluation of events leads to positive or negative emotional and behavioural responses. We argue that service quality also has a positive influence on affective CBE. Previously, researchers considered store ambience as an organisational assistance offered by a retail establishment to its customers, creating a pleasant affect among them (Roy et al., 2020). Customers are more likely to form emotional connections with a store that consistently delivers excellent service, seeing the brand as a trusted partner in their shopping journey. Affective commitment can be increased by tailoring the purchasing experience to individual preferences. For instance, car dealership needs to design their service blueprint in such a fashion that it provides the customers with in-store shopping experiences that evoke hedonic emotions (e.g. excitement, joy and delight), eventually helping build emotional commitment to the car dealership (Natarajan & Veera Raghavan, 2023). Recent research evidenced the influence of service quality on affective states of the consumer. Zygiaris et al. (2022) examined the relationship between service quality and customer satisfaction using the SERVQUAL framework in the context of Saudi Arabian automotive industry. According to their findings, empathy, reliability, assurance, responsiveness, and tangibles have a significant positive relationship with customer satisfaction.

When customers enter a physical car dealership, they come into contact with the retailer's environment and their initial perception can influence their purchasing choice. A well-designed and attractive car dealership with pleasing decor, lighting and music may generate a good emotional connection with customers, increasing their likelihood of desire to support the business and strengthening their commitment to the car dealership (Natarajan & Veera Raghavan, 2023). Customers are more likely to feel obligated to continue purchasing there if they believe the staff genuinely cares about their requirements and is sensitive to their problems (Roy et al., 2022). Based on literature review we posit the following questions:

RQ2. What is the impact of the dimensions of service quality on cognitive CBE?

RQ3. What is the impact of the dimensions of service quality on affective CBE?

RQ4. What is the impact of the dimensions of service quality on behavioural CBE?

Figure 4.1: Depicts the conceptual framework of Study 3.

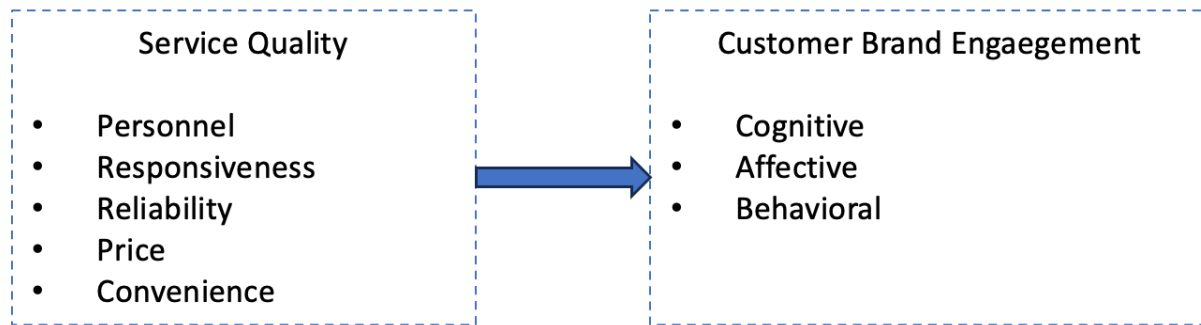


Figure 4.1: Conceptual Framework of Study 3

4.3 Methodology

The empirical study was conducted between March and November 2023 and employs a mixed-methods research approach (Molina-Azorín, 2016) to comprehensively address the research questions. Mixed methods provide a deeper understanding of research problems by triangulating two sets of results and thus enhancing the validity of inferences. Accordingly, a two-step study was implemented. First, the chapter explores the dimensional structure of the SERVQUAL scale within the Jordanian automotive industry through a concept mapping analysis technique (Trochim, 1989). Second, the chapter aims at establishing the impact of service quality dimensions on CBE. Such research is expected to guide car dealerships in their strategic responses to service quality improvement and consequently assist them in satisfying and boosting CBE.

4.3.1 Concept Mapping Analysis

To respond to RQ1, a qualitative analysis was carried out in October 2023, using concept mapping technique (Trochim, 1989). The main goal was to adapt the SERVQUAL scale dimensions to the context of automotive industry. This demanded the creation of an exploratory, qualitative technique with an

inductive approach, involving direct conversations with key informants (i.e., AK staff members of key departments being involved in the customer journey). While numerous qualitative research methods, such as in-depth interviews and focus groups, are widely used, they share a common challenge: subjectivity in gathering and analysing information. To address this, the chosen qualitative technique, Concept Mapping (Trochim, 1989), overcomes such limitations by objectively articulating participants' thoughts, ideas, or judgments.

As noted by Jackson and Trochim (2002), various methodologies fall under the umbrella term 'Concept Mapping', differing significantly in their approaches, from informal, individual-focused methods to formalised, statistical group processes. Concept Mapping can be viewed as an informal, non-systematic process where individuals visually represent their ideas or beliefs related to a general topic (Novak & Gowin, 1984). But it also is considered as a formal group procedure that includes a sequence of structured group activities linked to a series of multivariate statistical analyses (Martí-Parreño et al., 2021). Specifically, the ideas are represented in the form of a perceptual map using multivariate analysis techniques (Multidimensional Scaling Analysis and Cluster Analysis). The resulting graphical representation illustrates the interconnectedness of participants' thoughts (e.g., regarding their vision about key characteristics of service quality in the automotive industry) highlighting crucial elements for evaluating their experiences objectively. In our research, we followed this formal approach developing a Concept Mapping technique with AK staff from key departments being involved in the customer journey (receptionist from showroom, receptionist from service centre, Service Advisor from Service centre, three sales consultants, fleet sales supervisor and the responsible of CRM and Marketing).

4.3.2 Quantitative Study with Online Questionnaires

The goal of this quantitative analysis was to test RQ2, RQ3 and, RQ4. The study was conducted between March and April 2023 through an online questionnaire distributed to 1,300 customers who had purchased a vehicle from AK between 2020 and 2022, specifically from the Cadillac, GMC, Chevrolet, and Opel brands. Customers received a survey URL that remained accessible for one month. The questionnaire was originally developed in English and subsequently translated into Arabic. A total of 602 valid responses were obtained. The study constructs were operationalised using multi-item measures captured on five-point Likert scales, ranging from 'strongly disagree' (1) to 'strongly agree' (5). CBE was measured with a 10-item scale adapted from Hollebeek et al., (2014) that includes Cognitive (3 items), Affective (4 items), and Behavioural (3 items) dimensions of engagement; and dimensions of service quality were adapted

from Andaleeb & Basu (1994), which included Personnel (10 items), Responsiveness (5 items), Reliability (4 items), Price (5 items), and Convenience (3 items). Items are shown in **Table 4.1**.

Table 4.1: Scales Measurement of Study 3

Construct	Item	Source
Brand Engagement (BE)	How would you describe your interactions with your favourite car brand purchased from AK ?	Hollebeek et al., (2014)
	Cognitive engagement	
	BE1.Using car brand x gets me to think about car brand x	
	BE2.I think about car brand x a lot when I'm using it.	
	BE3.Using car brand x stimulates my interest to learn more about brand x.	
	Affective engagement	
	BE4.I feel very positive when I use car brand x	
	BE5.Using car brand x makes me happy	
	BE6.I feel good when I use car brand x	
	BE7. I'm proud to use car brand x	
	Behavioural engagement	
	BE8.I spend a lot of time using car brand x, compared to other car brands.	
	BE9.Whenever I'm using cars, I usually use car brand x	
	BE10.Car brand x is one of the brands I usually use when I use cars	
Perceived Service Quality (PSQ)	Personnel	Andaleeb and Basu, (1994)
	PSQ1. The service personnel were honest	
	PSQ2. The service personnel had my best interest in mind.	
	PSQ3. The service personnel listened to my problem	
	PSQ4. The service personnel did pay enough attention to me.	
	PSQ5. The service personnel understood what I wanted	
	PSQ6. The service personnel explained the work to be performed	
	PSQ7. The service personnel were respectful	
	PSQ8. The service personnel were polite	
	PSQ9. The service personnel were helpful	
	PSQ10. The service personnel were friendly	

Table 4.1: Scales Measurement of Study 3 (Table continues)

Construct	Item	Source
Perceived Service Quality (PSQ)	Price Fairness	Andaleeb and Basu, (1994)
	PSQ11. AK, charged a fair price for the car I bought	
	PSQ12. I felt I was not taken advantage of by AK	
	PSQ13. The price I paid for labour in AK was fair	
	PSQ14. The price I paid for parts in AK was fair.	
	PSQ15. I left AK knowing I was fairly treated Responsiveness	
	Responsiveness	
	PSQ16. The service was completed in a timely manner.	
	PSQ17. AK had my appointment scheduled promptly	
	PSQ18. AK scheduled my appointment near the date I desired	
	PSQ19. Upon arrival, I was quickly waited on	
	PSQ20. My car was ready when promised Reliability	
	Reliability	
	PSQ21. Abu Khader did the work that was promised.	
	PSQ22. The service personnel were well trained	
	PSQ23. I felt the service was done correctly on the first visit.	
	PSQ24. The service personnel were competent.	
	Convenience	
	PSQ25. It was convenient to have my car serviced by AK	
	PSQ26. AK is in an easily accessible location	
	PSQ27. AK had convenient hours.	

4.4 Results

4.4.1 Concept Mapping

To meet the specified objectives and respond to RQ1, we performed the following methodological process of Concept Mapping technique (Trochim, 1989):

- Phase One: Preparation of group work and sampling plan.
- Phase Two: First meeting: Generation and weighting of the beliefs about key attributes of service quality in the automotive industry.
- Phase Three: Development of perceptual maps beliefs of attributes of service quality in the automotive industry.
- Phase Four: Second meeting: discussion with participants on the structure of the maps, names of the groups and configuration of final beliefs for each group.

4.4.1.1 Phase 1. Preparation of group work and sampling plan

The initial phase involves preparing the methodology, encompassing the gathering of essential materials for meetings, securing the necessary software for result analysis, and devising a sampling plan along with participant recruitment. Following Trochim's (1989) recommendation to include diverse individuals for a comprehensive conceptualisation of the research topic, a careful selection process targeted those who could contribute across all stages. Eight employees of AK, members of key departments being involved in the customer journey, were recruited for the study. This sample size deemed suitable based on Kane and Trochim's (2007) suggestion that small, offline groups in these techniques should range from 8 to 15 participants.

Given the exploratory nature of this study and our lack of intent to assert the generalisability of the resulting concept map to a broader population, we opted against employing a random sampling scheme, as advised by (Trochim, 1989). Instead, we adopted a quota sampling ensuring representation from different positions in the AK firm: receptionist from the showroom, receptionist from the service centre, service advisor from the service centre, three sales consultants, fleet sales supervisor, and the responsible for CRM and Marketing.

4.4.1.2 Phase 2. First meeting: Generation and weighting of the beliefs about key attributes of service quality in the automotive industry

The primary objective of the initial meeting was to generate a list of beliefs held by AK employees regarding key aspects of service quality in the automotive industry, followed by a process of weighing these beliefs through brainstorming. Subsequently, participants autonomously grouped these beliefs based on their criteria. The first meeting unfolded as follows: it commenced with an overview of the study's general objectives, outlining the methodology to be employed and emphasising the importance of participants' contributions to the research. The research team provided a brief contextualisation of the analysed phenomenon, adhering to the inductive nature of concept mapping to avoid bias in participants' responses.

Participants were tasked with individually jotting down statements reflecting their beliefs about key aspects of service quality in the automotive industry. A 30-minute period was allocated for this task. Subsequently, participants shared their beliefs randomly, with the entire group gaining an understanding of each participant's statements. During this phase, duplicates were refined or eliminated, and the criterion for deletion was any statement identical to that of another participant; subtle differences in meaning justified retaining the statement in the general list.

The research team projected each participant's statements on a whiteboard, coding and listing them. After this, the research team created a set of cards for each AK employee containing all participants' statements, while participants took a break for coffee. In the second part of the session, participants individually assigned importance ratings on a scale of 0 to 10 for each statement for service quality, based on their experiences, where 0 meant "Not at all important" and 10 meant "Very important." To conclude the session, participants independently grouped statements based on their similarity criteria, ensuring that the most similar aspects (statements) remained in the same pile. The number of piles was decided individually by each participant, with the only rule being that it was not possible to create as many stacks as cards and that all beliefs could not be grouped into a single pile.

As shown in **Table 4.2**, participants' brainstorming beliefs about key aspects of service quality in the automotive industry resulted in a total of 52 statements. The average weight (weight) for each statement given by each participant is also shown.

Table 4.2: Statements of Beliefs of Key Service Quality Aspects in the Automotive Industry

ID	Statement	Weight
A1	Appealing visual display in regards of what vehicles in the showroom be attractive	7.63
A2	Proper lighting	7.75
A3	Offer snacks while searching for a vehicle	5.25
A4	Informational materials brochures	8.63
A5	Interactive technology/ screens	6.88
A6	Accessibility for disabled people	8.38
A7	Brand identity to stay up with the latest guides like GM/ Stellantis. Hummer vehicle	7.75
A8	Comfortable seating	7.5
A9	Sound control- sound proofing and music	6.25
A10	WIFI access	6.5
A11	Kids area	9.38
A12	Product knowledge	9.88
A13	Financing solutions and options	9.5
A14	Warm meeting and greeting	9.38
A15	Friendly environment	9
A16	Clear and transparent pricing	9.88
A17	Overall presence of the brand on the street like signage and marketing channels	8.5
A18	Being connected to initiative- Social responsibility- through social media	8
A19	Parking spaces	9.75
A20	Clear Entrance	9.13
A21	Presentable sales - how they dress	9.38
A22	Kindness on phone whole answering the lead with every customer and workers also	9.5
A23	Listening to customer and what they want- effective listening- empathy	9.88
A24	Self-confidence with customers- providing support and help salesmen	9.5
A25	Preparing the app and documents before they come	8.38
A26	To be sure that the salesman is punctual	9.38

Table 4.2: Statements of Beliefs of Key Service Quality Aspects in the Automotive Industry (Table continues)

ID	Statement	Weight
A27	Conduct meeting (making scenarios to help solve any problem later)	7.25
A28	Before the handover of the vehicle, it must be checked	10
A29	Flexibility with customers- through WhatsApp	8.25
A30	Build relationship with customers (common ground)	8.88
A31	Reliability with the customer- give accurate information	9.88
A32	Digitalising the vehicle status- scratch, broken, etc.	9.13
A33	Follow-up call with customers	9.38
A34	Waiting area, inspection area is shaded	8.63
A35	Shared knowledge and the employee must know others job	9.25
A36	Do not treat customers as a number, include human factor to increase trust	8.75
A37	Be patient and empathetic	9.25
A38	Respect customer time- be punctual	9.63
A39	Make it easy customer complain	8.13
A40	Ask for Feedback	8.75
A41	Discounts and offers	8.63
A42	Exceptional case for treating customers well	8.63
A43	Do not over promise	9.75
A44	Test drive app, the customer should choose the best time for him, convenience for customers	8.75
A45	Showroom itself, eye catching, warm reception- outside signs	9.25
A46	Flexibility with finance solution	9.13
A47	Offering Trade-in	8.63
A48	Understanding customer needs	9.5
A49	Efficiency of the processes- shorten the length of buying a car, customers would be delighted	7.88
A50	Registration department-to meet somebody in less than 3 mins	8.75
A51	Test drive should be offered	9.75
A52	Sales consultant must clarify every function of the car	9.5

4.4.1.3 Phase 3. Development of perceptual maps beliefs of attributes of service quality in the automotive industry

Upon concluding the initial meeting, the researchers moved on to construct a similarity matrix (denoted as A_k) for each participant. This matrix, binary, square, and symmetric in nature, featured rows and columns corresponding to the formulated needs. Specifically, if participant k grouped the i statement with the j statement, the matrix element a_{ij} held a value of 1; otherwise, it remained at 0. Then, the researchers aggregated structural similarities between pairs of statements for all participants into matrix A . This matrix encapsulates the information on how each participant grouped the statements. A low value in the matrix element a_{ij} indicates that few participants considered statements i and j to belong to the same group, and vice versa. Due to software specifications (IBM SPSS 26.0), this similarity matrix needed transformation into a dissimilarity matrix A' . This conversion involved subtracting matrix A from a lower triangular matrix D , with the number of participants N as its elements: $A' = D - A$.

A Multidimensional Scaling Analysis (MDS) in two dimensions (Young and Harris, 1994) was conducted on matrix A' . This technique represents each statement as a point in a multidimensional space, interpreting the Euclidean distance between points. Points close together signify similar needs, while distant points suggest disparate needs in the participants' opinion. The MDS matrix analysis resulted in the dispersion map depicted in **Figure 4.2**.

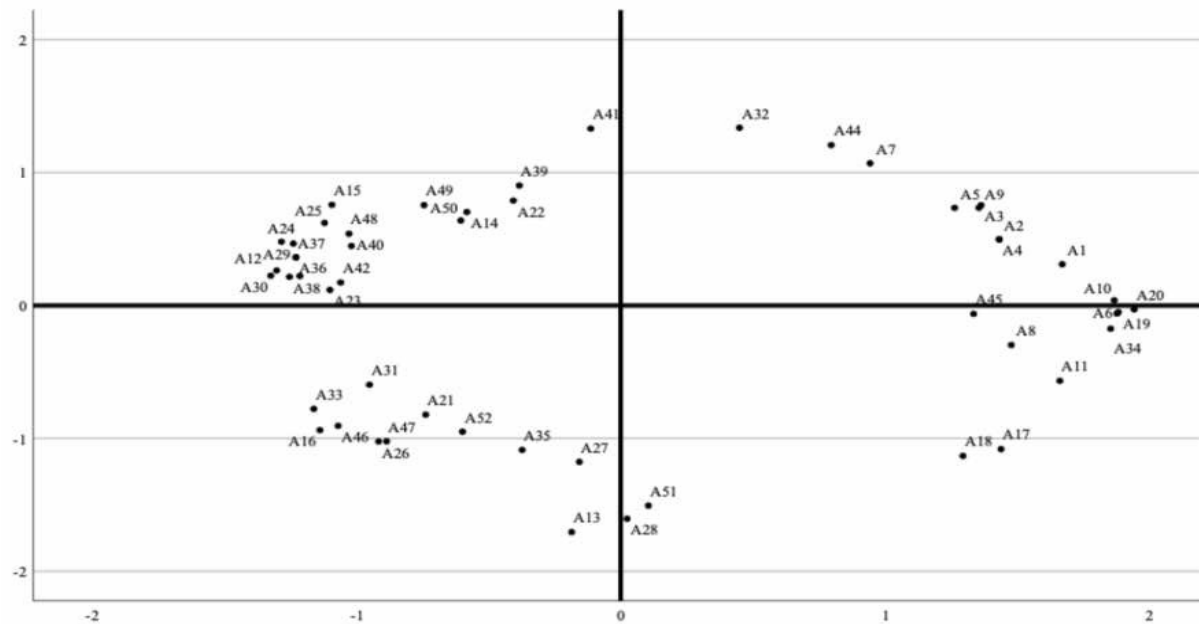


Figure 4.2: Scatterplot of the Beliefs of Key Service Quality Aspects in the Automotive Industry

Following the acquisition of representation maps, the subsequent step involved a hierarchical cluster analysis using Ward's method. This aimed to identify groups of beliefs closely related enough to be categorised under the same kind of need, providing dimensions to the phenomenon. Statistical software solutions yielded diverse groups, supported by a dendrogram for enhanced coherence analysis. The dendrogram from the cluster analysis is presented in **Figure 4.3**.



Figure 4.3: Dendrogram Cluster Analysis

As evident, a more reasonable number of clusters falls within the range of 2-5 groups, with the solution of 3 groups appearing to be optimal. Thus, **Figure 4.4** displays the cluster map utilised in the second working session with AK employees. Beliefs on key aspects of service quality in the automotive industry are grouped into three dimensions, with the subdivisions of CL1 and CL3 suggesting two possible groups (CL1a-CL1b; CL3a-CL3b). A copy of the map, depicting beliefs within the weighted groups along with a list of belief descriptions, was printed for use in the final methodological phase.

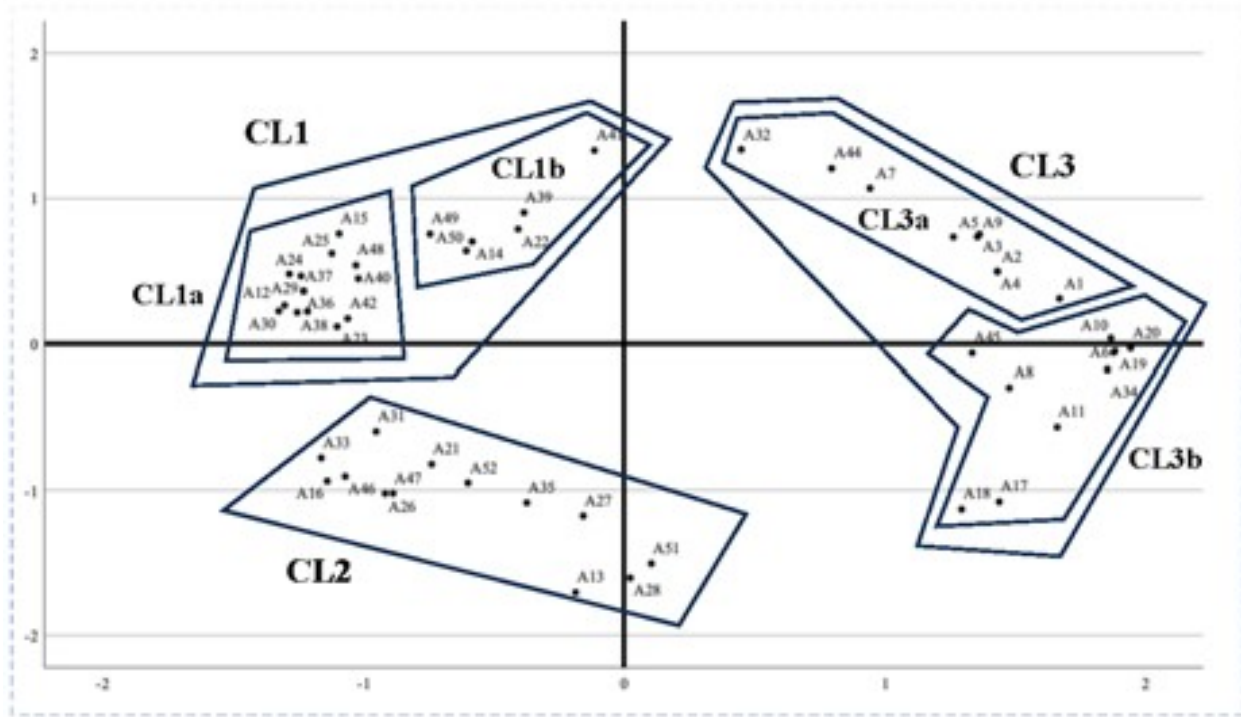


Figure 4.4: Scatterplot of the Beliefs of Key Service Quality Aspects

4.4.1.4 Phase 4. Second meeting: discussion with participants on the structure of the maps, names of the groups, and configuration of final beliefs for each group

The cluster map in figure 3 underwent evaluation and interpretation by AK employees during the second working session. Regarding the structure of cluster maps (number of dimensions), the main conclusions were threefold: (i) subdividing Cluster 1, as initially suggested in the analysis (1a and 1b); (ii) disaggregate statements A16 and A46 of Cluster 1 as an isolated, new dimension; and (iii) maintaining Cluster 3 as a single group. Consequently, the final dimensional structure of beliefs held by employees regarding key aspects of service quality in the automotive industry was configured into 5 groups, with names detailed in **Table 4.3**, establishing a very good fit with the SERVQUAL model. This result is coherent with recent studies carried out on other non-Western countries such as India (Jain et al., 2020) or Saudi Arabia (Zygiaris et al., 2022).

Table 4.3: Final Dimensioning of Beliefs on Service Quality Aspects in the Automotive Industry by AK Employees

Cluster	Dimension	Denomination
1a	1	Personnel
1b	2	Responsiveness
2	3	Reliability
2	4	Price
3ab	5	Convenience

4.4.2 Quantitative study with online questionnaire

Once the dimensionality of perceived value in the automotive industry has been determined in RQ1, the following RQ tried to capture which specific dimensions influence cognitive (RQ2), affective (RQ3) and behavioural (RQ3) CBE. To do this, as we said previously, we proceeded to carry out a quantitative empirical study based on an online survey with 602 AK customers. First, we confirmed the reliability of each scale used to measure the independent variables (five dimensions of service quality) and the dependent variables (three dimensions of brand engagement), calculating the corresponding Cronbach's Alpha. **Table 4.4** captures this information.

Table 4.4: Cronbach's Alpha of the Independent and Dependent Variables

Variable	CA
Personnel	0.98
Responsiveness	0.97
Reliability	0.97
Price	0.97
Convenience	0.94
Cognitive engagement	0.95
Affective engagement	0.96
Behavioural engagement	0.94

Subsequently, aggregated indices for each construct were calculated as the arithmetic mean of their indicators. Afterward, we employed a step-by-step multiple linear regression technique to identify the impact of the dimensions of service quality on the components of CBE. We conducted a multiple regression for each dependent variable.

So, responding to RQ2, we conducted a multiple linear regression analysis to explore the relationship between the five dimensions of service quality and cognitive engagement (see **Table 4.5**). The results indicated a significant overall association between the predictor variables and the dependent variable ($F(4, 597) = 99.32, p < 0.001$), suggesting that the set of predictor variables jointly explains the variability in the dependent variable. The standardised regression coefficients for personnel ($\beta = 0.40; p < 0.01$), convenience ($\beta = 0.28; p < 0.01$), price ($\beta = 0.21; p < 0.01$), and reliability ($\beta = -0.19; p < 0.05$) were significant; the only independent variable excluded from the regression model was responsiveness, as it did not significantly influence cognitive engagement. The adjusted coefficient of determination ($R^2 = 0.40$) suggests that the model explains 40% of the variability in the dependent variable.

Table 4.5: RQ2: Multiple Linear Regression Analysis Results

Dependent variable: Cognitive engagement				
Independent variables	Non-standardized coefficients		Standardized coefficients	
	β	sr	β	t
(Constant)	1.217	0.128		9.481**
Personnel	0.398	0.049	0.4	8.081**
Price	0.169	0.04	0.208	4.232**
Convenience	0.239	0.076	0.28	3.140**
Reliability	-0.163	0.079	-0.189	-2.066*

$R^2 = .40$

F-ratio = 99.32; * = $p < 0.05$; ** = $p < 0.01$

Regarding RQ3, the results of the multiple linear regression once again indicated a significant association between the independent variables and affective engagement ($F(3, 598) = 139.95, p < 0.001$) (see **Table 4.6**). In this case, the dimensions of personnel ($\beta = .43; p < 0.01$), price ($\beta = 0.15; p < 0.01$), and convenience ($\beta = 0.13; p < 0.05$) significantly influenced affective engagement; reliability and

responsiveness were excluded from the regression model. The adjusted coefficient of determination (R^2) for affective engagement was 0.41.

Table 4.6: RQ3: Multiple Linear Regression Analysis Results

Dependent variable: Affective engagement				
Independent variables	Non-standardized coefficients		Standardized coefficients	
	β	sr	β	T
(Constant)	1.177	0.127		9.284**
Personnel	0.422	0.046	0.425	9.121**
Price	0.122	0.039	0.15	3.125**
Convenience	0.114	0.048	0.133	2.368*

$R^2 = 0.41$

F-ratio = 139.95; * = $p < 0.05$; ** = $p < 0.01$

Finally, the results of the multiple linear regression on behavioural engagement (RQ4) are very similar to those of affective engagement (see **Table 4.7**). Once again, there is a significant association between the independent variables and customer behavioural engagement ($F(3, 598) = 114.35$, $p < .001$). Again, the dimensions of personnel ($\beta = 0.32$; $p < 0.01$), price ($\beta = 0.21$; $p < 0.01$), and convenience ($\beta = 0.14$; $p < 0.05$) influence positively and significantly customer behavioural engagement, while reliability and responsiveness are excluded from the regression model. The adjusted R^2 for behavioural engagement is 0.36.

Table 4.7: RQ4: Multiple Linear Regression Analysis Results

Dependent variable: Behavioural engagement				
Independent variables	Non-standardized coefficients		Standardized coefficients	
	β	sr	β	t
(Constant)	1.282	0.135		9.483**
Personnel	0.328	0.049	0.322	6.647**
Price	0.179	0.042	0.214	4.281**
Convenience	0.122	0.051	0.139	2.383*

$R^2 = 0.41$

F-ratio = 139.95; * = $p < 0.05$; ** = $p < 0.01$

4.5 Discussion

The results of the studies carried out in this chapter deepen the understanding of customer brand relationships by demonstrating how Service Quality dimensions influence CBE. This chapter extends the engagement framework to high-involvement purchases addressing a research gap concerning how service quality shapes cognitive, affective, and behavioural engagement within the automotive sector and provides automotive companies looking for a better positioning further understanding of service quality strategies. It extends the existing literature beyond Western contexts, offering valuable insights into service quality and CBE in non-Western settings.

Our findings elaborate on and support prior studies, affirming the complex interplay between various service quality dimensions and their cumulative effect on customer CBE. Recent research (Aburayya, et al., 2020) shows the disagreement between the scholars on the dimensions, variables, and other characteristics covered in service quality measurements. This study based on SERVQUAL scale complements previous research on service quality highlighting critical dimensions of service quality—personnel, price, convenience, reliability, and responsiveness—as key drivers of CBE in the automotive retail context.

The results support Abu-El Samen al.'s (2013) view that although SERVQUAL is a global measure of service quality, SERVQUAL dimensions vary according to the culture (Etemad-Sajadi & Rizzuto, 2013). Assessing service quality using a widely applied service quality measure like SERVQUAL in a non-western context like Jordan provides a workable blueprint for service quality improvement programmes for car dealerships.

Our findings indicate that when customers recognise superior service quality, it enhances their mental association with the automotive brand, fosters positive emotional perceptions, and encourages proactive actions like returning for service, sharing positive experiences, and demonstrating increased brand fidelity. This positive effects align with recent studies carried out in the automotive industry that emphasize the importance of high-quality service in fostering customer engagement (Amor et al., 2025; Hendrawan et al., 2024). These insights underscore the critical importance of service quality as a foundational element for enhancing customer engagement, suggesting that organisations within the

automotive after-sales industry should prioritise service quality improvements to foster better customer relationships and engagement outcomes.

Among SERVQUAL dimensions, personnel quality stands out as the most influential, affecting cognitive, affective, and behavioural engagement. This result is aligned with research which shows the influence of service quality on post-purchase variables (Zygiaris et al., 2022). Further supporting this perspective in another industries, Albayrak et al. (2024) demonstrated that Service Quality attributes on hospitality varies on their impacts on Customer Engagement. In the context of the automotive industry, traits such as knowledge, politeness, helpfulness, honesty, and respectfulness are essential. Price is another pivotal factor impacting all engagement types. This finding aligns with Panjaitan (2024), whose research indicates that price significantly affect some dimensions of Customer Engagement. Fair, transparent pricing combined with flexible financing options, including in-house and third-party solutions, and trade-in policies can engage customers by building trust and simplifying the purchase process. Convenience impacts on cognitive and emotional engagement.



Chapter 5 : Unveiling Customer Brand Engagement on Social Media: Analysing Brand- and User- Generated Content

5.1 Introduction

Social media provide firms with a new avenue to connect actively with their targeted customers and achieve high levels of Customer Brand Engagement (CBE) (Kulikovskaja et al., 2023; Seo et al., 2025). The rise of social media has significantly altered the way users interact and share information about products and brands, content receivers becoming content creators and opinion distributors. This sharing and creating behaviour have also led to viral communications for both customers and companies (Kaur et al., 2025). As part of their social media strategies, brands group consumers into virtual communities through brand pages, where they can interact with the brand by liking, sharing, or commenting on its posts, thereby increasing engagement (Cuevas-Molano et al., 2024; Blanco et al., 2024). Despite the importance of automotive brands, little is still known about how consumers engage with them through social media (Chun et al., 2021). However, companies know that controlling the dynamics of information sharing is difficult, so there is a growing interest in understanding the key drivers of customer sharing behaviour on social media. Academics and practitioners must identify the key drivers of social media-based CBE; this is seen as a key for creating and maintaining organisation–consumer relationships. The marketing literature regards CBE as having a significant role (Hollebeek et al., 2014). Previous studies have confirmed that social media post characteristics affect CBE (Blanco et al., 2024). Following Barger’s et al. (2016), the present study defines social media-based CBE as measurable interactions that customers undertake on social media platforms in answer to Brand-Generated Content (BGC). We argue, in this study, that “likes”, “shares” and “comments” are distinct and represent different levels of CBE (Grosso et al., 2024).

Nonetheless, the results published in studies about the relationships between content-linked antecedents (e.g., distinct content types or formats) and CBE behaviours (e.g., consumption, contributions, and creation) have lacked consistency. Uses and Gratifications Theory (UGT; Blumler and Katz, 1974) tries to explain why individuals have different media-usage patterns. UGT proposes that people use media to satisfy various needs and to achieve their goals. UGT explains what main gratifications individuals obtain from BGC on social media. Understanding the gratifications individuals seek, and obtain, when searching for information about high involvement products (e.g., car brands) provides a richer picture of their interactive behaviours. While some studies have provided arguments about the links between type of content (organic vs paid for, experiential vs promotional) and responses evoked in consumers (Kim and Song, 2020), and how content marketing, in terms of tone of voice and appeal,

impacts on CBE (Stephen et al., 2015), scant evidence has been produced about the message format–customer engagement relationship. Despite some insights have emerged with regards to the relationships between content types (organic vs paid and experience-centric vs promotional content) and consumer responses (Kim and Song, 2020), there is still very little guidance on the relationship between message format and customer engagement. A question which remains unanswered is which is the impact of visual content format richness on consumers’ sharing behaviour (attitudinal engagement). Despite videos and photos’ pervasive presence on social media, we know little about how people interact and engage with their content (Blanco et al., 2024). The act of sharing brand posts on Facebook is at the core of what makes social media content go viral. Recommendation and persuasion are key motives for sharing content on social networks (Dhaoui & Webster, 2021). Sharing behaviour is an important phenomenon on social media and should be scrutinised by marketers and researchers to evaluate brand engagement as it reflects positive attitudes towards a brand (Dinh & Lee, 2024). Building on the findings from the previous chapters regarding brand love, salesperson empathy, Corporate Reputation (CR), and the importance of service quality in shaping CBE, and to understand all factors shaping customer–brand relationships, both offline and online, this chapter shifts focus to digital interactions. It investigates how BGC and User-Generated Content (UGC) on social media drive engagement, providing a comprehensive view of customer–brand relationships online. The chapter contributes to the overarching goal of this thesis: explaining customer–brand relationships in the automotive industry, and is structured around two complementary studies.

Study A, investigates how BGC influences followers’ behavioural responses. It identifies which content types (informative, emotional, remunerative, and relational), combined with media richness (videos, images, carousels) and platform type (social networking vs. visual-based), most effectively stimulate cognitive and behavioural engagement. It also examines the interaction between content vividness and platform type on likes and comments to determine whether the same BGC generates different engagement across platforms. Study B, focuses on UGC, exploring how themes, formats, and sentiment dynamics affect post virality. It examines what are the main topics across positive, neutral, and negative comment, how visual media richness (videos, images, carousels) influences sharing behaviour, the direct effect of content centrality on shares, and the effect of comment length on sentiment valence. Together, these studies provide a holistic perspective on the mechanisms driving both brand- and user-driven engagement on social media.

Figure 5.1 illustrates the theoretical framework for chapter 5.

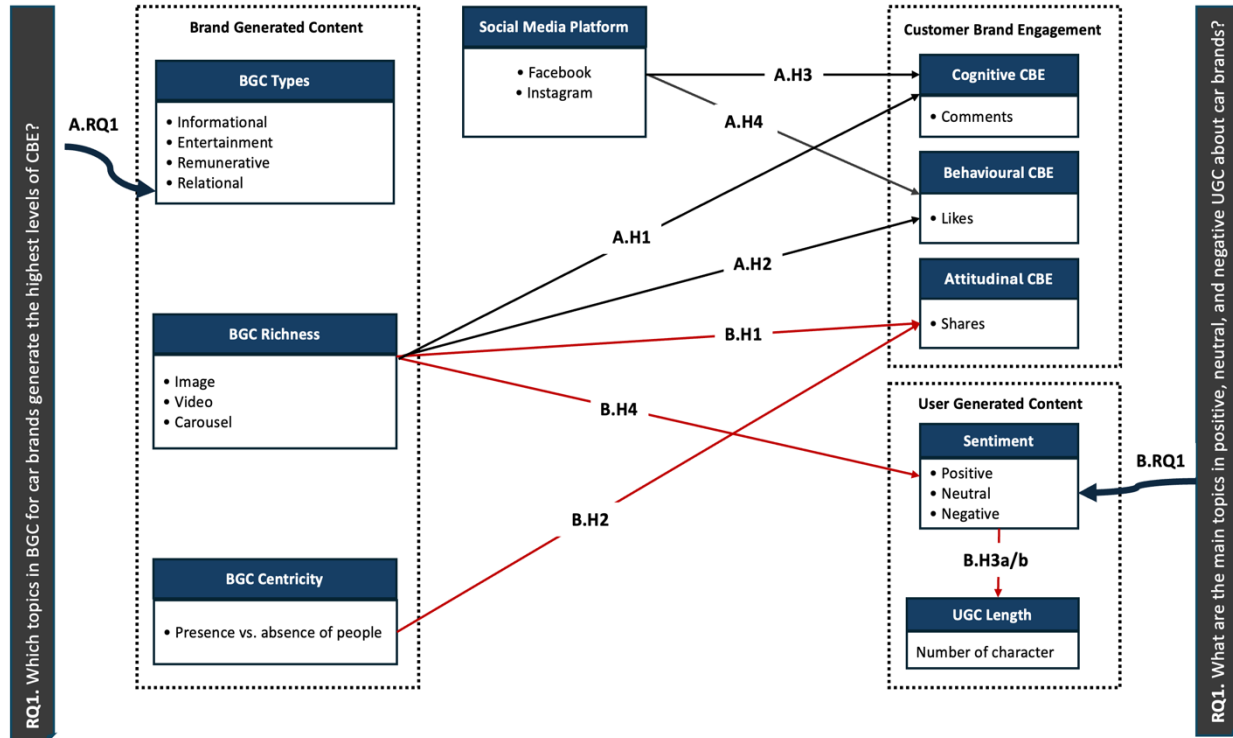


Figure 5.1: Theoretical Framework

5.2. Study A – The Role of BGC and Social Media Platform Type on Customer Brand Engagement

5.2.1 Objectives

This chapter aims to understand the impact of social media content on CBE behaviours, understood as followers' behavioural responses to BGC. This study contributes to previous research by providing further understanding of the relationship between the media content and CBE in the context of high-involvement products. Specifically, it investigates:

- (i) Which BGC types (informative, entertaining, remunerative, relational), media content richness (video, image, carousel) and social media platform (social networking site versus visual-based networking site) are most effective in eliciting CBE behaviours towards branded content.
- (ii) The interaction effect of media content richness and social media platform on likes and comments.
- (iii) Whether the number of comments and likes on BGC differs according to the social media platform.

5.2.2 Theoretical background

5.2.2.1 Uses and Gratifications and brand-generated content

BGC has been defined as the creation and distribution of brand content through digital platforms (Hollebeek & Macky, 2019). Previous studies have categorised BGC based on its purpose: informative and emotional (Goh et al., 2013); promotional, informative, community-building (Saxton and Waters, 2014); informative, emotional, action inducing (Taecharungroj, 2017); informative, brand personality-related (Lee & Kim, 2018); entertaining and informative (Weiger et al, 2018); informative, emotional and commercially orientated (Tellis et al., 2019). Companies must use appropriate content on social media to build customer-brand relationships (Valeri & Baggio, 2021; Obermayer et al., 2022). UGT provides a theoretical framework to understand why customers seek information on social media to satisfy their needs. The theory proposes that social media audiences are active and goal-oriented media consumers who use social media to satisfy their needs. They are aware of their interests and motives and have expectations that lead them to choose certain BGC, and types of gratification (Katz, 1959). Authors,

through the application of UGT in the context of BGC, have shown that the gratification of information, entertainment, remuneration and relational encourage CBE (Dolan et al., 2019; Mutinga et al., 2011).

The informative construct of UGT represents the extent to which BGC on social media provides consumers with helpful information about brands, such as product specification and technical details. The entertainment construct of UGT refers to the extent to which content about brands evokes positive emotions in their followers. The remunerative construct refers to the extent to which BGC provides monetary or incentive rewards. For example, car dealerships can design finance-focused social media posts, for instance, offering discounts, or a free service. Cash-based company offers, such as price reductions, form the basis of company–customer exchanges on social media (Cvijikj & Michahelles, 2013). In the relational construct, we focus on the interactions with the brand which could be of value to a brand page user. Car dealerships should boost company-customer exchanges by offering exclusive benefits/content, and by making relationship-based calls-to-action (Demmers et al., 2020).

5.2.2.2 Social media engagement

CBE behaviours are company-oriented, non-purchase actions taken by customers; they are a result of consumer motivations (van Doorn et al., 2010). These behaviours vary in intensity (e.g., likes and comments) and valence (positive, negative, neutral).

In the context of social media, Giakoumaki and Krepapa (2020) defined CBE as the manifestation of followers' behaviours in response to a publication, enabled by the platform's functionalities (e.g., likes, comments). Followers' behaviours differ in terms of the cognitive effort. The act of “liking” an online post typically involves minimal cognitive processing, whereas making a comment requires greater cognitive effort (Grosso et al., 2024). The social-media based engagement examined in this study refers to the consumers' reactions to BGC, about car brands, posted on Facebook and Instagram (likes and comments). Understanding the differences between the measures is important; as they capture distinct customer behavioural responses (Moran et al., 2020). Likes indicate positive affect towards BGC (Swani & Labrecque, 2020), whereas comments represent company-customer exchanges that can disseminate the content to other audience members (de Vries et al., 2012).

5.2.2.3 Media Richness

Media richness refers to the format in which the brand communication is presented. Online media

richness is conceptualised as a “set of objective characteristics such as feedback and communication capability, language variety, and personal focus, which determine a medium's ability to communicate the richness of information” (Maity et al., 2018, p. 36). Social media offer marketers the technological capability to host rich media content such as videos, links, and photos, along with non-vivid plain text content. These varying rich media formats can be leveraged to stimulate consumers' senses and attract attention. According to Media Richness Theory (MRT; Daft & Lengel, 1986), communication efficiency is improved when the richness of the medium is matched to users' information needs. In the context of this research a social media post is “rich” when it is able to provide multiple information cues, immediate feedback, and employs varied language. The richness of the medium is likely to increase further as marketers enhance text posts with videos and images to engage with customers.

Media content richness relates to the BGC format. The more senses the content touches, the higher its vividness and the richer is the consumer's experience (Tafesse, 2015). The technologies that underpin social media provide marketers with the capability to post rich media content, for example, videos, links, photos and plain text material. These formats affect the audience's senses and grab their attention. The media richness of social media platforms has been measured in four dimensions: (i) the use of a variety of platforms to simultaneously provide data; (ii) the ability to facilitate rapid feedback; (iii) the ability to establish a personal focus based on the needs of the media user and (iv) the ability to utilise text, symbols and images to convey information (Maity et al., 2018). BGC featuring text and photos provide audiences richer data than text-only content. In addition, it has been found that video is perceived as more vivid than photos, can communicate more data about products and companies, and is better at increasing social presence (Luarn et al., 2015).

5.2.3 Research Hypotheses

5.2.3.1 Brand-generated content and customer engagement

UGT proposes that BGC posted on social media provides audiences with the gratification of information, entertainment and relations (Chun et al., 2021; Kulikoskaja et al., 2023). Previous research has reported that informational and entertainment content increase inter-member engagement in brand communities (Cvijikj et al., 2011; Chun et al., 2021; Luarn et al., 2015). Cvijikj et al. (2011) argued that social media followers' engagement can increase as a function of content category, such as information, statements, advertisements and announcements. The emotional and informative appeal of advertising

content on social media positively affects users' evaluations (i.e. likes) (Lee & Hong, 2016). Tafesse and Wien (2018) showed that a transformational message strategy is the main antecedent of consumer behavioural engagement on social media. Posted material prompts audiences to take part in/or consume content, while fun-based content is seen as entertaining and "cool", and attracts users (De Vries et al., 2012).

The level of remuneration offered to consumers through social media content has been shown to be a driver of their decisions to contribute to online communities (Muntinga et al., 2011). Therefore, BGC posted by car dealerships that offers rewards/remuneration, including discounts, trade-ins and/or monetary compensation, is expected to gratify users' needs for remuneration and rewards. Lee et al (2018) found that remunerative content, such as mentions of price and deals, attracts less customer engagement when posted without wider context, but higher engagement when posted with relational content linked to brand personality-related attributes.

Grounded in UGT, this research posits that social media-based customer engagement differs based on the gratifications provided by BGC. We pose the following research question:

RQ1. Which topics in BGC for car brands generate the highest levels of CBE?

5.2.3.2 Brand-generated content richness and customer engagement

Social media posts combine text and visual elements. The different types provide different consumer experiences (Chun et al., 2021). The different levels of richness of posts affect social media-based CBE (Cuevas-Molano et al. 2021; Rahyadi et al., 2023; Seo et al. 2025).

Rich media engages audiences to a much greater extent than poorer formats; the vivid nature of rich formats is more salient than other content posted on social media, and thus attracts user attention. Moro et al. (2016) developed a model to analyse the impact of seven BGC characteristics (category, page total likes, type, month, hour, weekday, paid) on the "Lifetime Post Consumers" being the type of content the most relevant feature for the model, with a relevance of 36%. Therefore, one way that BGC can attract attention is to use vivid posts that stimulate multiple senses. Moran et al. (2020) demonstrated that more dynamic social media posts attracted more likes, comments,

replies and empathic responses. Video-based BGC engages more senses because it features visual and auditory cues, which places emphasis on both systematic and heuristic information processing capabilities. Carousel advertisements on social media (posts with more than one picture or video) provide consumers with the opportunity to scroll left and right when reading an ad's content, denoting medium level of media richness. Single images with text are richer and more evocative than just plain text, but less evocative than the carousel format, or video, indicating a low-level of media richness (Moran et al., 2020).

The findings of previous research on the effectiveness of the content richness of BGC on social media are inconclusive. Vazquez (2020) demonstrated that consumers' perceptions of the richness of BGC affect digital engagement. Rahyadi et al. (2023) found that carousel advertisements have great potential to enhance consumers' interactive and engagement experiences on Instagram. Cuevas-Molano et al. (2021) found that content impacted on engagement; that is, sound-enabled videos, multi-photo carousel posts and those featuring hashtags attracted more engagement (i.e. likes). On the other hand, graphics and interactive material (e.g. voting, contests, quizzes) attracted more engagement (i.e. comments). Kim et al. (2015) established that image-based posts attracted more customer engagement (likes, comments, shares) than did posts perceived as richer, for example, videos. Sabate et al. (2014) argued that, while there was evidence that photo and video-based material attracted more engagement in terms of likes, video-based posts had no significant impact on comments. Thorgren et al. (2024) identified distinct temporal engagement patterns based on the content vividness of posts. They noted an increase in engagement with all formats immediately after material was uploaded, but that carousel posts attracted more continuing interest than did images and videos. Wei et al, (2021) found that carousel ads engaged consumers more than did regular social media posts, as they give them more control of the viewing experience. However, Seo et al. (2025) demonstrated that carousel posts can effectively deliver message content, but risk distracting customers from fully processing the essential information therein. Previous research has explored the effect of media content richness on CBE, but the findings are inconsistent; thus, in this work the issue is analysed in depth. We pose the following hypotheses about the effect of media content richness on CBE:

- H1.** The content richness of BGC has a positive effect on cognitive CBE (number of comments).
- H2.** The content richness of BGC has a positive effect on behavioural CBE (number of likes).

5.2.3.3 Direct and interaction effects of social media platform and media content richness

Prior research has shown that the rapid growth and diversity of social media make it difficult for brands and marketers to focus on all platforms simultaneously (Gawer, 2022). Nonetheless, companies tend to adopt multi-platform social media strategies in the hope of reaching larger audiences, often deploying similar material across different channels (Harrigan et al., 2015; Kaplan & Haenlein, 2010). While such strategies are increasingly common, empirical research on their effectiveness remains limited. Despite content uniformity, the unique affordances, user behaviour patterns, and algorithmic features of each platform can produce substantial variations in user engagement (Ashley & Tuten, 2015; Tafesse & Wien, 2018). Research into social media content and online engagement has shed only limited light on the role of the platform itself (Blut et al., 2023; Shen, 2023). For example, De Oliveira Santini et al. (2020) analysed CBE in blogs, Facebook, and Twitter but did not examine companies' engagement strategies or the characteristics of the platforms. Shen (2023) further demonstrated that platform choice often outweighs content choice when it comes to stimulating engagement with brand posts. Similarly, Voorveld et al. (2018) empirically showed that platform type significantly shapes how users engage with brand content, suggesting that engagement varies not only with content but also with platform characteristics and user motivations. Together, these findings underline the importance of platform selection in shaping engagement behaviour. Platforms enable and facilitate interactions between multiple parties, such as customers and companies (Rangaswamy et al., 2020; Wichmann et al., 2022). They serve as mechanisms for selling goods and services, fostering social connections, and facilitating the exchange of information (Bonina et al., 2021). For example, CBE grew in prominence with the emergence of social media platforms such as Twitter, Instagram, and Facebook, which enable the creation and maintenance of social networks (Lieberman & Schroeder, 2020). However, platform theory proposes that some platforms attract more interactions than others. The literature identifies four key platform characteristics that influence CBE: interaction intensity, richness, digital vs. physical presence, and whether the initiator of the exchange is the company or the customer (Blut et al., 2023).

On this basis, we expect differences in CBE with BGC (in the form of likes and comments) to emerge across social media platforms (visual-based vs. social networking sites), as user experience may vary according to interaction intensity and platform richness. Therefore, we pose:

H3. For identical posts, visual media platforms have higher cognitive CBE than social networking sites.

H4. For identical posts, visual media platforms have higher behavioural CBE than social networking sites.

5.2.4 Methodology

The empirical phase of this study took place during April 2025. The dataset from the car dealership contains 1,182 BGC, which attracted UGC comprising of 790,639 likes and 13,343 comments, posted between 2022 and 2024. Data were extracted from the car dealership's Facebook and Instagram-based brand pages of five car brands, Cadillac, GMC, Chevrolet, Peugeot and Opel (using the PhantomBuster web scraping software). For each brand post, the following variables were downloaded: car brand name, date of the post, text, format type, name of platform, number of comments and number of likes.

Text mining techniques were employed to review texts, analyse patterns and extract relevant insights. We applied word frequency analysis, co-occurrence networks and Latent Dirichlet Allocation (LDA) to the data, using KH coder 3 Beta (Higuchi, 2017). LDA is a topic modelling technique that identifies latent patterns in large amounts of text by probabilistically grouping words into topics (Blei et al, 2003). The analysis procedure was carried out in several stages. First, the data were pre-processed to remove stop words (e.g., 'a', 'the'), and lemmatised to normalise standardised words to their root forms. Second, LDA was used to extract the main topics. From the topics suggested by the software, two researchers who compared and discussed the findings to ensure the validity and consistency of the categorisation process. Following Grosso et al. (2024), we calculated the ratios of comments/followers and likes/followers to measure the customer engagement of each post. These two-engagement metrics were used as dependent variables in the study. To measure media content richness, BGC were classified as follows (Cuevas-Molano et al., 2021): (i) images as low richness - they affect only sight; (ii) carousel posts as medium richness – with effect on hearing and sight but requiring manual interaction; (iii) sound-enabled videos as high richness– affecting both sight and hearing.

5.2.5 Results

5.2.5.1 Content analysis

To address RQ1, we performed a content analysis of the BGC of the five brands. First, we split the sample of 1,182 posts into two groups, high engagement and low engagement, using an engagement rate of 1% (t-test significant) as the dividing point. Second, we focused on the high engagement group (421 BGC posts, engagement rate mean= 6.9%).

A lexical frequency analysis carried out with KH coder identified the 15 most frequent nouns, verbs and adjectives used, grouped into four brand content message strategies: informational, entertaining, remunerative and relational (see **Table 5.1**). “Showroom” (13.05%) and “information” (8.78%) dominated the informational content, emphasising the importance of providing clear, trustworthy details to customers. “Luxury” (6.79%) and “power” (4.66%) stood out in the entertainment content, reflecting the aspirational and emotional appeal that customers associate automotive brand. “Offer” (5.11%) and “cooperation” (4.73%) were salient in the remunerative content, suggesting that financial incentives, including access to partnership banks, are strong motivators in customer decision-making. Finally, relational aspects were emphasised through words like “warranty” (2.52%), “feature” (2.44%) and “insurance” (2.44%), indicating that robust after-sales support and additional services significantly influence customer perceptions and long-term loyalty.

In the verb analysis, entertainment content is strongly represented by “enjoy” (14.10%), “visit” (10.49%), “come” (6.89%), “start” (5.08%) and “drive” (3.44%), highlighting the brand's efforts to create a welcoming customer journey with a focus on exploration, positive experiences and personal aspirations. In terms of remuneration, the use of the verbs “offer” (3.77%), “seize” (3.77%), “pay” (1.80%) and “trade” (6.07%) underline the importance of financial transactions, promotions and value-driven incentives in influencing customers’ decisions. Informational aspects are captured by “include” (4.92%) and “learn” (2.46%), reflecting a focus on educating customers about available features and offers. Relational content was seen through verbs such as “contact” (1.80%) and “look” (2.79%), emphasising interaction, communication and engagement between the customer and the dealership. Overall, this distribution highlights how calls to action are used to make emotional appeals and provide customers with practical incentives.

As to the use of adjectives, informational content such as “electric” (9.51%), “comprehensive” (4.91%) and “modern” (2.91%) indicate the company’s interest in innovation, advanced features and technology. The entertainment dimension was captured by adjectives such as “special” (8.28%), “exceptional” (3.99%), “distinctive” (3.83%) and “powerful” (2.61%), demonstrating the aspirational and emotional value customers associate with the brands. Remunerative aspects are reflected in adjectives like “free” (2.30%) and “big” (2.15%), reflecting customers’ sensitivity to value, promotions and product size. Relational aspects emerged through adjectives like “old” (6.75%), “best” (4.75%), “exclusive” (4.75%), “worthy” (3.37%), “highest” (2.76%) and “European” (2.15%), underlining themes of brand prestige,

quality assurance and heritage. This analysis of adjective use revealed how the company balanced its approach to address innovation, emotional appeal, value offerings and brand identity. (see **Table 5.1**).

Table 5.1: Most Frequent Words List (Top 15) By Part of Speech (POS) For High Engagement Posts

#	Nouns	TF*	verbs	TF	Adjectives	TF
1	showroom	13.05%	enjoy	14.10%	electric	9.51%
2	information	8.78%	visit	10.49%	special	8.28%
3	luxury	6.79%	come	6.89%	old	6.75%
4	offer	5.11%	trade	6.07%	comprehensive	4.91%
5	cooperation	4.73%	start	5.08%	best	4.75%
6	power	4.66%	include	4.92%	exclusive	4.75%
7	experience	2.52%	offer	3.77%	exceptional	3.99%
8	warranty	2.52%	seize	3.77%	distinctive	3.83%
9	feature	2.44%	drive	3.44%	worthy	3.37%
10	insurance	2.44%	look	2.79%	modern	2.91%
11	payment	2.06%	learn	2.46%	highest	2.76%
12	financing	1.76%	travel	2.46%	powerful	2.61%
13	performance	1.15%	contact	1.80%	free	2.30%
14	level	1.07%	pay	1.80%	big	2.15%
15	specification	1.07%	elevate	1.48%	European	2.15%

*TF: term frequency

The co-occurrence graph in **Figure 5.2** revealed a nuanced structure of word associations, highlighting five nodes. The car dealership's BGC integrated relational, entertaining, remunerative and informational elements to enhance CBE. The yellow relational cluster was the dominant thematic group based on term frequency, with words such as "showroom" (13.05%) and "information" (8.78%) making up a significant share of the lexical field. This reflects the dealership's strong emphasis on encouraging showroom visits and providing trustworthy information. Meanwhile, the green cluster stands out as the most densely interconnected group, combining financial incentives (downpayment, financing offer) with emotional appeals (enjoy, special), suggesting that although these posts are slightly less frequent, they

are highly cohesive and strategically crafted to increase engagement. This supports previous research that showed that value perceptions evoked by remunerative content affect emotions and elicit responses (Zielke, 2011). The red trade-in cluster, centred on terms such as “possibility to trade” and “old car”, reflects targeted promotions towards customers looking to replace older vehicles. The purple informational cluster, with terms such as “electric” and “feature”, reflects a focus on technical specifications and sustainability, which appeal to customers interested in innovation and product transparency. Last, the blue after-sales service cluster reflects the importance of insurance, comprehensive service coverage and warranties, which reinforce trust and long-term value.

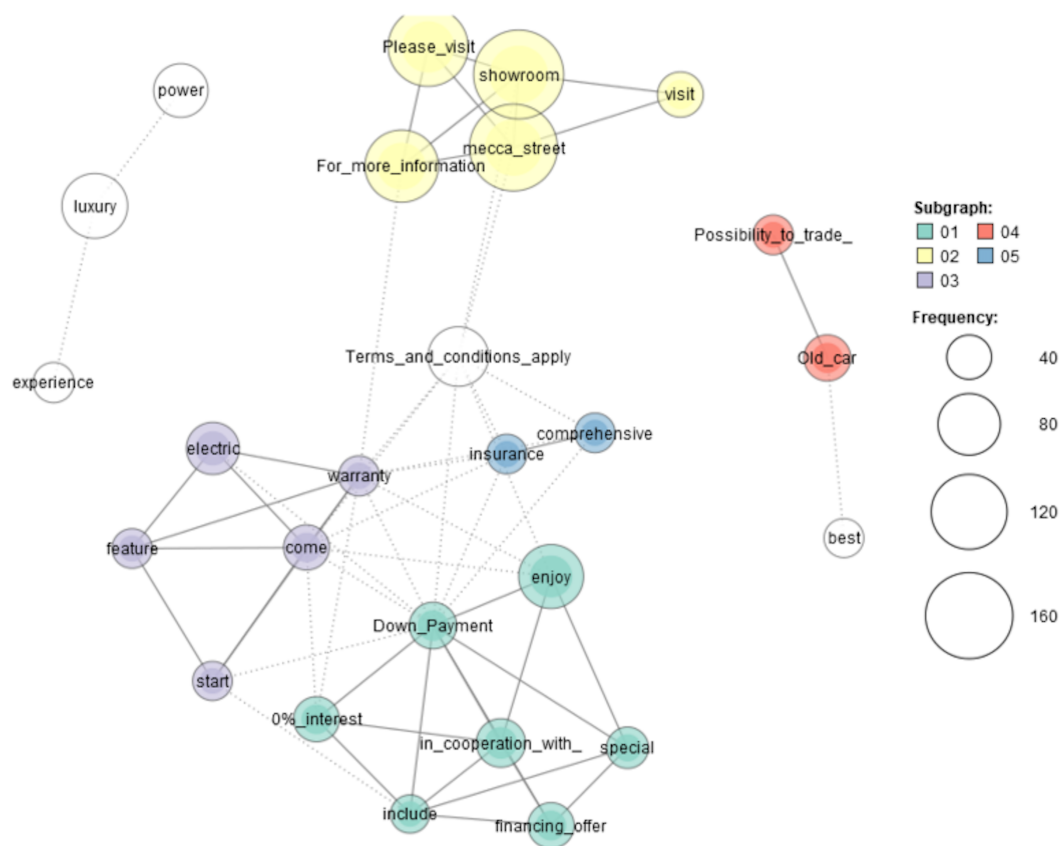


Figure 5.2: Co-occurrence network (high engagement posts)

An LDA-based analysis of responses identified five topics, each consisting of a specific set of terms. These terms were used to identify the corresponding categories. The five topics associated with the gratification provided by message strategies on social media are: service experience and brand trust, brand personality, brand as a product, financial promotions and local proximity and brand interactions. (see **Table 5.2**).

Table 5.2: LDA Topic Modelling

Service experience and brand trust	W	Brand personality	W	Brand as a product	W	Financial promotions	W	Local proximity and brand interactions	W
showroom	0.204	Car	0.314	electric	0.15	Terms_and_conditions_apply	0.185	Please_visit	0.293
enjoy	0.169	Luxury	0.219	offer	0.129	power	0.15	mecca_street	0.249
visit	0.113	New	0.097	mecca_street	0.129	financing_offer	0.107	showroom	0.203
roadside_assistance	0.081	Roadside	0.09	Downpayment	0.119	all-new_	0.097	For_more_information	0.203
start	0.078	Experience	0.082	0%_interest	0.095	discount	0.095	comprehensive	0.019
insurance	0.065	Include	0.075	come	0.09	in_cooperation_with_	0.079	car	0.005
comprehensive	0.065	in_cooperation_with_	0.045	feature	0.084	special	0.079	insurance	0.005
make	0.051	Make	0.03	For_more_information	0.061	enjoy	0.059	Terms_and_conditions_apply	0.005
old_car	0.048	Come	0.015	Warranty	0.058	Possibility_to_trade_	0.038	come	0.005
best	0.046	Special	0.015	Old_car	0.029	Old_car	0.038	power	0.003
warranty	0.03	Best	0.01	best	0.024	showroom	0.018	Roadside_assistance_24/7	0.003
possibility_to_trade	0.03	For_more_information	0.003	Please_visit	0.019	insurance	0.015	best	0.003

Topic 1. Service experience and relational trust. This topic centres on BGC that encourages showroom visits (“please visit”, “showroom”) and reinforces post-purchase aspects through service-related terms (“insurance”, “warranty”, “roadside assistance”). This topic aligns with relational trust building in long-term customer–brand relationships, where reliability and assurance of post sales service are key elements for fostering emotional bonds (Morgan & Hunt, 1994). The most important gratification of this topic is the relational gratification related to encouraging direct interaction with the car brand, trust formation (e.g. through the possibility of a trade-in of the customer’s old car) and the information gratification related to car services. The financial benefits are secondary remuneration.

Topic 2. Brand personality. The prominence of terms such as “luxury”, “experience” and “new” suggest that the dealership’s car brands can meet customers’ aspirations. This aligns with theories of symbolic value creation, where brands help consumers express self-concepts (Veloutsou & Ballester, 2025). This topic is mainly aligned with the gratification of entertainment, evoking emotions tied to lifestyle and aspirations, and with less intensity, relational gratification that foster emotional attachment through brand identification.

Topic 3. Brand as a product. This topic is focused on product features (“electric”, “feature”). Brands communicate tangible and intangible functional value propositions that aim to reduce purchase barriers and enhance rational attractiveness (Veloutsou & Ballester, 2025). This topic is highly linked to informational and remuneration gratification (posts containing financial offers and product information - electric, downpayment), reinforcing perceived value for money in the relationship.

Topic 4. Financial promotions. This topic is driven by short-term transactional incentives: “discount”, “trade-in”, “special”, “financing_offer”. It reflects a marketing strategy focused on immediate tangible benefits rather than on emotional relationship bonding (De Wulf et al., 2001). The remunerative gratification was the most salient.

Topic 5. Local proximity and brand interactions. This topic is anchored in call-to-action words such as “please_visit”, “mecca_street” and, “for_more_information”, focusing on relational and information gratification. This topic emphasises the customer journey touchpoints (Lemon & Verhoef, 2016), seeking to convert digital engagement into positive offline behaviours.

5.2.5.2 Effects of Media Content Richness on CBE

To address H1 and H2, we performed a one-way ANOVA test for each dependent variable (i.e., comments and likes), using media content richness as the independent variable, with three categories associated with lower to higher media richness (i.e., image, carousel, video). Of the 1,182 social media posts analysed, 644 were images, 166 carousels and 372 videos. Regarding H1, the results of the ANOVA test indicated that there are no significant differences in number of comments posted based on the media content richness of the post ($F(2, 1179) = 1.17, p = .315$). That is, the engagement generated by image ($m = .00024\%$), carousel ($m = .00039\%$) and video ($m = .00029\%$) posts are statistically equivalent (H1 rejected). For H2 (i.e., likes), Levene's test indicated violations of the homoscedasticity assumption, so we calculated the corrected F statistic using Welch's method. The results showed significant differences in the number of likes posted based on the media content richness of the BGC ($F(2, 1072.14) = 32.27, p < .001$). The Games-Howell post hoc test showed differences in the number of likes posted based on media content richness. Image posts generated more likes ($m = .034\%$) than video ($m = .019\%$) and carousel posts ($m = .009\%$), with significant differences between the three groups ($p < .01$). This result suggests that the mere inclusion of a carousel format is insufficient to amplify the customer's engagement with the message over that evoked by a single image (H2 accepted). This result may be based on cognitive overload processes. The limited capacity model (Lang, 2000) proposes that consumers encode, store and memorise only a few information cues. When an individual is faced with an overwhelming amount of information, (s)he needs to use a large amount of cognitive resource to process it. During these processes, if the individual's allocated cognitive resources fall short of the required level, cognitive overload can occur. When customers look at carousel format, to see all the ad content they have to swipe left and right on their social media feeds, which requires more cognitive resources than images, before posting a like or a comment. While a carousel format has advantages in terms of engaging people, they may be distracted by the tasks set by such interactive tools (Seo et al., 2025). In other words, car brand followers might become more absorbed in the interaction with the social media platform than the content itself, allocating more effort to hand-eye coordination than in other formats.

5.2.5.3 Effects of social platform and media content richness on CBE

We performed an independent samples t-test to compare the means of comments (H3) and likes (H4) generated by identical posts distributed on a social networking platform (i.e., Facebook) and a visuals-

based platform (i.e., Instagram). We selected 547 posts with identical content in both platforms to avoid the bias effect.

Regarding H3, the results reveal that the number of comments on the identical BGC significantly differs depending on the type of social media platform. Identical posts generated significantly more comments on Facebook ($M = 29$) than on Instagram ($M = 4.8$), with $p < 0.01$, suggesting a higher tendency for users to engage in written interactions on that platform (H3 rejected). Regarding H4, identical posts received significantly more likes on Instagram ($M = 909.3$) compared to Facebook ($M = 620.4$), also with $p < 0.01$, indicating stronger visual engagement on Instagram (H4 accepted). These findings highlight distinct engagement behaviours across platforms and emphasise the importance of considering platform-specific characteristics when designing content strategies.

5.2.6 Discussion

The present study analyses the CBE generated by 1,182 posts from a car dealership covering five car brands, which attracted some 790,639 likes and 13,343 comments. The analysis focuses on the vividness of content (video, image, carousel) and the type social media platform where the content was posted (social networking site versus visuals-based platform). Drawing on theoretical frameworks such as MRT, UGT, and customer engagement literature, this research reveals: (i) the most engaging topics in BGC for car brands; (ii) the interaction effects between platform type and content richness on CBE (likes and comments).

This study makes a significant contribution to CBE research by responding to calls for further investigation into how social media marketing content provokes CBE across platforms (Lal et al., 2020). Without a clear understanding of how to create CBE, companies' social media marketing strategies risk falling short. Previous research has examined how post types affect engagement but has largely overlooked the combined effects of media content richness, social media platform, and content strategies.

We assessed likes and comments as key engagement behaviours, widely used in prior studies of Facebook and Instagram interactions (e.g., Yang et al., 2019). Our findings advance the engagement literature by demonstrating how different platforms and social media content types distinctly influence

CBE, highlighting that strategic marketer actions can differentially activate engagement responses (Moran et al., 2020).

Through qualitative analysis of BGC — using machine learning and quantitative methods — we provide further empirical support for UGT (Blumler and Katz, 1974), linking gratification provided by BGC to user engagement behaviours. The content analysis of high-engagement posts identified a communication strategy integrating informational, relational, remunerative, and entertainment gratification. Notably, relational content dominated in frequency, indicating that encouraging showroom visits and conveying location-specific information are key priorities. However, while word frequency analysis emphasised showroom visits and product information, network analysis revealed that emotionally charged, value-driven language is more effective. Posts combining remunerative incentives (e.g., financing offers) with positive emotions (e.g., enjoyment, exclusivity) generated the highest engagement. This suggests that successful automotive brand content must address both consumers' rational needs for clarity and value, and their emotional desires for rewards and experiences.

Moreover, images generated higher engagement across both platform types, therefore they are considered a key element in making BGC influential in the automotive sector. Our results align with prior research in services marketing, which found that among sensory stimuli (sound, text, images) related to a tourist destination, only images effectively evoked mental imagery and fostered favourable attitudes (Khalilzadeh et al., 2023).

5.3 Study B – Content Richness, UGC Sentiment and Post Virality on Social Media

5.3.1 Objectives

Brand-related interactions occur at different levels where the main objective is to increase engagement. Consumer's online branded-related activities (COBRAs) provide a comprehensive framework that captures likes, comments, and shares as consumer behaviours related to brand content (Muntinga et al., 2011). Among these behaviours, sharing a post is the result of the deepest elaboration process and a superior level of commitment on the user than likes or comments because it requires them to feel a sense of conviction about the message (Grosso et al., 2024). Post virality has attracted the attention of academics and marketers who want to identify the characteristics of online content that promote sharing (Borah et al., 2020).

This study supports the claim that the content and format type of BGC plays a critical role and can be a determinant of the social influence of the message (Grosso et al., 2024). This study seeks to further scholarly understanding into what type of Facebook BGC increases shares. Specifically, our goals are to identify:

- (i) What are the main topics in positive, neutral, and negative UGC.
- (ii) How visual content media richness (video, image and carousel) influences customer sharing behaviours towards BGC.
- (iii) The direct effect of content centrality on shares.
- (iv) The effects of comment length on the sentiment valence of UGC.
- (v) The effect of content richness on the sentiment valence of UGC.

5.3.2 Theoretical background and hypotheses development

5.3.2.1 Understanding User-Generated Content

UGC is broadly defined as material created, shared, and managed by social media users, typically reflecting their personal experiences (Mathur et al., 2022). It is also described as content produced by consumers to communicate information and opinions, often through textual reviews or numerical product

ratings (Tang et al., 2014). Together, these definitions highlight both the expressive and evaluative roles of UGC in digital environments. It has emerged as a key driver of consumer inspiration, playing a central role in shaping preferences and purchase behaviours (Wu, 2019). With the rapid evolution of the automotive industry, consumer needs are continuously shifting. Leveraging advancements in big data, artificial intelligence, and natural language processing, extracting user requirements from UGC on social media has become a valuable method for capturing and understanding these changing demands (Liu et al., 2025). The growth of social media and UGC offers a compelling alternative by providing large-scale, real-time data that capture genuine user sentiments (Li et al., 2022; Li et al., 2023; Stappen et al., 2020). In contrast, social media analysis provides more comprehensive and multi-dimensional user feedback, owing to its wide-ranging data sources and real-time availability (Biswas & Poornalatha, 2023). Consequently, the increasing volume of UGC has introduced a valuable new resource for identifying user requirements in the automotive industry. Understanding the motivational factors that shape consumer attitudes towards UGC can help develop more reliable predictive models of audience behaviour, which is a priority for both academics and industry experts (Mohamed, 2025). Therefore, understanding how these attitudes interact with underlying motivations for creating UGC is essential for effectively leveraging such content by advertisers and marketers. Thus, recognising the main topics within UGC presents a strategic advantage for automotive dealers. We therefore pose the following research question:

RQ1. What are the main topics in positive, neutral, and negative UGC about car brands?

5.3.2.2 Brand-generated content richness and sharing behaviour

According to previous research based on MRT (Daft & Lengel, 1986), rich BGC, based on interactive, audiovisual content with a socio-emotional orientation, have been shown to create greater participation on three levels of engagement: cognitive (comments), affective (shares) and conative (likes) (Yousaf et al., 2021). Thus, drawing on MRT (Daft & Lengel, 1986), and consistent with prior research (e.g., De Vries et al., 2012; Moro et al., 2016), we argue that social media posts with richer content (e.g., videos) are more effective in social media communication than those with lower richness (e.g., photos),

H1. The greater the content richness of a Facebook BGC, the higher its virality.

When analysing the effects of BGC on post virality it is important to consider whether or not people appear in the post, since the presence of a person is a central element in the engagement that a photo receives (Tamaki, 2021; Li et al., 2023). The concept of content centrality, as used in this study, refers to whether visual content in a post includes people or not (Blanco et al., 2024).

Prior research has indicated that photos featuring people tend to attract more engagement in terms of likes and comments, specifically photos with faces (Bakhshi, et al., 2014). Posts that express the presence of the person encourage likes because it is easier for the receiver to imagine the positive experience that the sender is living (Li & Wan, 2025; Tamaki, 2021), which contributes to the perceived attractiveness of the content. Blanco et al (2024) demonstrated that Instagram posts with photos including people generate greater engagement with tourism destinations than those without. Based on the above, this study suggests the following hypothesis.

H2. The impact on virality of Facebook BGC is stronger for posts featuring people than for those without.

5.3.2.3 Length and valence of user generated content

The Social Sharing of Emotions Theory (SSET) (Rimé et al., 1992) posits that following a significant emotional episode, particularly one that is negative or highly impactful, individuals experience a natural inclination to disclose and share the experience with others. Negative emotions tend to generate longer written exchanges in online reviews, consistent with SSET's argument that such emotions fuel extended verbal interactions in face-to-face communication. Consequently, consumers who have had negative experiences in using a product or service are more likely to provide more detailed reviews of their experience, meaning negative reviews are expected to be longer than positive ones (Guzsvinecz and Szűcs, 2023; Vasa et al., 2012). For instance, Guzsvinecz and Szűcs (2023) observed an association between review length and negativity in reviews of video game genres, while Vasa et al. (2012) found that poorly rated mobile game applications tend to receive longer reviews. This relationship is outlined in the following hypotheses:

H3a. Negative reviews are longer than positive reviews.

H3b. Positive reviews are longer than neutral reviews.

5.2.3.4 Sentiment valence and content richness

Sentiment analysis (SA) (Wang & Meng, 2022) is a subset of data mining that involves extracting and analysing subjective information in public opinions published on social media and other sources, using natural language processing and computational linguistics techniques. SA provides an automated, fast and efficient way of identifying the opinions and emotions expressed by users (Mao et al., 2024). Sentiment types are typically classified into three broad categories: positive, neutral and negative (Bose et al., 2020).

Customers might improve marketing outcomes through positively valenced engagement behaviours, that is, by liking, commenting or sharing BGC with other users (Kulikovskaja et al., 2023). Previous research (Kim et al., 2015; Sabate et al., 2014; Yousaf et al., 2021) found that media content richness increases positive engagement in the form of likes. Therefore, an unexplored research question is whether the positive, neutral and negative valence of UGC is associated with the media content richness of BGC.

H4. The media richness of the BGC has a negative influence on the sentiment valence of the UGC.

5.3.3 Methodology

The empirical study was conducted in June 2025, utilising a dataset from the car dealership that contains 649 Facebook company posts, which received 339,354 likes, 11,117 comments, and 1,948 shares from followers between January 2022 and March 2025. Of the total posts, 33.4% featured the presence of people. Data were collected from the Facebook brand pages of five car brands (Cadillac, GMC, Chevrolet, Peugeot, and Opel) using PhantomBuster web scraping software. For each Facebook post, the following variables were extracted: car brand name, date of the post, text content, format type, and the number of shares. The presence or absence of people in pictures (centricity) was coded manually by two independent researchers.

The SA (positive, negative, or neutral) of the BGC was carried out using Umigon software (Levallois, 2013), which belongs to the family of lexicon-based sentiment classifiers (Davidov et al. 2010, Kouloumpis et al. 2011). The algorithm was applied to detect the sentiment (positive, negative, or neutral) in the UGC. Following Grosso et al., (2024), to measure the virality of each post, we calculated the ratio of

shares to followers (attitudinal engagement), which was used as a dependent variable in our study. To measure content richness, BGC were classified as follows (Cuevas-Molano et al., 2021):

- (i) Images – low richness content, as they only stimulate sight.
- (ii) Carousels – low-intermediate richness, as they stimulate hearing and sight but require manual interaction.
- (iii) Videos with sound – high richness, as they stimulate both sight and hearing.

5.3.4 Results

Regarding RQ1, which investigates the main topics in UGC across positive, neutral, and negative comments. The classification of UGC in this study was guided by UGT, originally proposed by Blumler and Katz (1974) and later adapted to digital contexts by Shao (2009). UGT offers a motivational perspective that seeks to explain why individuals engage with media content by identifying key user needs. A lexical frequency analysis was carried out using KH Coder which identified the 15 most frequent nouns, verbs, and adjectives appearing within in the positive UGC. These lexical items were categorised into functional content types grounded in UGT's motivational framework, namely informational, remunerative, entertainment, and relational dimensions.

High-frequency nouns such as “luxury” (18.4%), “success” (13.3%), “health” (11.7%), “price” (10.6%), “company” (5.2%), and “advertisement” (2.7%) reflect a mix of informational, remunerative, and relational gratifications. Terms like “luxury,” “prestige” (3.0%), and “elegance” (2.1%) indicate that users associate brands with lifestyle aspirations, self-expression, and social status, which, under UGT, align with relational motivations. In contrast, words such as “price” and “advertisement” highlight remunerative gratifications by signalling offers, value, or promotional incentives, while “company” supports informational needs by focusing attention on corporate presence and brand details.

Additionally, the verbs used further illustrate a range of gratification. Relational motivations appear in verbs such as “bless” (56.4%), “thank” (9.0%), “wish” (2.8%), and “love” (1.5%), demonstrating brand–user interaction, appreciation, and emotional connection. Remunerative and informational gratification emerge in practical verbs like “provide” (6.9%), “buy” (5.8%), and “drive” (1.0%) when they reference product features, ownership benefits, or purchase conditions.

Adjectives in positive comments predominantly reflect entertainment, informational, and relational gratifications. The entertainment dimension is evident in emotional terms such as “good” (32.3%), “beautiful” (12.5%), “wonderful” (11.2%), and “happy” (7.0%), which convey positive emotions evoked by the content. Evaluative adjectives such as “best” (5.9%), “generous” (8.4%), “better” (1.8%), and “amazing” (2.1%) align with relational motivations when they strengthen brand perception and deepen engagement. Additionally, adjectives like “new” (3.8%) and “American” (1.9%) emphasise informational gratification by signalling innovation, origin, and product details. **Table 5.3** presents the full list of these most frequent words by POS, showing the prominence of key lexical items in positive comments.

Table 5.3: Most frequent words list (Top 15) by Part of Speech (POS) for positive UGC

Nouns	TF	Verbs	TF	Adjectives	TF
luxury	18.40%	bless	56.40%	good	32.30%
success	13.30%	thank	9.00%	beautiful	12.50%
health	11.70%	provide	6.90%	wonderful	11.20%
luck	11.70%	want	6.10%	generous	8.40%
price	10.60%	buy	5.80%	happy	7.00%
strength	7.40%	wish	2.80%	best	5.90%
company	5.20%	come	2.30%	nice	4.40%
peak	3.60%	protect	1.70%	new	3.80%
power	3.00%	love	1.50%	wellness	2.70%
respect	3.00%	impose	1.40%	excellent	2.30%
prestige	3.00%	need	1.40%	great	2.20%
advertisement	2.70%	ask	1.30%	amazing	2.10%
beast	2.40%	win	1.30%	american	1.90%
elegance	2.10%	accept	1.00%	better	1.80%
beauty	2.00%	drive	1.00%	free	1.60%

*TF: Term Frequency

Figure 5.3 illustrates the co-occurrence network of terms extracted from positive UGC, highlighting key clusters of words that frequently appear together. This visual representation helps identify dominant themes and the relationships between lexical items reflecting users' positive brand engagement.

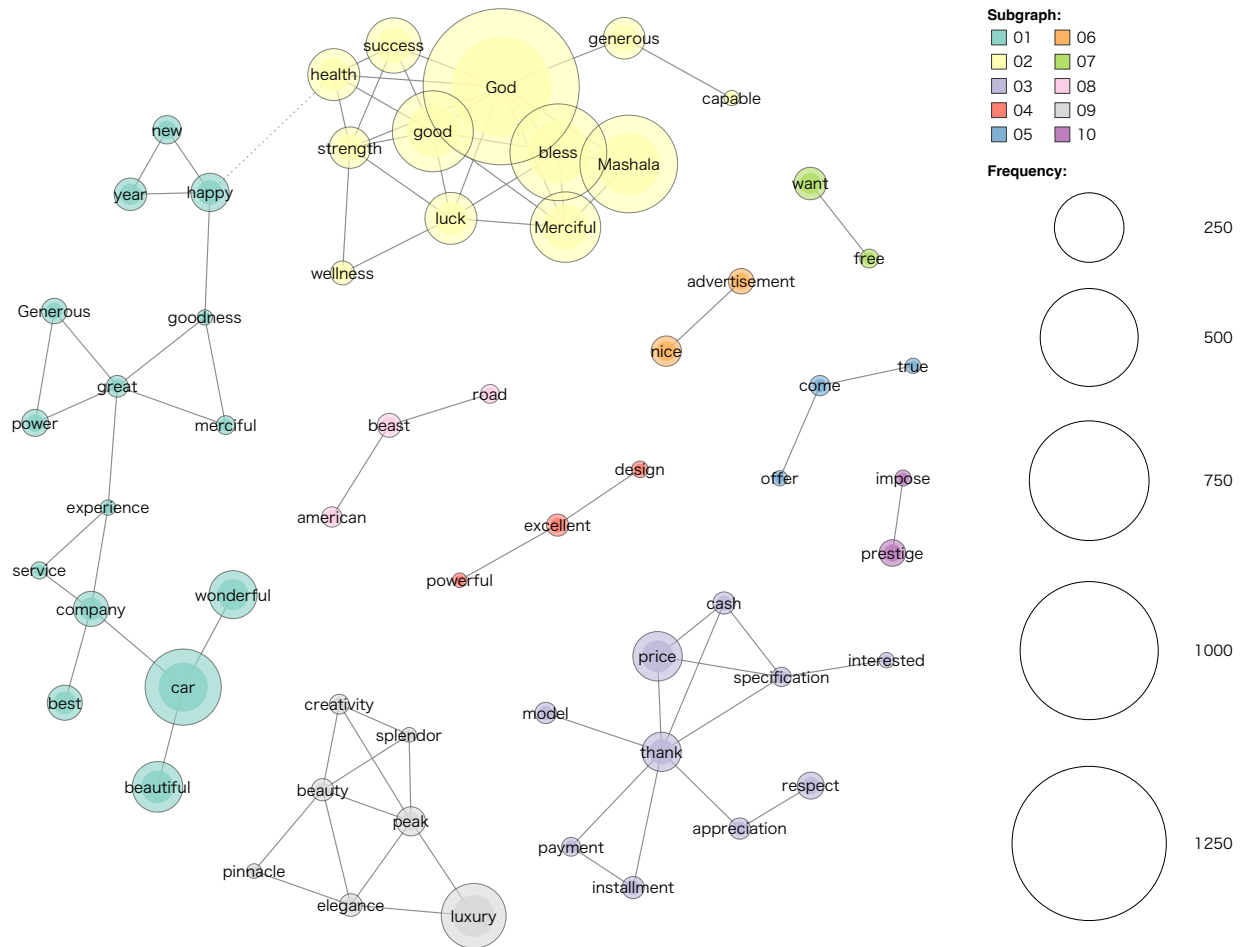


Figure 5.3: Co-occurrence network (positive UGC)

The positive UGC revealed a rich spectrum of emotional and cognitive associations with the brand, structured into ten distinct subgraphs, among which the yellow cluster emerged as the dominant thematic group based on term frequency, featuring high-impact words such as *God*, *mashallah*, *good*, *health*, and *bless*. This suggests that many customers associated their positive experiences with deep emotional or spiritual gratitude, strongly reflected through religious expressions, highlighting the brand's perceived contribution to personal well-being, success, and moral value. These expressions align primarily with

relational gratification, as users engage in shared cultural and spiritual discourse; they also touch on entertainment, through emotional appreciation, and informational gratification, as wellness and moral associations are communicated as part of the brand experience.

Similarly, the blue-green cluster, which includes terms such as *car*, *service*, *company*, *wonderful*, *best*, and *beautiful*, represents the most semantically cohesive group, reflecting high customer satisfaction with the core automotive product and the overall service experience, and portraying the brand as reliable, aesthetically pleasing, and emotionally engaging. These interactions align with relational gratification through emotional bonding and entertainment gratification through expressions of joy and satisfaction.

Meanwhile, the grey cluster, with terms such as *luxury*, *elegance*, and *splendour*, points to aspirational and symbolic associations and is interpreted as part of the entertainment gratification, reflecting users' enjoyment and emotional engagement with brand prestige and sophistication. In addition, the purple cluster centres around transactional satisfaction, with keywords such as *price*, *cash*, *payment*, and *instalment*, and the presence of terms like *thank* and *appreciation* suggests customers acknowledged fair pricing and felt gratitude toward the dealership's financial transparency and support, aligning with remunerative gratification and consistent with research showing that perceived price fairness can positively affect brand trust and engagement (Xia et al., 2004).

Finally, smaller but notable subgraphs such as the orange cluster (*advertisement*, *nice*) and the green cluster (*want*, *free*), highlight perceptions of promotional appeal and value-seeking behaviour. Though less frequent, these clusters suggest that promotional content contributed to favourable brand attitudes, reflecting informational gratification by delivering value-driven messages and remunerative gratification through the appeal of offers and incentives.

An LDA-based analysis of responses identified five topics, each consisting of a specific set of terms. These terms were used to identify the corresponding categories. The five topics associated with the gratification provided by message strategies on social media are: religious expressions and Gratitude, spiritual connection, wellbeing and aspirational success, purchase intent and appreciation, and luxury and brand prestige. **(See Table 5.4).**

Table 5.4: LDA Topic Modelling (Positive UGC)

Religious expressions and gratitude	W	Spiritual connection	W	Wellbeing and aspirational success	W	purchase intent and appreciation	W	Luxury and Brand Prestige	W
God	0.62	bless	0.363	good	0.283	car	0.235	God	0.464
provide	0.044	Mashala	0.349	success	0.13	wonderful	0.083	luxury	0.177
generous	0.043	Merciful	0.198	health	0.115	beautiful	0.082	price	0.034
happy	0.032	Generous	0.025	luck	0.104	price	0.066	generous	0.029
power	0.025	awesome	0.01	strength	0.072	thank	0.064	prestige	0.026
beautiful	0.025	mean	0.006	year	0.044	best	0.05	peak	0.025
instalment	0.021	praise	0.005	Mashala	0.035	company	0.044	beast	0.02
passion	0.016	capable	0.005	new	0.033	want	0.043	elegance	0.02
free	0.015	protect	0.005	happy	0.031	buy	0.039	beauty	0.018
bless	0.013	company	0.004	wellness	0.023	nice	0.029	heart	0.016
glory	0.011	pickup	0.004	wish	0.02	respect	0.027	american	0.015
king	0.011	amazing	0.004	great	0.019	cash	0.02	gift	0.014
title	0.011	wonderful	0.003	payment	0.014	appreciation	0.018	congratulation	0.014

Topic 1. Religious Expressions and gratitude: This topic is dominated by religious and spiritual language, with high-frequency terms such as *God*, *bless*, and *glory*. The presence of *happy*, *generous*, and *beautiful* suggests that users express thankfulness and positive emotion through religious language. This content reflects relational and entertainment gratification, with religious expression serving as a culturally meaningful way to show appreciation, emotional connection, and positive feelings.

Topic 2. Spiritual connection: Strong religious expression continues in this topic, with words like *bless*, *mashallah*, and *merciful* deeply embedded in the culture. Words such as *protect*, *praise*, and *capable* reflect active admiration and respect directed toward the car brands. Emotional words like “*awesome*” and “*amazing*” add to this expressive tone. Overall, this topic expresses feelings tied to faith and culture, showing how car brands can foster relational and entertainment gratification by strengthening emotional bonds and community connection.

Topic 3. Wellbeing and aspirational Success: This topic strongly reflects aspirational content, with terms like *success*, *health*, *luck*, *strength*, *wellness*, and *wish* suggesting a connection between the brand and personal life goals. The frequent use of words like *good* and *new* reinforce positivity and forward-thinking. Many of these expressions appear as wishes or prayers directed toward the car dealership, showing emotional warmth and a sense of gratitude. In line with UGT, this reflects how users engage with the brand relational and entertainment gratification tied to hope and emotional support related to their personal aspirations.

Topic 4. Purchase intent and appreciation: This topic mixes positive emotions with clear purchase-related actions. Words like *car*, *buy*, *price*, *cash*, and *company* suggest intent or admiration for the product, while *thank*, *wonderful*, *respect*, and *appreciation* reflect supportive and emotionally warm interactions. This topic is grounded in relational and remunerative gratification, representing positive customer-brand interaction rooted in both emotional satisfaction and transactional interest.

Topic 5. Luxury and brand prestige: This topic mixes luxury with spiritual and emotional expressions. Words like *God*, *luxury*, *prestige*, *elegance*, and *beauty* show that people see the brand as very high-class and impressive. At the same time, words like *heart*, *congratulation*, and *gift* show strong emotional connections. According to Uses and UGT, this reflects how people engage with brands primarily for relational and entertainment gratification, seeking emotional fulfilment and enjoyment.

Neutral UGC reveals a strong focus on informational, and remunerative themes, such as price inquiries, product specifications, and payment methods. This aligns with the motivational dimensions outlined in UGT, as users seek content that helps them evaluate options and make informed decisions. High-frequency nouns such as “price” (47.6%), “cash” (9.8%), “instalment” (8.2%), and “specification” (6.0%) highlight users’ practical focus on cost, payment methods, and detailed product features, reflecting a clear informational need during the evaluation and decision-making process.

High-frequency verbs such as *want* (18.0%), *buy* (15.5%), and *trade* (8.0%) highlight users’ goal-oriented behaviour and clear purchase intentions, reflecting strong remunerative and informational gratifications. Verbs like *think* (8.8%) and *ask* (4.5%) demonstrate users’ efforts to gain clarity or make informed decisions. Additionally, *thank* (4.3%) and *help* (3.5%) point to relational interaction and knowledge exchange. Taken together, these patterns indicate that neutral discussions still carry a mix of

informational, relational, and remunerative motivations.

The use of adjectives such as “hybrid” (15.7%), “diesel” (4.2%), and “automatic” (7.3%) reinforces the emphasis on product specifications and functionality. These lexical choices reflect users’ attention to technical details, fuel types, and practical value—aligned with evaluative and informational gratifications. Additionally, adjectives like “Chinese” (5.3%) and “German” (3.1%) indicate user interest in vehicle origin and manufacturing quality, further supporting the informational dimension of engagement as users seek clarity on where the vehicles are made and engineering standards. While problem-solving or complaint-oriented content is largely absent in neutral comments, supportive and relational motivations appear through verbs like “thank” (4.3%) and “help” (3.5%), suggesting appreciation, guidance, or peer-to-peer assistance within the brand’s digital community. **Table 5.5** presents the full list of these most frequent words by POS, showing the prominence of key lexical items in Neutral comments.

Table 5.5: Most frequent words list (Top 15) by Part of Speech (POS) for Neutral UGC

Nouns	TF	Verbs	TF	Adjectives	TF
price	47.60%	want	18.00%	monthly	19.10%
cash	9.80%	buy	15.50%	hybrid	15.70%
instalment	8.20%	think	8.80%	free	10.40%
specification	6.00%	trade	8.00%	automatic	7.30%
payment	5.90%	come	7.70%	good	6.70%
gasoline	3.90%	need	5.70%	new	5.80%
model	3.40%	provide	5.30%	chinese	5.30%
possibility	2.60%	pay	5.00%	final	5.30%
engine	2.50%	ask	4.50%	diesel	4.20%
custom	2.10%	thank	4.30%	old	4.20%
capacity	1.70%	manufacture	3.90%	mobile	4.00%
offer	1.70%	help	3.50%	private	3.70%
year	1.60%	bless	3.40%	german	3.10%
tank	1.50%	include	3.40%	long	2.80%
trade	1.50%	let	3.10%	important	2.40%

*TF: Term Frequency

Figure 5.4 illustrates the co-occurrence network for Neutral UGC. This network displays descriptive and transactional terms spread across 10 subgraphs, highlighting important informational and relational aspects

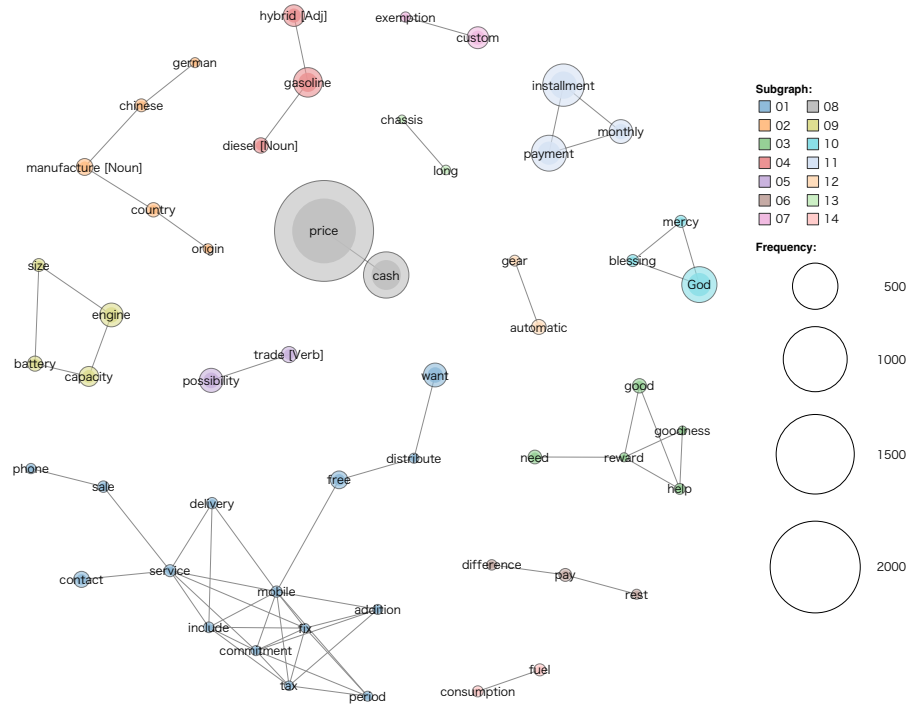


Figure 5.4: Co-occurrence network (Neutral UGC)

The neutral UGC show a network of descriptive and transactional terms distributed across 10 subgraphs, reflecting informational sharing, objective comparisons, and specification-based dialogue. At the centre of the network lies the grey cluster, dominated by the term *price* and strongly connected to *cash*, reflecting a primary focus on cost-related considerations and informational motivations where customers seek or share pricing data. Similarly, the blue cluster contains terms like instalment, payment, and monthly, indicating discussions about financial conditions and payment planning, while the green cluster, with terms such as need, help, good, and reward, blends practical assistance with positivity, pointing to relational gratification within digital peer networks.

In the purple cluster, composed of *delivery*, *phone*, *contact*, and *service*, the focus is logistical, involving arrangements or queries about communication and availability, further supporting informational needs. Another noticeable group, the orange cluster, includes *manufacture*, *origin*, *country*,

German, and *Chinese*, reflecting comparative or classification-based comments tied to consumer decision-making. The yellow cluster centres on technical terms like *engine*, *battery*, *capacity*, and *size*, showing detailed knowledge sharing and emphasising the informational dimension. Smaller clusters, such as the red one with *fuel*, *consumption*, and *difference*, and the pink one with *custom* and *exemption*, focus on practical or regulatory issues, again supporting informational engagement. Finally, the turquoise cluster, with words like *God*, *mercy*, and *blessing*, reflects isolated expressive or emotional content, linked to relational and entertainment dimensions.

An LDA-based analysis of responses identified five topics, each consisting of a specific set of terms. These terms were used to identify the corresponding categories. The five topics associated with the gratification provided by message strategies on social media are: purchase motivation, financial and payment flexibility, technical Specifications and brand inquiry, price evaluation, and Customisation and brand value. (See **Table 5.6**).

Table 5.6: LDA Topic Modelling (Neutral UGC)

Purchase motivation	W	Financial and payment flexibility	W	Technical specifications and brand inquiry	W	Price evaluation	W	Customisation and brand value	W
car	0.31	instalment	0.199	price	0.253	price	0.481	price	0.495
God	0.154	payment	0.151	specification	0.165	cash	0.262	gasoline	0.094
price	0.071	possibility	0.067	model	0.072	type	0.02	custom	0.059
buy	0.054	monthly	0.066	engine	0.067	information	0.017	hybrid	0.057
year	0.041	want	0.05	capacity	0.036	want	0.016	think	0.032
trade	0.03	offer	0.044	company	0.03	diesel	0.015	manufacture	0.026
good	0.023	Hybrid	0.036	come	0.03	system	0.013	automatic	0.026
model	0.02	free	0.035	country	0.022	final	0.013	trade	0.021
month	0.019	contact	0.029	tank	0.021	difference	0.012	discount	0.017
need	0.019	bank	0.021	battery	0.018	new	0.012	financing	0.016
ask	0.017	tank	0.019	trade	0.018	Denali	0.011	pickup	0.016
mercy	0.015	pay	0.018	size	0.018	gas	0.011	provide	0.016
thank	0.015	service	0.016	passenger	0.016	seat	0.01	exemption	0.012

Topic 1. Purchase motivation: This topic combines transactional intent with emotional and social resonance. Central terms like *car*, *buy*, and *price* reflect general purchasing interest, while words such as *God* and *mercy* add a moral or spiritual layer. Neutral expressions like *thank* and *good* suggest polite engagement and gratitude. This aligns primarily with relational gratification, where users express moderate interest in ownership alongside respectful, socially embedded commentary.

Topic 2. Financial and payment flexibility: This topic centres transactional feasibility, with high-frequency terms such as *instalment*, *payment*, *monthly*, and *free* reflecting user concern with affordability and financing alternatives. Words such as *offer*, *contact*, *bank*, and *service* reinforce interaction and value-seeking behaviour. This clearly reflects remunerative and informational gratification, where users explore financial accessibility and are open to brand communication for assistance.

Topic 3. Technical specifications and brand inquiry: This topic focuses on vehicle attributes forms which form its core, with terms like *specification*, *engine*, *capacity*, *size*, *tank*, and *model* suggesting a comparative, knowledge-seeking approach to evaluating options. This topic aligns with informational gratification.

Topic 4. Price evaluations: With an overwhelming emphasis on *price* and *cash*, this topic reflects a practical, no-frills approach to purchasing. Terms such as *type*, *difference*, *information*, and *diesel* suggest a user base comparing options based primarily on cost efficiency and final value. This reflects strong informational gratification, with users prioritising value clarity over emotional or experiential dimensions.

Topic 5. Customisation and brand value: This topic explores specialized configurations and economic advantages. Words like *gasoline*, *hybrid*, *automatic*, and *pickup* reflect product variation interests, while *discount*, *financing*, and *exemption* point to monetary considerations. The presence of *custom* and *provide* indicates a user desire for flexible, tailored options. This topic aligns with informational and remunerative gratification, with a subtle relational dimension via service customisation.

Negative UGC lexical items reveals a strong emphasis on price-related concerns and product shortcomings, consistent with the motivational dimensions of UGT. High-frequency nouns such as “price” (43.1%), “advertisement” (7.7%), “company” (6.2%), and “secret” (4.2%) highlight users’ informational needs for clarity regarding pricing, corporate marketing messaging, and transparency or hidden issues.

Additionally, terms like “problem” (3.1%), “gasoline” (5.4%), and “engine” (3.1%) frequently appear in technical complaints, indicating dissatisfaction with fuel consumption, mechanical reliability, and overall product performance. These concerns reflect informational gratification, as users actively seek clarity regarding pricing, corporate messaging, transparency, and product performance.

Verbs demonstrate active, often dissatisfied engagement with terms like “buy” (26.0%), “answer” (10.6%), “want” (9.8%), “need” (6.5%), “ask” (5.7%), “forget” (5.7%), “respond” (4.9%), and “lose” (4.1%), reflecting informational gratification, as users seek solutions, express frustrations, and request guidance or support. Meanwhile, adjectives capture negative perceptions around value and quality, with terms such as “expensive” (25.0%), “wrong” (9.1%), “free” (6.8%), “high” (6.8%), “worth” (6.8%), “hybrid” (5.7%), “important” (5.7%), “old” (4.5%), “reasonable” (4.5%), “exaggerated” (3.4%), and “poor” (3.4%) reflecting informational and remunerative gratification, as users evaluate price fairness, product features, and perceived quality. (See **Table 5.7**).

Table 5.7: Most frequent words list (Top 15) by Part of Speech (POS) for negative UGC.

Nouns	TF	Verbs	TF	Adjectives	TF
price	43.10%	buy	26.00%	expensive	25.00%
ad	7.70%	answer	10.60%	wrong	9.10%
company	6.20%	want	9.80%	free	6.80%
year	5.80%	need	6.50%	high	6.80%
gasoline	5.40%	ask	5.70%	private	6.80%
secret	4.20%	forget	5.70%	worth	6.80%
instalment	3.50%	come	4.90%	hybrid	5.70%
payment	3.50%	respond	4.90%	important	5.70%
specification	3.50%	announce	4.10%	old	4.50%
country	3.10%	lose	4.10%	possible	4.50%
engine	3.10%	sell	4.10%	reasonable	4.50%
problem	3.10%	think	4.10%	chinese	3.40%
battery	2.70%	manufacture	3.30%	exaggerated	3.40%
customer	2.70%	talk	3.30%	poor	3.40%
station	2.70%	write	3.30%	secret	3.40%

*TF: Term Frequency

Figure 5.5 presents the co-occurrence network of negative UGC. This network highlights distinct areas of concern, organised into eight subgraphs, each capturing primary sources of dissatisfaction or obstacles to user engagement.

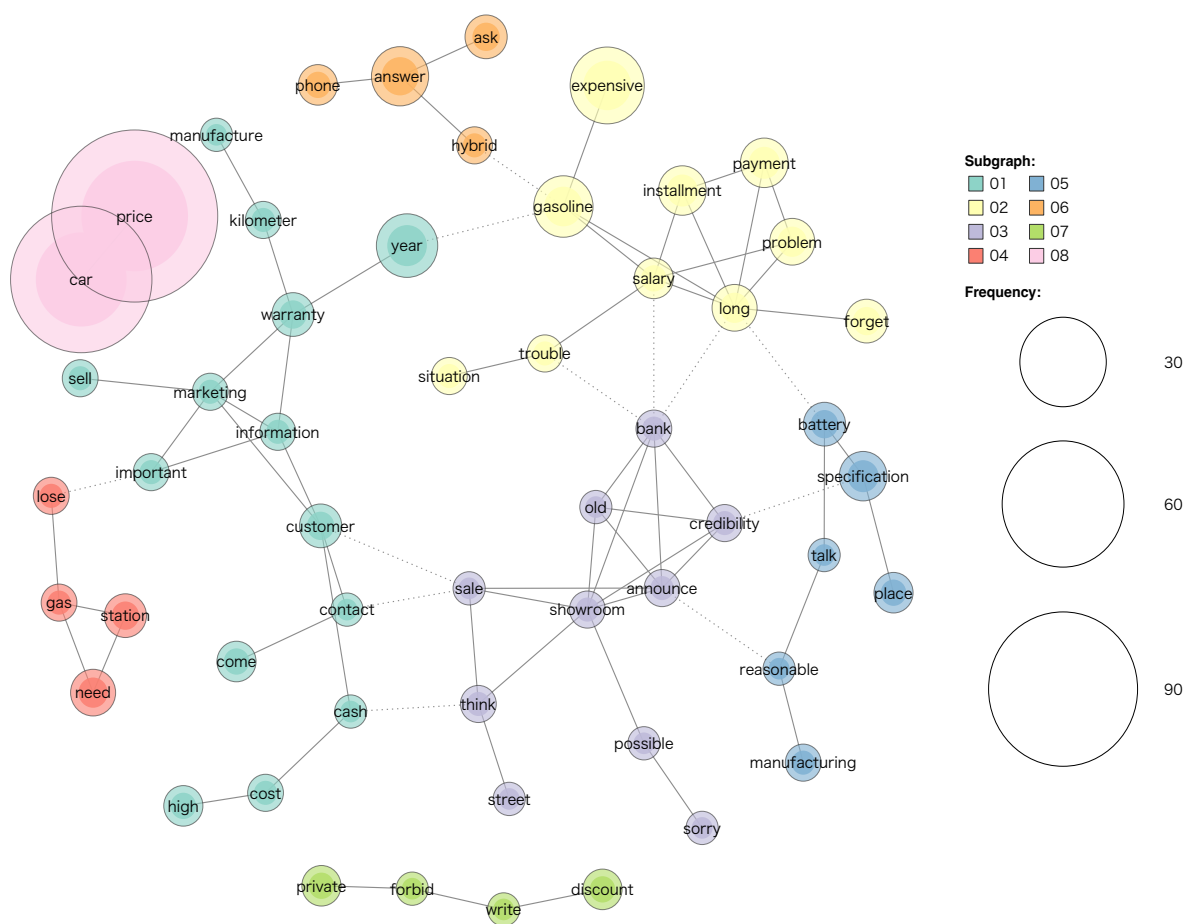


Figure 5.5: Co-occurrence network (negative UGC)

The network of negative UGC reveals distinct concerns organised into eight subgraphs, each representing key sources of dissatisfaction or barriers to engagement. The pink cluster is the most prominent in terms of term frequency, with words like *price* and *car*, reflecting dissatisfaction with perceived value-for-money and possibly issues related to resale or affordability. Users in this group likely post to warn others, aligning primarily with informational and relational gratification, especially when the perceived price does not meet expectations (Hennig-Thurau et al., 2004; Shao, 2009). Similarly, the yellow cluster reflects financial and affordability challenges, with key terms such as *expensive*, *salary*, *instalment*, *payment*, and *problem*, indicating frustration over financing barriers and affordability. This aligns with

remunerative gratification related to purchasing conditions and relational gratification as users seek connection with others facing similar struggles.

The blue cluster centres on terms like *battery*, *specification*, *talk*, and *reasonable*, suggesting dissatisfaction with technical aspects, possibly linked to product quality, after-sales support, or unclear specification details, and reflecting informational gratification as users share knowledge and seek clarity. Meanwhile, the purple cluster, with terms such as *bank*, *announce*, *old*, *showroom*, and *credibility*, highlights trust-related issues, including perceived lack of transparency or outdated communication, reflecting relational gratification through concerns about brand and dealership credibility. In contrast, the red cluster, containing terms like *lose*, *gas*, *station*, and *need*, conveys emotional dissatisfaction regarding fuel consumption, operational costs, and vehicle lineup, aligning with informational gratification as users share frustrations and warn others, contributing to negative word-of-mouth.

Finally, smaller clusters such as the green and orange clusters, including terms like *discount*, *write*, *ask*, and *phone*, suggest missed promotional opportunities, unresponsive communication, or unclear offers, pointing to unmet expectations in marketing communication and reflecting informational and relational gratification.

An LDA-based analysis of responses identified five topics, each consisting of a specific set of terms. These terms were used to identify the corresponding categories. The five topics associated with the gratification provided by message strategies on social media are: price concerns and lack of trust, brand communication and service complaints, product quality and content transparency, negative emotions in purchasing process, and dissatisfaction with a brand as a product. **(See Table 5.8).**

Table 5.8: LDA Topic Modelling (negative UGC)

Price concerns and lack of trust	W	Communication and service complaints	W	Product quality and content transparency	W	Negative emotions in purchasing process	W	Dissatisfaction with brand as a product	W
price	0.385	price	0.239	expensive	0.148	buy	0.249	car	0.542
answer	0.068	ad	0.13	price	0.108	God	0.161	specification	0.047
instalment	0.056	company	0.116	year	0.101	problem	0.072	engine	0.047
gasoline	0.043	payment	0.058	secret	0.074	gasoline	0.054	long	0.041
customer	0.043	ask	0.044	want	0.074	salary	0.054	kilometre	0.034
need	0.043	marketing	0.037	warranty	0.047	discount	0.045	announce	0.034
worth	0.037	wrong	0.037	battery	0.041	information	0.045	sell	0.034
credibility	0.031	place	0.03	phone	0.041	trouble	0.045	free	0.027
cost	0.025	situation	0.03	country	0.034	sale	0.036	bank	0.021
cash	0.025	sorry	0.03	man	0.034	possible	0.036	hybrid	0.021
contact	0.025	country	0.022	manufacturing	0.034	lose	0.036	reasonable	0.021
high	0.025	station	0.022	private	0.034	station	0.019	station	0.014
buy	0.025	showroom	0.022	respond	0.027	gas	0.019	forget	0.014

Topic 1. Price concerns and lack of trust: This topic reflects users' financial concerns and scepticism regarding pricing fairness and brand credibility. Frequently mentioned terms such as *price*, *instalment*, *worth*, *cost*, *high*, and *credibility* indicate uncertainty about whether the product delivers fair value. These concerns point primarily to informational gratification, as users seek clarity on pricing and value propositions. Additionally, the emphasis on trust and credibility signals relational gratifications, reflecting a desire for transparency, honest communication, and reassurance in the brand–consumer relationship.

Topic 2. Communication and service complaints: Words such as *price*, *ad*, *company*, *payment*, *ask*, *marketing*, *wrong*, *place*, *situation*, and *showroom* suggest that users often experience frustration related to marketing messages, payment issues, and the buying process at specific locations such as showrooms or stations. These concerns reflect strong informational gratifications, as users seek clarity, accuracy, and transparency. At the same time, the tone of some comments reveals an attempt to engage constructively, indicating relational gratification in maintaining a dialogue with the brand despite dissatisfaction.

Topic 3. Product quality and content transparency: Negative perceptions about product value surface strongly with words like *expensive*, *secret*, *private*, and *warranty*. Users express concerns about hidden defects or lack of transparency, and the need for reliable service responses is highlighted by *respond* and *manufacturing*. This topic primarily reflects remunerative and relational gratification, as users are concerned with fair value and responsive support from the brand.

Topic 4. Negative emotions in purchasing process: This topic reflects users' financial struggles and accompanying emotional distress, as seen in terms like *problem*, *trouble*, *salary*, *lose*, and *God*. These expressions indicate frustration driven by affordability challenges and perceived setbacks. The underlying motivations align with remunerative gratification, as users express dissatisfaction with unmet financial expectations, and relational gratifications, as sharing these concerns fosters empathy and a sense of connection with others experiencing similar difficulties. The inclusion of the word *God* may reflect culturally rooted emotional expression, highlighting the intensity of users' personal and financial hardship.

Topic 5. Dissatisfaction with brand as a product: Complaints in this topic focus on technical issues—such as engine and specifications—as well as pricing concerns reflected in words like *free*, *reasonable*, and *worth*. Users question whether the product delivers on its promised features and value. These concerns reflect informational gratifications, as users seek accurate technical details and product clarity, and remunerative gratifications, given the emphasis on fairness, affordability, and perceived value.

Below are three tables presenting positive, neutral, and negative UGC, each outlining five identified topics along with their associated keywords. The tables also indicate the presence of the UGT dimensions across each topic. See **tables 5.9, 5.10, and 5.11**.

Table 5.9: Presence of Gratification Types Across Positive UGC

Topic	Keywords	Informational	Relational	Remunerative	Entertainment
Religious expressions and gratitude	God, bless, glory, happy, generous, beautiful	○	●	○	●
Spiritual connection	bless, mashallah, praise, protect, amazing	○	●	○	●
Wellbeing and aspirational success	success, strength, luck, wish, health, wellness	○	●	○	●
Purchase intent and appreciation	car, buy, price, cash, thank, wonderful	◐	●	●	●
Luxury and brand prestige	luxury, prestige, elegance, gift, God, heart	○	●	◐	●

○ = No presence ◐ = Partial presence ● = Strong presence

The analysis of positive UGC shows that expressions of positivity on social media do not translate equally across all gratification types. While purchase-related appreciation links partly to remunerative intent, most positive expressions are rooted in relational gratification, reflecting emotional, cultural, and social connections with brands. Positive UGC also strongly implies entertainment gratification, as users employ religious, aspirational, and prestige-related language to express joy and symbolic fulfilment. By contrast, informational gratification appears only marginally in posts tied to purchases or product mentions. Overall, positive UGC in the automotive sector primarily strengthens emotional bonds (relational) and conveys symbolic enjoyment (entertainment), rather than serving as a driver of financial value or informational utility.

Table 5.10: Presence of Gratification Types Across Neutral UGC

Topic	Keywords	Informational	Relational	Remunerative	Entertainment
Purchase motivation	car, buy, price, God, mercy, thank, good	●	●	●	●
Financial and payment flexibility options	instalment, payment, monthly, offer, bank	●	●	●	○
Technical specifications and brand inquiry	specification, engine, capacity, model	●	○	○	○
Price Evaluation	price, cash, type, information, diesel	●	○	●	○
Customization and brand value	gasoline, hybrid, discount, custom, financing	●	●	●	○

○ = No presence ● = Partial presence ● = Strong presence

The analysis of neutral UGC indicates that user expressions in this category are primarily functional and evaluative, focusing on clarity, affordability, and product knowledge rather than symbolic or emotional engagement. Informational gratification emerges strongly in topics related to price, specifications, and customization, while remunerative gratification is evident in discussions of financing and discounts. Relational elements appear moderately in purchase and moral appeals, but entertainment is largely absent. Overall, neutral UGC in the automotive sector functions as a tool for rational comparison and transactional assessment, rather than for emotional bonding or cultural expression.

Table 5.11: Presence of Gratification Types Negative UGC

Topic	Keywords	Informational	Relational	Remunerative	Entertainment
Price concerns and lack of trust	price, instalment, worth, cost, high, and credibility	●	●	○	○
Brand communication and service complaints	price, ad, marketing, wrong, showroom	●	●	◐	○
Product quality and content transparency	expensive, secret, warranty, respond, manufacturing	●	◐	○	○
Negative emotions in purchasing process	problem, trouble, salary, lose, God	○	●	○	◐
Dissatisfaction with brand as a product	engine, specification, free, reasonable	●	●	●	○

○ = No presence ◐ = Partial presence ● = Strong presence

The analysis of negative UGC shows that complaints are strongly tied to informational and relational gratification, as users primarily seek clarity, transparency, and trustworthy communication from brands. Remunerative aspects appear only in pricing and technical dissatisfaction cases, while entertainment is largely absent, surfacing only as a minor element in emotionally charged expressions. Overall, negative UGC functions as a mechanism for voicing dissatisfaction, demanding accountability, and reinforcing the relational and informational dimensions.

Moving to H1, the analysis examined whether higher content richness in Facebook BGC leads to greater post virality. The results showed that video posts generated significantly more shares ($m = 3.9$) than image ($m = 2.5$) and carousel posts ($m = 1.82$) [$F(2, 646) = 3.59$; $p < 0.05$]. Also, video posts generated significantly more attitudinal engagement ($m=0.000053\%$) than image ($m=0.000038\%$) and carousel posts ($m= 0.000028\%$) [$F(2, 646) = 2.81$; $p < 0.10$]. These findings suggest that while photos attract more

immediate reactions, richer formats such as videos are more effective in driving deeper and more viral forms of user interaction (H1 accepted).

To test H2, the analysis examined the impact of Facebook BGC that include people compared to those without on shares. The analysis revealed no significant differences in shares ($t=1.554$; $p>0.05$) or attitudinal engagement ($t= 1.295$; $p>0.10$) between posts featuring people (Mshares=3.56; Matt.Eng 0.0000049%) and those without Mshares=2.72; Matt.Eng 0.0000039%), suggesting that the presence of human subjects did not enhance engagement outcomes in this context (H2 rejected).

Moreover, H3a/b investigated whether the emotional valence of UGC affects comment length. The results showed that negative comments were significantly longer ($m = 83.2$ words) than positive comments ($m = 41.7$ words), $t= 2,146$ $p < 0.05$), indicating greater elaboration in critical responses (H3a accepted). However, there was no significant difference in length between positive and neutral comments; $t= -.465$, $p>0.05$, H3b rejected.

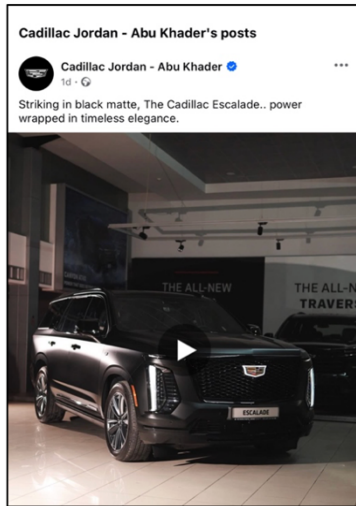
Finally, H4, the 649 posts published by the dealership generated a total of 11,117 user comments, which were categorised by sentiment (i.e., negative, neutral, positive) using Umigon software. A cross-table was developed using the χ^2 statistic. **Table 5.12** shows the results of this analysis.

Table 5.12: Cross Table Between Content Richness of The Post and Sentiment of Comments

		Sentiment			
		Negative	Neutral	Positive	Total
Type	Image	308	5458	2431	8197
	%	3,8%	66,6%	29,7%	100,0%
	Video	40	1955	647	2642
	%	1,5%	74,0%	24,5%	100,0%
	Carousel	18	297	23	338
	%	5,3%	87,9%	6,8%	100,0%
	Total	366	7710	3101	11177
	%	3,3%	69,0%	27,7%	100,0%

The χ^2 statistic [$\chi^2 (4) = 143.44$; $p < 0.01$] establishes the existence of an interdependent relationship between comment sentiment (of the responses to the posts) and media content richness (H4 accepted). As shown in **Table 5.12**, the proportion of negative, neutral and positive comments is different for image (Neg = 4%; Neu = 67%; Pos = 30%), video posts (Neg = 2%; Neu = 74%; Pos = 25%) and carousel posts (Neg = 5%; Neu = 88%; Pos = 7%). To sum up, the proportion of positive comments is higher in Image posts, which may be explained by their ability to deliver a clear and visually appealing message that is easier for users to appreciate and react positively to. By contrast, the proportion of negative comments is higher for carousel posts, possibly because the multiple-slide format can require more attention or create complexity for users, leading to dissatisfaction, negative perceptions, or reduced engagement.

Figure 5.6 provides illustrative examples from AK Facebook ads, showcasing the different content formats: Video, Image, and Carousel.



Video



Image



Carousel

Figure 5.6: AK Facebook ads

5.3.5 Discussion

This study examined the dynamics of social media engagement by focusing on the interplay between post virality and media richness, using online customer reviews on Facebook. While the existing literature has largely concentrated on how consumers generate and utilise online reviews in their decision-making processes, comparatively less attention has been directed towards the organisational insights that can be derived from such interactions, particularly in relation to stimulating viral communication. Addressing this gap, the study contributes to the engagement literature by integrating two concepts from communication research, post virality and media richness, and assessing their effects on sharing behaviour.

Findings revealed that positive content reinforces relational and entertainment gratifications, neutral content supports rational evaluation, and negative content provides insights into dissatisfaction, supporting Social Sharing of Emotions Theory (SSET); Rimé, 2009). The findings highlight that marketers possess greater influence over sharing behaviours than previously recognised. The results of this study give further insights on the MRT (Daft and Lengel, 1986) in the context of social media advertising of high-involvement products and align with previous research suggesting that the format of content plays a central role in determining attitudinal engagement in terms of shares (De Vries et al., 2012; Moro et al., 2016). Simpler formats such as photos were more successful in eliciting immediate, surface-level responses such as likes, whereas richer formats like videos were more effective in generating deeper engagement through shares and attitudinal involvement. This distinction emphasises that while photos may serve as effective tools for quick visibility, videos hold stronger potential for driving virality and cultivating meaningful interactions, underscoring the importance of content richness in enhancing CBE. The analysis further explored whether the inclusion of people within posts influenced engagement levels. Contrary to assumptions often found in recent research (Blanco et al., 2024; Li & Wan, 2025; Tamaki, 2021), no significant differences emerged between posts with and without human subjects. This suggests that, within the examined context, the presence of people did not significantly enhance engagement. One possible explanation is that the car brands are high involvement products, therefore BGC showing the product design and/or product performance attracts more virality than BGC showing the use of the product. Therefore, this finding challenges previous results found in other industries and invites further investigation into contextual and cultural moderators of such effects. Negative UGC was found to be longer than positive or neutral comments, signalling greater elaboration in critical responses (Guzsvinecz

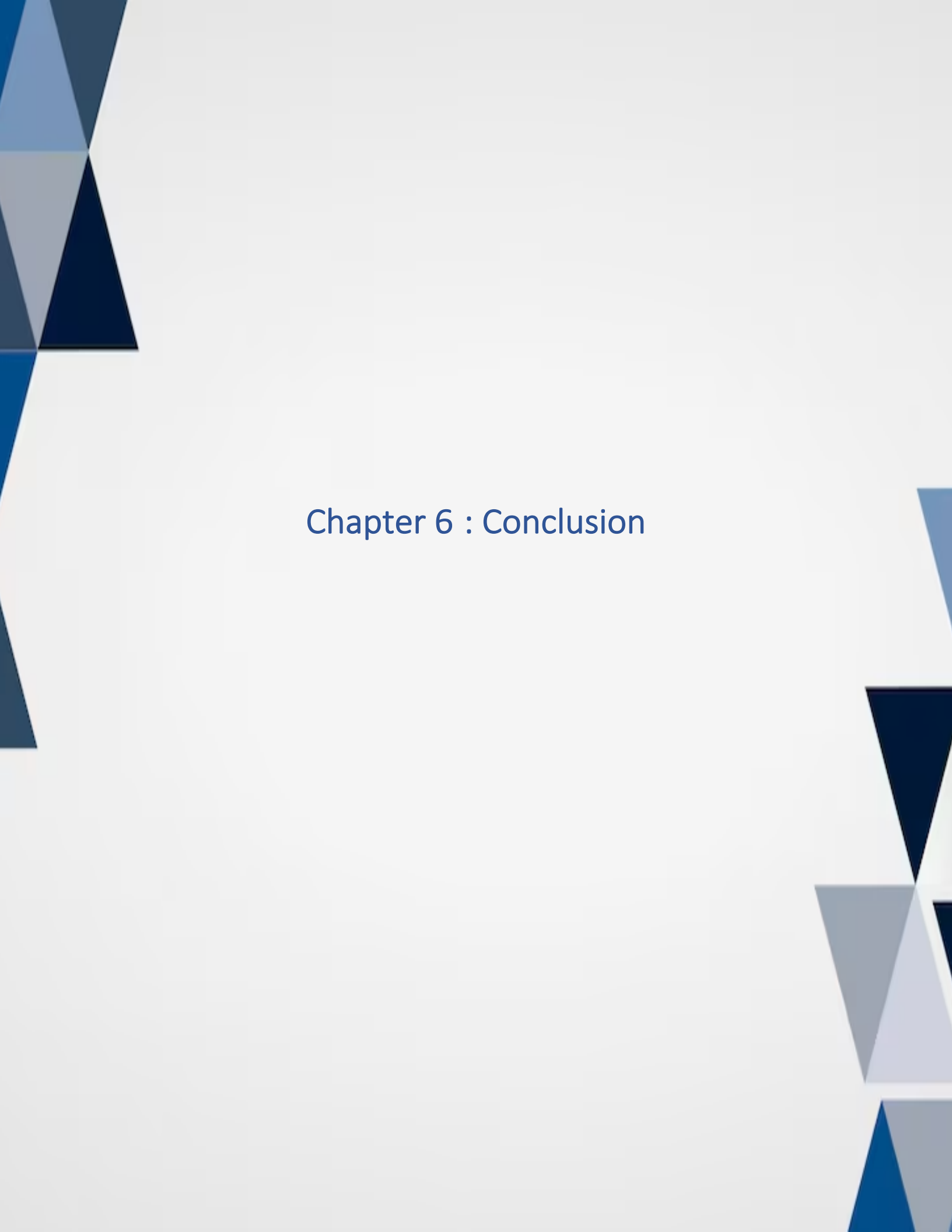
and Szűcs, 2023; Vasa et al., 2012). This aligns with the SSET, which posits that emotional intensity can influence communication behaviour. From a managerial perspective, this finding highlights the heightened effort and detail consumers invest when expressing dissatisfaction, offering valuable insights for shaping brand communication strategies, particularly in crisis management and customer relationship contexts. Taken together, these findings extend MRT (Daft & Lengel, 1986) by demonstrating how specific combinations of media richness and content features can effectively activate marketer-desired behavioural outcomes. Moreover, they add nuance to the SSET by linking emotional valence to comment elaboration, thereby advancing understanding of how users articulate dissatisfaction in online environments.

We also examined customers' emotional responses by analysing the sentiment of their comments in relation to post media content richness. Although the study of brand associations created by visual content on social media remains in its infancy (Veloutsou & Ballester, 2025), our findings offer new insights for both academics and practitioners on how media content richness influences CBE.

Table 5.13 presents an overview of the acceptance/rejection of the hypotheses tested across the two studies.

Table 5.13: Summary of Hypotheses Testing Results

Hypothesis	Result
Study A– The Role of BGC and Social Media Platform Type on Customer Brand Engagement	
H1. The content richness of BGC has a positive effect on cognitive CBE (number of comments).	Rejected
H2. The content richness of BGC has a positive effect on behavioural CBE (number of likes).	Accepted
H3. For identical posts, visual media platforms have higher cognitive CBE than social networking sites.	Rejected
H4. For identical posts, visual media platforms have higher behavioural CBE than social networking sites.	Accepted
Study B– Content Richness, UGC Sentiment and Post Virality on Social Media	
H1. The greater the content richness of a Facebook BGC, the higher its virality.	Accepted
H2. The impact on virality of Facebook BGC is stronger for posts featuring people than for those without.	Rejected
H3a. Negative reviews are longer than positive reviews.	Accepted
H3b. Positive reviews are longer than neutral reviews.	Rejected
H4. The media richness of the BGC has a negative influence on the sentiment valence of the UGC.	Accepted

The page features decorative geometric patterns in the corners. The top-left corner has a cluster of overlapping triangles in dark blue, medium blue, and light blue. The bottom-right corner has a similar cluster with triangles in dark blue, medium blue, and light blue, some pointing upwards and some downwards.

Chapter 6 : Conclusion

6.1 Overview and Summary of the Findings

The goal of this thesis is to gain deeper understanding of customer–brand relationships in the automotive industry. Chapter Two focuses on the cognitive, emotional and social drivers of brand love and its consequences on customer behavioural intentions. Building on this, Chapter Three aims to assess the role of brand love as moderator of the relationships between Corporate Reputation (CR) and Customer Brand Engagement (CBE). Further, Chapter Four examined service quality dimensions for automotive customers, demonstrating their impact on cognitive, affective, and behavioural engagement and filling gaps in service quality research through contextualising SERVQUAL. Expanding the analysis to digital contexts, Chapter Five investigated the role of Brand Generated Content (BGC) and User Generated Content (UGC) in social media, demonstrating how message richness and the social media platform used shape the three dimensions of CBE (cognitive, behavioural and attitudinal), advancing theoretical understanding and practical insights for the automotive industry. Building on these insights, the conclusions integrate the results, highlighting their contributions to theory and advancing understanding of customer–brand interactions.

Chapter 2, examined how brand love develops from customers' emotional and cognitive experiences during the car purchase process, particularly within dealership interactions. This addressed a research gap, as few studies have explored the combined influence of cognitive and affective drivers of brand love and their consequences for customer–brand relationships (Javed et al., 2023). Guided by the Stimulus–Organism–Response (S-O-R) framework (Mehrabian & Russell, 1974), the study addressed the limited attention given to the role of frontline employees in shaping customer–company relationships, particularly the emotions aroused when customers interact with sales consultants (Dhiman & Kumar, 2023). The findings demonstrated that interpersonal stimuli, especially empathy from sales consultants, two-way communication, and social influence, significantly influenced emotional responses such as happiness and dealership trust. These emotions, in turn, strengthened brand love and drove key outcomes to establish bonds with the customers: Willingness to pay more (WTP), resistance to negative social media content, and electronic word of mouth (eWOM).

The study developed in Chapter 2 supports the applicability of the S-O-R paradigm to high-involvement products such as automobiles by analysing the dynamics of brand love. It tests a novel model assessing the impact of three antecedents of brand love: (i) the direct effects of cognitive and emotional antecedents; (ii) the mediating roles of trust and happiness; and (iii) the moderating influence of

consumer susceptibility to social media information. Building on Cognitive Appraisal Theory (CAT; Lazarus, 1991), the results highlighted empathy as a particularly strong driver of customer happiness, a relationship rarely examined from a cognitive appraisal perspective (Zheng, 2024). Happiness fully mediated the empathy–brand love link and partially mediated the communication–brand love link, while trust was not a significant mediator. These findings confirm the central role of emotional satisfaction in translating interpersonal service quality into enduring brand love. The results also confirmed that perceived empathy from sales consultants, as a dimension of service quality, plays a pivotal role in building trust in the dealership and generating happiness during the purchase. This supports earlier studies on personalised attention (Goldsmith, 2016; Gong & Yi, 2018; Yan & Chiou, 2020) and employee behaviours (Aksoy et al., 2015; Tu & Hsee, 2016; Kumar, 2021) as antecedents of positive consumer emotions. Consistent with CAT, the study showed that cognitive components act as antecedents of emotions, which eventually lead to behavioural actions (Marmat, 2023). Furthermore, applying Social Exchange Theory (SET; Blau, 1964) and Trust Transfer Theory (TTT; Lee et al., 2014), the findings revealed that empathetic behaviours from sales consultants can transfer trust from the individual salesperson to the dealership, thereby strengthening brand love. Although two-way communication and social influence also enhanced trust, their effects were weaker (Dhiman & Kumar, 2023; Jain et al., 2020; Zygiaris et al., 2022). The positive transfer effect of empathy further benefited dealerships by improving perceptions of honesty, benevolence, and competence. Extending these insights, the study confirmed that happiness and trust developed at the dealership level extended to the brand, thereby enhancing loyalty and advocacy (Zhao et al., 2019). This extends TTT by clarifying how dealership experiences foster brand love for the products sold (Salehzadeh et al., 2023). Another important finding showed that loved brands offered advantages beyond trusted brands, including greater resistance to negative social media information and a stronger WTP. Moderation analysis further revealed that susceptibility to social media information shaped how interpersonal interactions translated into happiness: empathy had a stronger positive effect on happiness among consumers less reliant on social media for brand information. No moderation was observed for the empathy–trust link, suggesting that digital reliance shapes only how interpersonal interactions are emotionally processed. Finally, the study confirmed that brand love consistently drove all three behavioural outcomes examined—resisting negative information, generating eWOM, and increasing WTP. These findings align with previous research demonstrating that brand love shields consumers against negative content (Eisingerich et al., 2011; Gültekin & KİLİC, 2022). Overall, the study contributes theoretically by clarifying the mechanisms through which dealership-level emotional experiences foster

brand love and advocacy, while practically underscoring the importance of cultivating both trust and emotional attachment to secure competitive advantage.

Chapter Three investigated CR as a key antecedent to customer satisfaction and CBE, and in turn, their effects on eWOM. It also examined how perceptions of brand uniqueness and price fairness shape CR, thereby linking dealership evaluations to CBE and advocacy. Addressing a research gap, this study further explored brand love as a moderating factor in customer–brand relationships. While prior research has associated brand love with loyalty and forgiveness (Gumparthi & Patra, 2020), its role as a boundary condition remained underexplored. The findings revealed that both brand uniqueness and perceived price fairness strongly influenced CR. Attribution Theory (AT; Weiner, 2018) provides a basis for the price fairness–CR link, as consumers evaluate fairness by attributing responsibility and intent to the provider. Cognitive Dissonance Theory (CDT; Festinger, 1957) further explains how a strong reputation sustains satisfaction, reducing post-purchase discomfort by reinforcing customers’ choices. The results also confirmed that CR positively influenced both satisfaction and CBE, with satisfaction mediating the CR–CBE link. This indicates that positive evaluations of the dealership require the emotional bridge of satisfaction to translate into stronger engagement. In turn, CBE emerged as a powerful driver of eWOM, highlighting the way engaged customers actively promote the brand within their networks. Notably, brand love significantly moderated the CR–satisfaction relationship. For consumers with lower brand love, satisfaction was strongly influenced by CR, whereas those with higher brand love were less dependent on CR in forming satisfaction judgments. This finding clarifies the adaptive role of brand love in shaping customer responses, demonstrating its influence as a boundary condition for CBE. Overall, Chapter Three expands understanding of the relationships between CR, satisfaction, CBE, and eWOM, areas where prior findings have been inconclusive. It clarifies how rational assessments (brand uniqueness, price fairness) interact with emotional responses (satisfaction, brand love) and behavioural intentions (CBE, eWOM). By integrating AT and CDT, the study not only strengthens theoretical linkages but also introduces novel insights into how emotional attachment reshapes the pathways through which CR influences satisfaction and advocacy. In conclusion, CR emerges as both a strategic asset and a psychological driver, with brand love moderating its effects, reinforcing the importance of aligning fairness, uniqueness, and emotional brand connections to cultivate loyal customers who actively promote the brand in the marketplace.

In an era of heightened competition and increasingly informed consumers, enhancing service quality has become essential for organisations seeking to sustain customer satisfaction and loyalty (Victoria, 2022). Building on the emotional, cognitive, and reputation-based foundations established in

Chapters Two and Three, and recognising CBE as a critical outcome, Chapter Four focuses on service quality as a key driver of both customer experience and CBE in the automotive industry. Service quality is widely recognised as a major determinant of firm–customer relationships (Roy et al., 2018), highlighting its role in shaping engagement outcomes. Given that both product and service elements influence consumer perceptions, this chapter identified the core service quality dimensions relevant to the automotive sector and examined their contribution to deeper brand involvement. The literature revealed ongoing debate over defining and measuring electronic service quality, with scales varying across contexts (Aburayya et al., 2020). Generally, research has focused on developing context-specific measurement tools and investigating the effects of service quality on other constructs. This study advances both areas by identifying key service quality dimensions in the Jordanian automotive industry and analysing their influence on CBE, thereby addressing a gap in the engagement literature. It further contributes by extending the engagement framework to high-involvement purchases, offering theoretical insights into how service quality shapes cognitive, affective, and behavioural engagement (Ahmad & Guzman, 2023). The study employed a mixed-methods approach: a qualitative phase explored context-specific service quality dimensions through concept mapping with dealership staff, and a quantitative survey. Findings revealed that personnel, convenience, price, and reliability significantly influenced cognitive CBE, while personnel, price, and convenience predicted affective and behavioural engagement. Personnel quality emerged as the strongest predictor across all engagement types, underlining the importance of knowledge, politeness, empathy, and communication skills in shaping customer experiences. These results underscore the multidimensional nature of service quality and its differential effects on engagement facets, linking the emotional, cognitive, and reputational drivers highlighted in previous chapters to tangible service outcomes. Overall, Chapter Four advances understanding of CBE in the automotive sector by demonstrating how service quality dimensions shape customer decision-making and long-term relationships. It also provides actionable insights for dealerships, showing that investments in personnel quality, fair pricing, and digital convenience directly translate into stronger customer engagement and advocacy.

Extending the insights from Chapters Two to Four, this thesis further explored how Brand Generated Content shape CBE and UGC sentiment, recognising the growing prominence of social media in consumer–brand interactions. Despite the visibility of automotive brands online, little is known about how consumers engage with them on these platforms (Chun et al., 2021). To address this gap, Chapter Five, presented two complementary studies which answer recent calls to investigate how social media-

based marketing content provokes CBE across platforms (Lal et al., 2020) and provide actionable insights for developing effective digital engagement strategies. Drawing on Used and Gratification Theory (UGT), Media Richness Theory (MRT), Platform Theory, and Social Sharing of Emotions Theory (SSET), both studies analysed how content characteristics—type, richness, platform, and sentiment, shape engagement.

Study 4A examined BGC by analysing likes and comments as cognitive and behavioural indicators of engagement across Facebook and Instagram. Content analysis revealed that the most effective brand posts combined informational, relational, remunerative, and emotional gratifications, with relational themes (e.g., showroom visits, service information) dominating in frequency but emotional and value-driven messages proving more impactful. Content integrating financial incentives with positive emotions generated the highest engagement, showing that effective BGC addresses both rational clarity and emotional experience (Moran et al., 2020). Results revealed that images outperformed videos and carousels in generating likes (Blanco et al., 2024; Khalilzadeh et al., 2023), while videos were more effective at driving deeper engagement through shares. Platform comparisons showed that Instagram was more effective in eliciting quick reactions, while Facebook encouraged richer commenting behaviour, underlining the importance of platform-specific strategies (Veloutsou & Ballester, 2025).

Study 4B focused on UGC. Sentiment analysis revealed that positive UGC reinforced relational and entertainment gratifications. Neutral UGC centred on rational evaluation and product comparisons, while negative UGC provided insights about customer dissatisfaction and service problems, often expressed through longer, more elaborated comments. This supports SSET, showing that emotionally charged experiences stimulate more detailed communication (Rimé, 2009). Results also indicated that content richness, particularly videos, was decisive in enhancing virality through shares, demonstrating that marketers can strategically trigger sharing behaviours by combining media richness with relevant messaging. Interestingly, the presence of people in posts did not significantly enhance engagement.

Together, Studies 4A and 4B contribute to CBE research by deepening understanding of how social media content influences engagement across cognitive, affective, and behavioural dimensions. They extend MRT by specifying which combinations of content richness and visual formats most effectively foster engagement, support UGT by clarifying how gratifications drive consumer responses to brand posts, and advance SSET by showing how negative emotional expression leads to more elaborated communication. Overall, Chapter Five positions social media as a vital touchpoint in the automotive

customer journey, complementing dealership-based interactions examined in previous chapters. By integrating multiple communication theories and providing empirical evidence from both brand and consumer perspectives, it advances theoretical understanding of digital engagement and offers practical guidelines for automotive brands aiming to cultivate stronger, more resilient online relationships with their customers.

6.2 Managerial Implications

In the competitive landscape of the automotive industry, applying academic research to real-world practices is essential for strategic growth. This section outlines the managerial implications derived from each chapter of the thesis. It aims to support decision makers in dealership management, marketing, and customer relations by offering actionable insights to foster brand love, enhance CBE, improve service quality, optimise communication strategies across social media platforms, and ultimately strengthen customer–brand relationships.

Chapter 2 highlights the need to initiate the customer journey by cultivating brand awareness during the pre-purchase stage, which is pivotal for capturing the customer’s attention and fostering favourable perceptions. Implementing Customer Relationship Management (CRM) systems helps identify customer preferences, purchase histories, and prior interactions, enabling sales consultants to tailor their approaches and make each interaction more personalised and impactful. The findings also highlight the crucial roles of two-way communication and social influence as antecedents of trust in car dealership. These factors are especially important in the pre-purchase stage, when individuals form opinions and behavioural intentions. Dealerships should provide up-to-date promotional content and encourage customer feedback, and ensure communications are honest, transparent, and trust-oriented. Additionally, campaigns should emphasise price fairness, convenience (e.g., extended opening hours and accessible locations), and the technical competence of the service team. The study identified several empathy-related traits that sales consultants should demonstrate during the purchase stage of the customer journey, including attentiveness, compassionate interaction, active listening, and a deep understanding of customer needs. These qualities strongly influence trust and customer happiness, which are central to building brand love, and also represent critical dimensions of perceived service quality in the automotive retail context. To strengthen these outcomes, dealerships should prioritise hiring empathetic personnel and provide regular training focused on emotional intelligence and human-centred service delivery. Such efforts not only foster emotional connection with customers but also enhance

overall service quality, a key driver of CBE and competitive differentiation.

The findings indicate that susceptibility to social media information can weaken the effect of salesperson empathy on customer happiness. When customers perceive social media content as unhelpful, they tend to seek alternative information sources in later stages of the journey. This highlights the need for sales consultants to sustain emotional connection throughout the entire customer journey. Consistent with Dhiman and Kumar (2023), customer happiness is shaped by interpersonal interactions that extend beyond individual touchpoints. To support this, dealerships should equip consultants with timely and relevant brand information, enabling them to deliver personalised, informed interactions that adapt to customers' evolving needs and preferences. During the post-purchase stage, ongoing communication is essential for establishing long-term relationships. Dealerships should implement referral programmes to reward loyal customers who bring in new buyers, turning them into brand advocates who contribute to positive eWOM and influence others' purchase decisions. Staying in touch with customers after purchase in a helpful and caring way strengthens their view that the dealership is honest, caring, and skilled. Brand love plays a key role in protecting a dealership's reputation from negative social media comments across the customer journey. When customers feel a strong emotional connection to a car brand, they are more likely to share positive experiences, reviews, and recommendations online, strengthening the dealership's image and building trust with potential buyers. To foster this connection, managers should provide personalised experiences and consistently high-quality service, supported by actions such as referral and reward programmes or special events that bring loyal customers together. These efforts are especially valuable in the post-purchase stage, where small gestures like birthday messages or customised offers help maintain bonds and boost engagement. Customers who feel valued and emotionally connected are more likely to become brand advocates, spreading positive eWOM and supporting long-term success.

The findings of Chapter 3 show that brand uniqueness positively affects a car dealership's reputation. Therefore, car dealerships should ensure their brand stands out in ways consistent with their core values, with innovation and technological advancement being effective approaches. For example, they can differentiate themselves through new technologies like electric vehicles (EVs). Pricing must also be perceived as fair for both vehicles and services such as repairs, so customers feel they receive good value in cars, parts, and labour. This fairness reinforces ethical standards and strengthens reputation. Leveraging technology, such as mobile apps for service tracking or customer support, further enhances

the customer experience. The study carried out in chapter 3 demonstrates that CR significantly impacts customer satisfaction. Dealerships can improve their reputation by providing honest, clear, and transparent information while continually anticipating current and future needs. Embracing digital innovations supports this goal. For example, implementing online car configurators or virtual reality showrooms allows customers to explore options interactively and conveniently. Similarly, adopting AI-powered chatbots for customer service or predictive maintenance systems enables dealerships to better meet consumer expectations. Global trends in sustainability, ethics, and corporate responsibility are increasingly shaping customer brand engagement. Dealerships should therefore embed ethical practices across all operations, including transparent pricing and honest sales communication to avoid misleading information or hidden fees. Fair treatment of customers, regardless of background, alongside strict adherence to consumer protection, safety, and environmental regulations, is essential. Ethical sourcing from reputable suppliers, educating customers about their rights, vehicle maintenance, and safety features, and actively engaging with the community through philanthropic initiatives further reinforce trust. Finally, dealerships should encourage customer feedback, address complaints promptly, and maintain a commitment to continuous improvement, ensuring both ethical integrity and enhanced customer satisfaction. CBE was also found to strongly influence eWOM. Customers who are deeply engaged with a car dealership's brand tend to share their positive experiences online. To foster this, dealerships should invest in digital tools such as mobile apps and connected car technology that keep customers connected to the brand and encourage sharing. Offering features like personalised driving experiences and real-time data tracking further enhances engagement and motivates customers to recommend the dealership to others. This enhanced CBE drives increased eWOM, enhancing positive customer influence and expanding the brand's reach.

Drawing on qualitative and quantitative methods, Chapter 4 identifies five key dimensions of service quality for dealerships: personnel, price, convenience, reliability, and responsiveness. Among these, personnel is the most critical, as it influences cognitive, affective, and behavioural CBE. Employees' traits, such as knowledge, politeness, helpfulness, honesty, and respectfulness, directly shape customer experiences and perceptions. Therefore, dealerships should prioritise investment in their workforce through targeted training and development programs designed to deepen understanding of customer needs and elevate service quality across the customer journey. Technical training should focus on product knowledge to build trust, while non-technical training, including interpersonal skills, empathy, flexibility, and communication across channels such as WhatsApp, strengthens customer engagement. Role-playing

exercises are particularly effective for simulating real-life scenarios, allowing employees to practice interactions and problem-solving in a controlled environment. These sessions also encourage team brainstorming, helping to identify service gaps, anticipate customer concerns, and enhance overall service quality by mapping and refining each step of the customer journey. Price is another critical dimension that significantly affects all types of CBE. Dealerships should maintain transparent advertising campaigns highlighting discounts and offers while ensuring fair pricing, which fosters trust, strengthens engagement, and reinforces perceptions of honesty. Flexible financing options, such as in-house financing, bank loans, and trade-in policies, simplify transactions and create win-win solutions that satisfy customers while promoting continued engagement throughout the buying process. Convenience plays a key role in shaping cognitive and affective engagement. Dealerships can enhance engagement by providing informative brochures, digital updates on vehicle status, test drive scheduling apps, and comfortable showroom environments. Amenities such as children's play areas, accessible parking (including for people with mobility challenges), clear signage, and well-equipped waiting areas all contribute to a positive overall engagement experience for customers.

Finally, digitalisation and technology enable dealerships to meet evolving consumer expectations and further strengthen engagement. Improvements in website usability, online customer support, and features such as virtual showrooms, online bookings, and car reservation systems facilitate seamless interaction. A dedicated mobile app can unify brand visibility, lead generation, and customer communication, allowing customers to access detailed product information and receive personalised notifications for follow-ups, services, and special occasions. These initiatives collectively build trust, foster emotional engagement, and reinforce long-term relationships between dealerships and their customers.

With increasing customer interactions occurring in digital environments, Chapter 5 focuses on online settings, examining how car dealerships can optimise social media strategies to strengthen CBE and foster positive sentiment. Study 4A shows that dealerships should prioritise the use of static, high-quality image content to maximise engagement on social media platforms. By focusing on straightforward visual content, dealerships can encourage higher levels of interaction. While video or carousel formats with high media vividness do not necessarily result in more favourable comments, they are associated with more positive sentiment. This suggests a balanced content strategy, combining frequent image content with occasional rich media, is optimal for both immediate engagement and long-term brand perception. In addition, platform choice is another key consideration. While engagement driven by comments appears

similar across Facebook and Instagram, Instagram generates significantly more likes, positioning it as the more effective platform for stimulating active user behaviour. Therefore, dealerships should particularly focus on publishing visually appealing image content on Instagram to maximise both engagement and positive customer sentiment. Communication style also plays a critical role in shaping engagement.

Dealerships should consistently include relational, remunerative, informational, and entertainment cues into their messaging. Content that invites customers to visit the dealership or highlights aspects of the in-store experience strengthens relational ties and increases trust. Similarly, combining financial incentives with emotionally resonant language enhances appeal and motivates action. To maintain engagement and broaden reach, dealerships should adopt a content mix that balances informative BGC, emphasising features, technical aspects, and sustainability with entertaining and emotionally appealing language. This combination caters to potential buyers' rational and aspirational motivations. Additionally, content emphasising value-added services, convenience, and transparency reinforces customer confidence and creates long term value. Action-oriented and engaging vocabulary in captions and visuals, using words such as *exclusive*, *special*, *power*, and *warranty*, should be integrated consistently to reinforce brand identity. While Study 4A focused on BGC strategies, Study 4B examines how UGC influences engagement and message spread. Understanding the antecedents of viral communications is essential for dealerships seeking to increase post virality and attitudinal engagement. Content richness significantly affects engagement outcomes. Therefore, videos are more effective in generating shares and deeper attitudinal engagement. Therefore, marketing teams should prioritise video content for viral impact and widespread interaction while using photos to maintain surface-level attention. Interestingly, the presence of people in posts did not significantly influence engagement, indicating that content relevance and richness are more critical factors. The emotional valence of UGC provides managerial insights. Negative comments tend to be longer than positive or neutral ones, reflecting more detailed evaluation by dissatisfied customers. Accordingly, dealerships should implement a structured escalation framework to categorise and address complaints based on severity and urgency. This demonstrates a genuine "We Listen" commitment and provides an opportunity to convert negative sentiment into positive outcomes, improving service recovery and potentially generating additional sales. In contrast, positive sentiment should not be overlooked. Customers expressing admiration, brand attachment, or emotional satisfaction can reinforce loyalty and encourage advocacy. Dealerships can leverage these expressions through structured programs, such as inviting loyal customers and brand advocates to exclusive events, test drives, or new model launches. Meanwhile, neutral sentiment often

represents informational queries, product comparisons, or uncertainty. These customers present an opportunity to convert passive interest into purchase intent. From a managerial perspective, this requires robust digital support systems and well-trained social media teams that respond promptly and accurately, particularly during peak periods. Finally, dealerships should ensure that their social media strategies integrate both content richness and emotional management. By combining engaging multimedia BGC with effective responses to UGC sentiment, dealerships can enhance CBE, strengthen brand loyalty, encourage positive eWOM, and drive deeper engagement across their digital platforms.

6.3 Limitations and Future Research Lines

While this thesis contributes valuable theoretical and practical insights into customer–brand relationships in the automotive industry, it is not without limitations. Recognising these constraints not only ensures transparency but also highlights promising avenues for future research. This section summarises the key limitations encountered across the empirical chapters and outlines corresponding directions for extending the knowledge base.

This thesis was conducted in the context of a single company (AK) operating in the Jordanian automotive sector, with a focus on customers of new vehicles. While this narrow scope allowed for detailed analysis it limits generalisability. Extending the models to other companies, industries, and product categories such as the second-hand car market, would provide more comprehensive insights. Moreover, cultural context plays a decisive role in shaping customer–brand relationships. Martins and Pires (2024) emphasise the importance of multicultural marketing in adapting strategies to diverse consumer groups, while Sachs (2023) demonstrates how perceptions of heritage brands are culturally embedded. Gopinath and Narayanamurthy (2022) further show that cultural settings moderate consumer intentions towards emerging technologies such as autonomous vehicles. In addition, Zygiaris et al. (2022) found that service quality outcomes can differ significantly across non-Western contexts, reinforcing the need for comparative cross-cultural analysis. Future studies should therefore replicate the models across Western and non-Western markets to test whether the antecedents and outcomes of brand love, reputation, and engagement vary across cultures.

While this thesis provides detailed insights, the automotive industry is experiencing broader transformations that extend beyond its current scope. Regulatory shifts, such as stricter emissions

standards and safety requirements, taxation, and customs policies, have significant implications for both companies and customers. Incorporating these policy dynamics into models of customer–brand relationships would provide a more nuanced understanding of the forces shaping automotive markets. In addition, the growing demand for EVs and eco-friendly mobility solutions presents an important emerging research area. Future work should examine how constructs such as service quality, brand associations, and customer engagement manifest in the context of EVs, both in Jordan and in global markets. Investigating whether consumer trust and brand love operate differently in sustainable product categories could enrich both theory and practice.

Another limitation lies in the operationalisation of CBE on social media, which in this thesis was measured primarily through likes and comments on Facebook and Instagram, and shares on Facebook. While these are important indicators, the analysis capture only part of CBE dimensions. Future research should consider broader engagement behaviours, including advocacy and co-creation. Moreover, additional platforms beyond Facebook and Instagram such as YouTube could be explored to provide a more comprehensive view of online CBE (Irawan & Cheng, 2025). Service quality also merits deeper exploration. The COVID-19 pandemic permanently altered consumer expectations, accelerating the adoption of contactless and online service channels (Mason et al., 2021; Srivastava & Kumar, 2021). Future research should revisit service quality constructs, particularly electronic service quality, and investigate their influence on CBE and loyalty.

Finally, the scope of constructs examined in this thesis presents further limitation. While the studies focused on trust, reputation, brand love and engagement, other potentially influential variables, such as personality traits, demographics, or psychographic characteristics, were not fully incorporated. Future research should investigate the moderating effects of consumer differences, such as age, lifestyle, technological proficiency, and risk-taking tendency, on the relationship between trust, brand love, and engagement. Incorporating such variables would not only refine theoretical models but also guide the design of more personalised marketing strategies in the automotive industry.

The following **Tables 6.1-6.4** summarise the research objectives alongside the corresponding theoretical and managerial conclusions derived from this thesis, providing a holistic integration of findings to illustrate how each study contributes to understanding and enhancing customer–brand relationships.

Table 6.1: Summary of Chapter 2 (Study 1)

Chapter 2. Exploring the Antecedents and Outcomes of Brand Love			
Research objective	Conclusion	Theoretical Contributions	Managerial Implications
• Analyse the combined influence of cognitive and affective drivers on brand love. • Examine the effects of brand love on behavioural intentions. • To pay special attention to the moderating role of susceptibility to information posted on social media.	• The sales consultant's empathy is a strong predictor of customer happiness during a car purchase. • Empathy is an even stronger predictor of customer trust in the car dealership. • Happiness and trust translate into greater brand love. • Brand love generates resistance towards negative information posted on social media, promotes positive electronic word-of-mouth, and increases willingness to pay more. • Happiness fully mediates the relationship between empathy and car brand love. • The effect of perceived salesperson empathy on customer happiness is stronger for consumers with low susceptibility to social media information.	• Confirms the S–O–R paradigm's relevance to high-involvement products, linking cognitive and emotional drivers to brand love in the automotive sector. • Highlights customer happiness as a key emotional mediator between employee empathy, brand love, and trust. • Uses CAT to show how cognitive evaluations of empathy trigger emotional responses (happiness) that strengthen trust and brand love.	• Consider social influence in shaping trust and purchase decisions. • Train sales consultants on empathy and evaluate performance regularly. • Maintain trust and connection across all customer journey stages. • Promote honest, interactive communication with customers. • Ensure continuous post-purchase engagement to foster brand love. • Leverage CRM to tailor interactions based on preferences and history. • Implement loyalty programs for brand advocates.

Table 6.2: Summary of Chapter 3 (Study 2)

Chapter 3. Corporate Reputation and Customer Brand Engagement - The Moderating Role of Brand Love			
Research objective	Conclusion	Theoretical Contributions	Managerial Implications
- Analyse the relationships between corporate reputation, customer satisfaction and CBE. - Examine the effects of brand engagement on willingness to pay more. - Examine the moderating role of brand love on the effect of corporate reputation on satisfaction.	- Corporate reputation, mediated by satisfaction, increases CBE, which in turn drives electronic word-of-mouth for car brands. - Brand uniqueness and perceived price fairness are robust predictors of corporate reputation. - The impact of corporate reputation on customer satisfaction with the car dealership is weaker for customers who already love the purchased car brand. - Novel contribution: Explains eWOM through corporate reputation, satisfaction, and CBE. - Reveals the negative moderating effect of brand love in the corporate reputation–satisfaction relationship. - Shows the mediating role of satisfaction in linking corporate reputation to CBE. - Demonstrates how corporate reputation can be explained by the effects of brand uniqueness and perceived price fairness of the dealership.	- Explains the interplay between corporate reputation, customer satisfaction, brand engagement, and eWOM, offering new insights through the lens of cognitive dissonance theory. - Supports attribution theory by showing how brand uniqueness and perceived price fairness shape consumers' evaluations of corporate reputation in automotive dealerships. - Emphasises eWOM as a key behavioural outcome of satisfaction and customer brand engagement, reinforcing its role in shaping consumer decision-making. - Advances branding research by identifying brand love as a boundary condition moderating the effect of corporate reputation on satisfaction, contributing to the limited research on brand love in high-involvement contexts.	- Emphasise brand uniqueness through innovation and alignment with core values. - Promote fairness in vehicle pricing and aftersales services to strengthen ethical reputation. - Offer interactive technologies like online configurators and virtual showrooms to improve experience. - Adopt AI-powered customer service tools to meet evolving expectations. - Encourage eWOM by facilitating easy online sharing of customer experiences. - Foster ethical, transparent, and future-focused communication across all touchpoints.

Table 6.3: Summary of Chapter 4 (Study 3)

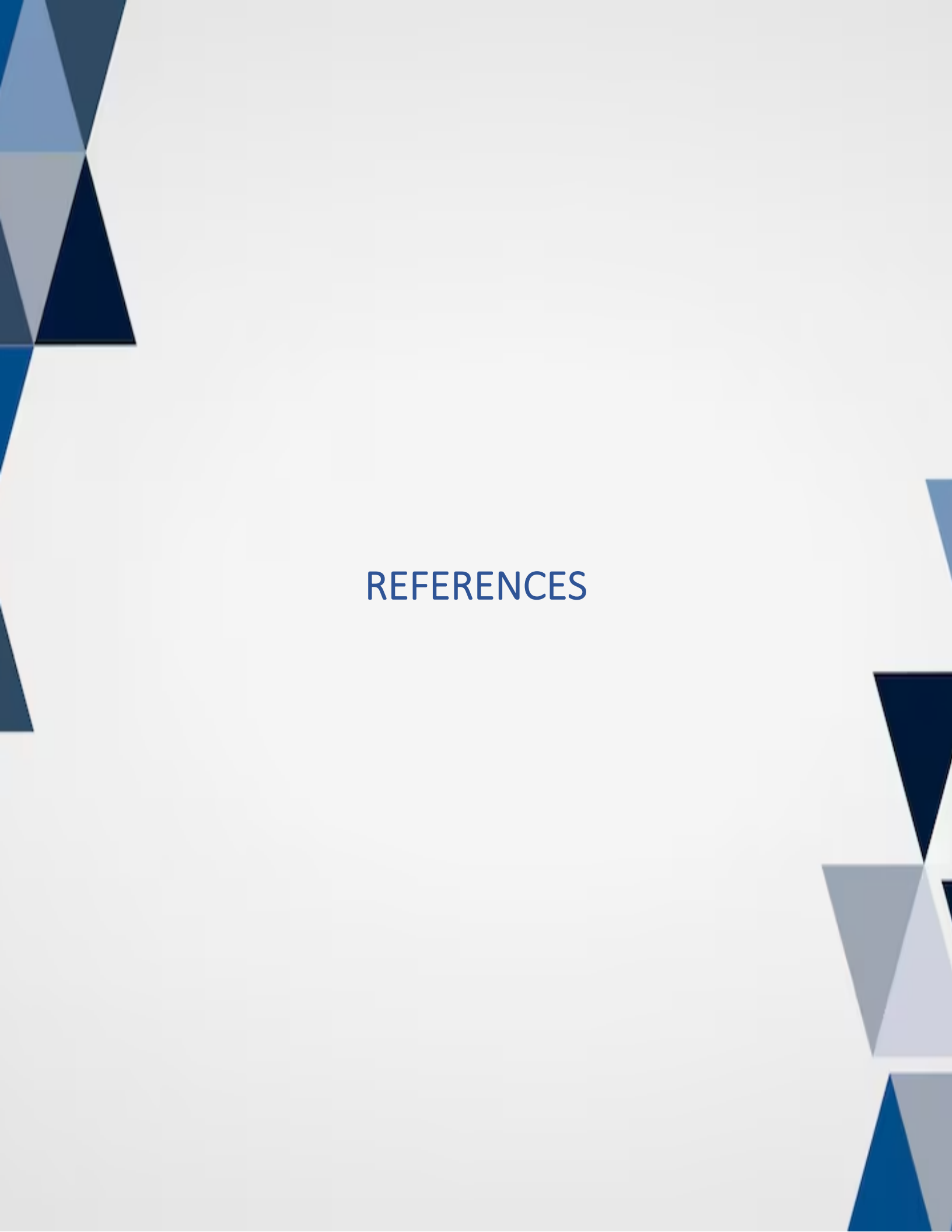
Chapter 4. Service Quality and Customer Brand Engagement			
Research objective	Conclusion	Theoretical Contributions	Managerial Implications
• To identify the dimensions of service quality in the automotive industry. • To analyse how the perceptions that customers hold about service quality can drive CBE dimensions.	• Marketing intelligence can improve service quality and influence CBE. • Service quality drives cognitive, affective, and behavioural dimensions of CBE. • Personnel, price, and convenience are key predictors of affective and behavioural CBE; personnel, convenience, price, and reliability influence cognitive CBE. • Combining SERVQUAL-based dimensional analysis with CBE assessment provides actionable insights for strategic service quality improvement.	• Extends knowledge about CBE to the automotive industry. • Applies the engagement framework in automotive context. • Highlights importance of service quality dimensions on cognitive, affective, and behavioural aspects of CBE. • Shows CBE's influence on customer decision-making processes	• Invest in employee training (technical and interpersonal skills) to enhance customer engagement and service quality; use role-playing and team exercises to identify gaps. • Ensure transparent advertising and fair pricing; offer flexible financing options to build trust and promote continued engagement. • Provide informative brochures, digital updates, test drive apps, and comfortable showrooms; include accessible amenities for a positive experience. • Maintain consistent service standards; respond promptly and effectively to customer inquiries and issues. • Improve website usability, online support, virtual showrooms, online bookings, and mobile apps to unify communication, foster trust, and enhance emotional engagement.

Table 6.4: Summary of Chapter 5 (Study 4A, 4B)

Chapter 5. Unveiling Customer Brand Engagement on Social Media: Analysing Brand- and User- Generated Content			
Study A. The Role of BGC and Social Media Platform Type on Customer Brand Engagement			
Research objective	Conclusion	Theoretical Contributions	Managerial Implications
• Determine which BGC types, content formats, and social media platforms most effectively elicit CBE behaviours. • Examine the interaction of content richness and social media platform type on likes and comments. • Assess whether comments and likes differ by social media platform. • Evaluate if dimensions of CBE on identical BGC varies across social media platforms	• BGC that evoked informative, entertainment, remunerative, and relational gratifications prompted higher engagement, particularly when relational content dominated. • Instagram attracted more likes than Facebook. • The interaction between content vividness and brand page type further amplified engagement. • Content richness shaped engagement differently depending on the metric. • Media format (image, carousel, video) did not affect commenting behaviour. • Images generated more likes than videos and carousels, showing that simpler formats encourage quicker positive reactions. • Carousels may lead to cognitive overload, reducing user attention to the content. • Facebook posts received more comments, reflecting preference for written interaction. • Instagram posts received more likes, confirming its visually driven nature. • The need to adapt social media strategies to both content format and platform dynamics.	• Examines likes and comments as engagement behaviours, contributing to understanding of behavioural CBE. • Demonstrates how platforms and social media content types influence CBE. • Applies Uses and Gratifications Theory to connect BGC gratifications with user engagement. • Analyses the relationship between sentiment of user comments and media content vividness. • Explores how images and videos in BGC shape consumer perceptions and decision-making. • Extends understanding of visual content effects on brand associations in the automotive industry	• Prioritise high-quality images; avoid overwhelming followers • Balance frequent images with occasional rich media • Use Instagram for higher likes and stronger sentiment • Incorporate relational, financial, informational, and emotional cues • Highlight in-store experiences; build trust and ties. • Combine incentives with emotionally resonant language. • Mix informative BGC with entertaining/emotional content. • Use action-oriented vocabulary in Content. • Keep messaging consistent to reinforce brand identity. • Identifies effective brand post strategies combining informational, relational, remunerative, and emotional content

Table 6.4: Summary of Chapter 5 (Study 4A, 4B) (Table continues)

Chapter 5. Unveiling Customer Brand Engagement on Social Media: Analysing Brand- and User- Generated Content			
Study B. Content Richness, UGC Sentiment and Post Virality on Social Media			
Research objective	Conclusion	Theoretical Contributions	Managerial Implications
• Identify what are the main topics in positive, neutral, and negative UGC. • Examine how visual media richness influences customer sharing of BGC. • Assess the direct effect of content centrality on shares. • Investigate the effect of comment length on UGC sentiment valence.	• Richer formats such as videos were more effective than static images in driving deeper and more viral engagement on Facebook. • Photos attracted quicker, surface-level reactions, while videos encouraged more meaningful interaction and sharing behaviour. • The presence of people in BGC did not enhance engagement, showing that content richness matters more than human imagery. • UGC revealed that negative comments were longer and more elaborative than positive ones, reflecting stronger engagement when voicing dissatisfaction. • Sentiment analysis showed a wide spectrum of emotional responses, offering insights into how customers interact with brands in online environments.	• Explores how online reviews can inform company strategies to increase post virality. • Integrates post virality and media richness concepts to understand sharing behaviour. • Extends Media Richness Theory (Daft & Lengel, 1986) by identifying which content combinations trigger marketer-aligned behaviours. • Applies Social Sharing of Emotions Theory to show longer reviews reflect greater consumer dissatisfaction. • Refines understanding of how content features influence CBE.	• Use video for virality; photos for quick reactions • Focus on content richness; people presence less relevant. • Escalate complaints by severity; turn negatives into positives. • Reward loyal advocates; invite to exclusive events. • Convert neutral queries; ensure fast, accurate replies. • Blend BGC + UGC; boost CBE, loyalty, and eWOM



REFERENCES

References

- Abdullah, F., Suhaimi, R., Saban, G., & Hamali, J. (2011). Bank service quality (BSQ) index: An indicator of service performance. *International Journal of Quality & Reliability Management*, 28(5), 542–555.
- Abedsoltan, H. (2024). Applications of plastics in the automotive industry: Current trends and future perspectives. *Polymer Engineering & Science*, 64(3), 929–950. <https://doi.org/10.1002/pen.26604>
- Abror, A., Patrisia, D., Engriani, Y., Evanita, S., Yasri, Y., & Dastgir, S. (2020). Service quality, religiosity, customer satisfaction, customer engagement and Islamic bank's customer loyalty. *Journal of Islamic Marketing*, 11(6), 1691–1705.
- Abu-El Samen, A. A., Akroush, M. N., & Abu-Lail, B. N. (2013). Mobile SERVQUAL: A comparative analysis of customers' and managers' perceptions. *International Journal of Quality & Reliability Management*, 30(4), 403–425.
- Aburayya, A., Marzouqi, A., Alawadhi, D., Abdouli, F., & Taryam, M. (2020). An empirical investigation of the effect of employees' customer orientation on customer loyalty through the mediating role of customer satisfaction and service quality. *Management Science Letters*, 10(10), 2147–2158.
- Agyei, J., Sun, S., Penney, E. K., Abrokwhah, E., & Ofori-Boafo, R. (2021). Linking CSR and Customer Engagement: The Role of Customer-Brand Identification and Customer Satisfaction. *Sage Open*, 11(3), 21582440211040113. <https://doi.org/10.1177/21582440211040113>
- Ahmad, F., & Guzmán, F. (2023). Perceived injustice and brand love: The effectiveness of sympathetic vs empathetic responses to address consumer complaints of unjust specific service encounters. *Journal of Product & Brand Management*. <https://www.emerald.com/insight/content/doi/10.1108/JPBM-06-2022-4035/full/html>
- Ahmed, O., Walsh, E. I., Dawel, A., Alateeq, K., Oyarce, D. A. E., & Cherbuin, N. (2024). Social media use, mental health and sleep: A systematic review with meta-analyses. *Journal of Affective Disorders*, 367, 701–712.

References

- Ahmed, Q. M., Raziq, M. M., & Ahmed, S. (2018). The role of social media marketing and brand consciousness in building brand loyalty. *Global Management Journal for Academic & Corporate Studies*, 8(1), 154–165.
- Ahn, J., & Back, K.-J. (2018). Influence of brand relationship on customer attitude toward integrated resort brands: A cognitive, affective, and conative perspective. *Journal of Travel & Tourism Marketing*, 35(4), 449–460. <https://doi.org/10.1080/10548408.2017.1358239>
- Ahuett-Garza, H., & Kurfess, T. (2018). A brief discussion on the trends of habilitating technologies for Industry 4.0 and Smart manufacturing. *Manufacturing Letters*, 15, 60–63.
- Ahuvia, A. (2022). *The things we love: How our passions connect us and make us who we are*. Hachette UK.
[https://books.google.com/books?hl=en&lr=&id=Nh1NEAAQBAJ&oi=fnd&pg=PT110&dq=119.%09Ahuvia,+A.+\(2022\),+The+Things+We+Love:+How+Our+Passions+Connect+Us+and+Make+Us+Who+We+Are,+Little+Brown+Spark,+New+York,+NY.&ots=PaaLqPgb4T&sig=wz0m8LrbhnjNmWOu4VaaHWm7vW8](https://books.google.com/books?hl=en&lr=&id=Nh1NEAAQBAJ&oi=fnd&pg=PT110&dq=119.%09Ahuvia,+A.+(2022),+The+Things+We+Love:+How+Our+Passions+Connect+Us+and+Make+Us+Who+We+Are,+Little+Brown+Spark,+New+York,+NY.&ots=PaaLqPgb4T&sig=wz0m8LrbhnjNmWOu4VaaHWm7vW8)
- Ajzen, I., & Fishbein, M. (1977). Attitude-behavior relations: A theoretical analysis and review of empirical research. *Psychological Bulletin*, 84(5), 888.
- Aksoy, L., Keiningham, T. L., Buoye, A., Lariviere, B., Williams, L., & Wilson, I. (2015). Does loyalty span domains? Examining the relationship between consumer loyalty, other loyalties and happiness. *Journal of Business Research*, 68(12), 2464–2476.
- Albayrak, T., Davras, Ö., Caber, M., & Mikulić, J. (2024). An investigation of the asymmetric relationships between service quality attributes and customer engagement: A three-factor theory approach. *Journal of Hospitality Marketing & Management*, 33(7), 898–916.
<https://doi.org/10.1080/19368623.2024.2327077>
- Albert, N., & Merunka, D. (2013). The role of brand love in consumer-brand relationships. *Journal of Consumer Marketing*, 30(3), 258–266.

References

- Albert, N., Merunka, D., & Valette-Florence, P. (2009). The feeling of love toward a brand: Concept and measurement. *Advances in Consumer Research*, p-300-307.
- Aldás, J. (2024). La covid-19, evolución e impacto macroeconómico y sanitario. *El Consumidor Ante La Crisis de La Covid-19: Impacto En El Comercio y En El Turismo*, 17–63.
<https://dialnet.unirioja.es/servlet/articulo?codigo=10082922>
- Algharabat, R., Rana, N. P., Alalwan, A. A., Baabdullah, A., & Gupta, A. (2020). Investigating the antecedents of customer brand engagement and consumer-based brand equity in social media. *Journal of Retailing and Consumer Services*, 53, 101767.
- Alhuwaishel, N., & Saleh, M. (2024). Determinants of Brand Love of e-retailers Towards Purchase Intention and the Moderating Role of e-WOM. *International Journal of Economics, Business and Management Research*, 8(06), 171–190.
- Alvarez, C., Brick, D. J., & Fournier, S. (2021). Doing relationship work: A theory of change in consumer–brand relationships. *Journal of Consumer Research*, 48(4), 610–632.
- Amat Taap, M., Choy Chong, S., Kumar, M., & Kee Fong, T. (2011). Measuring service quality of conventional and Islamic banks: A comparative analysis. *International Journal of Quality & Reliability Management*, 28(8), 822–840.
- Amro, A., Rehman, A. U., & Ali, A. (2025). Service quality and price perception as catalysts for customer engagement and experience in automotive aftersales. *Cogent Business & Management*, 12(1), 2514939. <https://doi.org/10.1080/23311975.2025.2514939>
- Andaleeb, S. S., & Basu, A. K. (1994). Technical complexity and consumer knowledge as moderators of service quality evaluation in the automobile service industry. *Journal of Retailing*, 70(4), 367–381.
- Anggara, A. K. D., Ratnasari, R. T., & Osman, I. (2023). How store attribute affects customer experience, brand love and brand loyalty. *Journal of Islamic Marketing*, 14(11), 2980–3006.

References

- Armstrong, J. S., & Overton, T. S. (1977). Estimating Nonresponse Bias in Mail Surveys. *Journal of Marketing Research*, 14(3), 396–402. <https://doi.org/10.1177/002224377701400320>
- Aro, K., Suomi, K., & Saraniemi, S. (2018). Antecedents and consequences of destination brand love—A case study from Finnish Lapland. *Tourism Management*, 67, 71–81.
- Ashley, C., & Tuten, T. (2015). Creative Strategies in Social Media Marketing: An Exploratory Study of Branded Social Content and Consumer Engagement. *Psychology & Marketing*, 32(1), 15–27. <https://doi.org/10.1002/mar.20761>
- Aziz, M. A., & Ahmed, M. A. (2023). Consumer brand identification and purchase intentions: The mediating role of customer brand engagement. *Journal of Entrepreneurship and Business Venturing*, 3(1). <http://jebv.pk/index.php/JEBV/article/view/38>
- Babić Rosario, A., De Valck, K., & Sotgiu, F. (2020). Conceptualizing the electronic word-of-mouth process: What we know and need to know about eWOM creation, exposure, and evaluation. *Journal of the Academy of Marketing Science*, 48(3), 422–448. <https://doi.org/10.1007/s11747-019-00706-1>
- Bagozzi, R. P., & Dholakia, U. M. (2006). Antecedents and purchase consequences of customer participation in small group brand communities. *International Journal of Research in Marketing*, 23(1), 45–61.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94. <https://doi.org/10.1007/BF02723327>
- Bagozzi, R. P., Gopinath, M., & Nyer, P. U. (1999). The Role of Emotions in Marketing. *Journal of the Academy of Marketing Science*, 27(2), 184–206. <https://doi.org/10.1177/0092070399272005>
- Bagozzi, R. P., Wong, N., & Yi, Y. (1999). The Role of Culture and Gender in the Relationship between Positive and Negative Affect. *Cognition & Emotion*, 13(6), 641–672. <https://doi.org/10.1080/026999399379023>

References

- Bahadur, W., Khan, A. N., Ali, A., & Usman, M. (2020). Investigating the Effect of Employee Empathy on Service Loyalty: The Mediating Role of Trust in and Satisfaction with a Service Employee. *Journal of Relationship Marketing*, 19(3), 229–252. <https://doi.org/10.1080/15332667.2019.1688598>
- Bairrada, C. M., Coelho, A., & Lizanets, V. (2019). The impact of brand personality on consumer behavior: The role of brand love. *Journal of Fashion Marketing and Management: An International Journal*, 23(1), 30–47.
- Bakhshi, S., Shamma, D. A., & Gilbert, E. (2014). Faces engage us: Photos with faces attract more likes and comments on Instagram. *Proceedings of the SIGCHI Conference on Human Factors in Computing Systems*, 965–974. <https://doi.org/10.1145/2556288.2557403>
- Ballester, E., Ruiz-Mafé, C., & Rubio, N. (2023). Females' customer engagement with eco-friendly restaurants in Instagram: The role of past visits. *International Journal of Contemporary Hospitality Management*, 35(6), 2267–2288.
- Barger, V., Peltier, J. W., & Schultz, D. E. (2016). Social media and consumer engagement: A review and research agenda. *Journal of Research in Interactive Marketing*, 10(4), 268–287.
- Batra, R., Ahuvia, A., & Bagozzi, R. P. (2012). Brand Love. *Journal of Marketing*, 76(2), 1–16. <https://doi.org/10.1509/jm.09.0339>
- Baumgartner, K. T., Ernst, C. A., & Fischer, T. M. (2022). How Corporate Reputation Disclosures Affect Stakeholders' Behavioral Intentions: Mediating Mechanisms of Perceived Organizational Performance and Corporate Reputation. *Journal of Business Ethics*, 175(2), 361–389. <https://doi.org/10.1007/s10551-020-04642-x>
- Ben-Ner, A., Putterman, L., & Ren, T. (2011). Lavish returns on cheap talk: Two-way communication in trust games. *The Journal of Socio-Economics*, 40(1), 1–13.
- Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.

- Bhandari, M., & Rodgers, S. (2020). What does the brand say? Effects of brand feedback to negative eWOM on brand trust and purchase intentions. In *Electronic word of mouth as a promotional technique* (pp. 125–141). Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780429432897-8/brand-say-effects-brand-feedback-negative-ewom-brand-trust-purchase-intentions-manu-bhandari-shelly-rodgers>
- Bigné, E., Andreu, L., Perez, C., & Ruiz, C. (2020). Brand love is all around: Loyalty behaviour, active and passive social media users. *Current Issues in Tourism*, 23(13), 1613–1630.
<https://doi.org/10.1080/13683500.2019.1631760>
- Bigné, E., Moliner, M. A., & Sánchez, J. (2003). Perceived quality and satisfaction in multiservice organisations: The case of Spanish public services. *Journal of Services Marketing*, 17(4), 420–442.
- Bigné, E., Perez-Cabañero, C., Ruiz, C., & Cuenca, A. (2025). Using Big Data to gain insights into customer emotions after a tourist experience. In *Handbook on Big Data Marketing and Management in Tourism and Hospitality* (pp. 22–38). Edward Elgar Publishing.
<https://www.elgaronline.com/edcollchap/book/9781035300136/chapter2.xml>
- Bigné, E., Ruiz, C., & Curras-Perez, R. (2019). Destination appeal through digitalized comments. *Journal of Business Research*, 101, 447–453.
- Bigné, E., Ruiz, C., & Curras-Perez, R. (2024). How consumers process online review types in familiar versus unfamiliar destinations. A self-reported and neuroscientific study. *Technological Forecasting and Social Change*, 199, 123067.
- Biswas, S., & Poornalatha, G. (2023). Opinion Mining Using Multi-Dimensional Analysis. *IEEE Access*, 11, 25906–25916.
- Blanco-Moreno, S., González-Fernández, A. M., Muñoz-Gallego, P. A., & Casaló, L. V. (2024). Understanding engagement with Instagram posts about tourism destinations. *Journal of Destination Marketing & Management*, 34, 100948.

References

- Blau, P. M. (1964). *Exchange and power in social life*. J. Wiley.
- Blei, D. M., Ng, A. Y., & Jordan, M. I. (2003). Latent Dirichlet Allocation. *Journal of Machine Learning Research*, 3. <http://www.jmlr.org/papers/volume3/blei03a/blei03a.pdf>
- Blumler, J. G., & Katz, E. (1974). *The Uses of Mass Communications: Current Perspectives on Gratifications Research*. *Sage Annual Reviews of Communication Research Volume III*.
<https://eric.ed.gov/?id=ED119208>
- Blut, M., Kulikovskaja, V., Hubert, M., Brock, C., & Grewal, D. (2023). Effectiveness of engagement initiatives across engagement platforms: A meta-analysis. *Journal of the Academy of Marketing Science*, 51(5), 941–965. <https://doi.org/10.1007/s11747-023-00925-7>
- Bock, D. E., Folse, J. A. G., & Black, W. C. (2016). Gratitude in service encounters: Implications for building loyalty. *Journal of Services Marketing*, 30(3), 341–358.
- Bonina, C., Koskinen, K., Eaton, B., & Gawer, A. (2021). Digital platforms for development: Foundations and research agenda. *Information Systems Journal*, 31(6), 869–902. <https://doi.org/10.1111/isj.12326>
- Borah, A., Banerjee, S., Lin, Y.-T., Jain, A., & Eisingerich, A. B. (2020). Improvised Marketing Interventions in Social Media. *Journal of Marketing*, 84(2), 69–91. <https://doi.org/10.1177/0022242919899383>
- Bose, R., Aithal, P., & Roy, S. (2020). Sentiment analysis on the basis of tweeter comments of application of drugs by customary language toolkit and textblob opinions of distinct countries. *Int. J*, 8, 3684–3696.
- Bose, R., Dey, R. K., Roy, S., & Sarddar, D. (2020). Sentiment Analysis on Online Product Reviews. In M. Tuba, S. Akashe, & A. Joshi (Eds.), *Information and Communication Technology for Sustainable Development* (Vol. 933, pp. 559–569). Springer Singapore. https://doi.org/10.1007/978-981-13-7166-0_56
- Brahmi, M., Hussain, Z., Majeed, M. U., Khan, A., Qureshi, M. A., & Bansal, R. (2025). Corporate Social Responsibility's Influence on Brand Image in the Automotive Sector: The Corporate Reputation and Product Quality Role. *Administrative Sciences*, 15(4), 121.

References

- Brandão, A., & Ramos, Á. S. (2024). 'Your comments boost my value!' – the mediator role of emotional brand attachment between brand equity and social media engagement. *Journal of Marketing for Higher Education*, 34(2), 1220–1249. <https://doi.org/10.1080/08841241.2023.2275749>
- Brochado, A., Rita, P., Oliveira, C., & Oliveira, F. (2019). Airline passengers' perceptions of service quality: Themes in online reviews. *International Journal of Contemporary Hospitality Management*, 31(2), 855–873.
- 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>
- Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research*, 66(1), 105–114.
- Buchholz, K. (2025, May 15). *Infographic: Global Electric Car Sales Nearly Triple in Three Years*. Statista Daily Data. <https://www.statista.com/chart/26845/global-electric-car-sales>
- Butler, G., & Mathews, A. (1983). Cognitive processes in anxiety. *Advances in Behaviour Research and Therapy*, 5(1), 51–62.
- Callarisa, L., García, J. S., Cardiff, J., & Roshchina, A. (2012). Harnessing social media platforms to measure customer-based hotel brand equity. *Tourism Management Perspectives*, 4, 73–79.
- Callarisa-Fiol, L. J., Moliner-Tena, M. Á., Sánchez-García, J., & Rodríguez-Artola, R. (2025). The impact of service robots on customer satisfaction and engagement with the hotel: Does it really matter? *ESIC Market*, 56(3), e405–e405.
- Camarero, C. (2007). Relationship orientation or service quality? What is the trigger of performance in financial and insurance services? *International Journal of Bank Marketing*, 25(6), 406–426.

References

- Capgemini Research Institute. (2024). *Joining the race: Automotive's drive to catch up with customer experience*. Capgemini. Retrieved from <https://www.capgemini.com/wp-content/uploads/2024/10/14112024-CRI-Report-CX-in-Automotive-Joining-the-race-V1.pdf>
- Carroll, B. A., & Ahuvia, A. C. (2006). Some antecedents and outcomes of brand love. *Marketing Letters*, 17(2), 79–89. <https://doi.org/10.1007/s11002-006-4219-2>
- Casaló, L. V., Flavián, C., & Guinalú, M. (2011). Understanding the intention to follow the advice obtained in an online travel community. *Computers in Human Behavior*, 27(2), 622–633.
- Cendikiawaty, Q., Pangestu, H., & Sriwardiningsih, E. (2024). Analysis of the Influence of Social Media Marketing on Purchase Intention with Customer Engagement in Industrial Automotive Sales: Case Study: CV Sri Mobilindo Motor. *2024 9th International Conference on Information Technology and Digital Applications (ICITDA)*, 1–5. <https://ieeexplore.ieee.org/abstract/document/10809812/>
- Chang, C.-W., Huang, H.-C., Wang, S.-J., & Lee, H. (2021). Relational bonds, customer engagement, and service quality. *The Service Industries Journal*, 41(5–6), 330–354. <https://doi.org/10.1080/02642069.2019.1611784>
- Cheah, J.-H., Thurasamy, R., Memon, M. A., Chuah, F., & Ting, H. (2020). Multigroup analysis using SmartPLS: Step-by-step guidelines for business research. *Asian Journal of Business Research*. <https://magscholar.com/ajbr/ajbrv10n3/ajbr200087.pdf>
- Chen, Y., & Liao, L. (2024). *How Does Digital Transformation Affect Corporate Reputation-Evidence From Listed Companies in China*. <https://www.researchsquare.com/article/rs-5442590/latest>
- Cheung, M. L., Leung, W. K. S., Yang, M. X., Koay, K. Y., & Chang, M. K. (2022). Exploring the nexus of social media influencers and consumer brand engagement. *Asia Pacific Journal of Marketing and Logistics*, 34(10), 2370–2385. <https://doi.org/10.1108/APJML-07-2021-0522>
- Chowdhury, E. K. (2024). Examining the benefits and drawbacks of social media usage on academic performance: A study among university students in Bangladesh. *Journal of Research in Innovative*

Teaching & Learning. <https://www.emerald.com/insight/content/doi/10.1108/jrit-07-2023-0097/full/html>

Chun, H., Leem, B.-H., & Suh, H. (2021). Using text analytics to measure an effect of topics and sentiments on social-media engagement: Focusing on Facebook fan page of Toyota. *International Journal of Engineering Business Management*, 13, 18479790211016268.

<https://doi.org/10.1177/18479790211016268>

Cieśla, J., & Ulewicz, R. (2024). The Future of Automotive Quality Control: How Cloud-Based Reporting is Changing the Game. *Management Systems in Production Engineering*, 32(1), 72–79.

<https://doi.org/10.2478/mspe-2024-0008>

Coetzee, W. J. L., & Pourfakhimi, S. (2020). Affective engagement as a contextual dimension for predicting intentions to revisit and recommend events – a multinational comparison. *Journal of Policy Research in Tourism, Leisure and Events*, 12(3), 401–421. <https://doi.org/10.1080/19407963.2019.1695345>

Coface. (2024). *Automotive: Sector risk analysis and economic outlook*. Retrieved May 10, 2024, from

<https://www.coface.com/news-economy-and-insights/business-risk-dashboard/sector-risk-files/automotive>

Cronin Jr, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193–218.

Cronin, J. J., & Taylor, S. A. (1992). Measuring Service Quality: A Reexamination and Extension. *Journal of Marketing*, 56(3), 55–68. <https://doi.org/10.1177/002224299205600304>

Cuevas-Molano, E., Castillo-Abdul-Hadi, B., & Talamás-Carvajal, J. A. (2024). *Modelo de Análisis Multicriterio del Engagement en Redes Sociales para el Sector Sanitario: Aplicación a los Perfiles de Hospitales*

References

- Espanoles en LinkedIn e Instagram*. <https://burjcdigital.urjc.es/items/a668fb4e-41ef-4c1e-ab29-b0ee4e4c62cb>
- Cuevas-Molano, E., Matosas-López, L., & Bernal-Bravo, C. (2021). Factors increasing consumer engagement of branded content in Instagram. *IEEE Access*, 9, 143531–143548.
- Cvijikj, I. P., & Michahelles, F. (2013). Understanding the user generated content and interactions on a Facebook brand page. *International Journal of Social and Humanistic Computing*, 2(1/2), 118. <https://doi.org/10.1504/ijshc.2013.053270>
- Cvijikj, I. P., Spiegler, E. D., & Michahelles, F. (2011). The effect of post type, category and posting day on user interaction level on Facebook. *2011 IEEE Third International Conference on Privacy, Security, Risk and Trust and 2011 IEEE Third International Conference on Social Computing*, 810–813. <https://ieeexplore.ieee.org/abstract/document/6113221/>
- Daft, R. L., & Lengel, R. H. (1986). Organizational Information Requirements, Media Richness and Structural Design. *Management Science*, 32(5), 554–571. <https://doi.org/10.1287/mnsc.32.5.554>
- Davidov, D., Tsur, O., & Rappoport, A. (2010). Enhanced sentiment learning using twitter hashtags and smileys. *Coling 2010: Posters*, 241–249. <https://aclanthology.org/C10-2028.pdf>
- Davis, M. H., Mitchell, K. V., Hall, J. A., Lothert, J., Snapp, T., & Meyer, M. (1999). Empathy, Expectations, and Situational Preferences: Personality Influences on the Decision to Participate in Volunteer Helping Behaviors. *Journal of Personality*, 67(3), 469–503. <https://doi.org/10.1111/1467-6494.00062>
- De Oliveira Santini, F., Ladeira, W. J., Pinto, D. C., Herter, M. M., Sampaio, C. H., & Babin, B. J. (2020). Customer engagement in social media: A framework and meta-analysis. *Journal of the Academy of Marketing Science*, 48(6), 1211–1228. <https://doi.org/10.1007/s11747-020-00731-5>
- De Vries, L., Gensler, S., & Leeftang, P. S. (2012). Popularity of brand posts on brand fan pages: An investigation of the effects of social media marketing. *Journal of Interactive Marketing*, 26(2), 83–91.

References

- De Wulf, K., Odekerken-Schröder, G., & Iacobucci, D. (2001). Investments in consumer relationships: A cross-country and cross-industry exploration. *Journal of Marketing*, 65(4), 33–50.
- Deloitte. (2024). *2024 Global Automotive Consumer Study: The evolution of mobility*. Deloitte Insights. Retrieved from <https://www2.deloitte.com/us/en/pages/consumer-business/articles/global-automotive-consumer-study.html>
- Demmers, J., Weltevreden, J. W. J., & Van Dolen, W. M. (2020). Consumer Engagement with Brand Posts on Social Media in Consecutive Stages of the Customer Journey. *International Journal of Electronic Commerce*, 24(1), 53–77. <https://doi.org/10.1080/10864415.2019.1683701>
- Dhiman, N., & Kumar, A. (2023). What We Know and Don't Know About Consumer Happiness: Three-Decade Review, Synthesis, and Research Propositions. *Journal of Interactive Marketing*, 58(2–3), 115–135. <https://doi.org/10.1177/10949968221095548>
- Dolan, R., Conduit, J., Frethey-Bentham, C., Fahy, J., & Goodman, S. (2019). Social media engagement behavior: A framework for engaging customers through social media content. *European Journal of Marketing*, 53(10), 2213–2243.
- Dong, H., Zhao, P., & Ngai, C. S. B. (2025). Engaging social media users with corporate social responsibility messages: An integrated theoretical approach in the automotive industry during social media era. *PLoS One*, 20(6), e0322481.
- Dragos-Marian, D. (2024). Navigating the Covid-19 Pandemic: A case study of challenges and opportunities for the automotive industry. *Revista Gestão & Tecnologia*, 24(5), 331–353.
- Duong, C. D. (2023). Cultural values and energy-saving attitude-intention-behavior linkages among urban residents: A serial multiple mediation analysis based on stimulus-organism-response model. *Management of Environmental Quality: An International Journal*, 34(3), 647–669.

References

- Dwivedi, A., Nayeem, T., & Murshed, F. (2018). Brand experience and consumers' willingness-to-pay (WTP) a price premium: Mediating role of brand credibility and perceived uniqueness. *Journal of Retailing and Consumer Services*, 44, 100–107.
- Dzandu, M., Pathak, B., & Gulliver, S. (2020). *Stimulus-Organism-Response model for understanding autonomous vehicle adoption in the UK*. <https://centaur.reading.ac.uk/91325/>
- Edelman, D. C., & Singer, M. (2015). Competing on customer journeys. *Harvard Business Review*, 93(11), 88–100.
- Eisingerich, A. B., Rubera, G., Seifert, M., & Bhardwaj, G. (2011). Doing Good and Doing Better despite Negative Information?: The Role of Corporate Social Responsibility in Consumer Resistance to Negative Information. *Journal of Service Research*, 14(1), 60–75.
<https://doi.org/10.1177/1094670510389164>
- Etemad-Sajadi, R., & Rizzuto, D. (2013). The antecedents of consumer satisfaction and loyalty in fast food industry: A cross-national comparison between Chinese and Swiss consumers. *International Journal of Quality & Reliability Management*, 30(7), 780–798.
- European Commission. (2024). *Automotive industry: Internal market, industry, entrepreneurship & SMEs*. Retrieved February 26, 2025, from https://single-market-economy.ec.europa.eu/sectors/automotive-industry_en
- Ezechi, O. N., Famoti, O., Ewim, C. P.-M., Eloho, O., Muyiwa-Ajayi, T. P., Igwe, A. N., & Ibeh, A. I. (2025). Service quality improvement in the banking sector: A data analytics perspective. *International Journal of Advanced Multidisciplinary Research and Studies*, 5(1), 958–971.
- Farhat, K. (2020). Linking brand engagement to customer-based brand equity and role of brand experience, brand personality, and brand affect: A case of automobile market of Pakistan. *Management Science Letters*. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3635988

References

- Fellessen, M., & Salomonson, N. (2016). The expected retail customer: Value co-creator, co-producer or disturbance? *Journal of Retailing and Consumer Services*, 30, 204–211.
- Fernandes, S., Venkatesh, V. G., Panda, R., & Shi, Y. (2021). Measurement of factors influencing online shopper buying decisions: A scale development and validation. *Journal of Retailing and Consumer Services*, 59, 102394.
- Festiger, L. (1957). A theory of cognitive dissonance. Row, Peterson, New York.
- Filieri, R., Yen, D. A., & Yu, Q. (2021). # ILoveLondon: An exploration of the declaration of love towards a destination on Instagram. *Tourism Management*, 85, 104291.
- Fitri, R. A., & Wulandari, R. (2020). Online purchase intention factors in Indonesian millennial. *International Review of Management and Marketing*, 10(3), 122.
- Flavián, C., Guinalíu, M., & Gurrea, R. (2006). The role played by perceived usability, satisfaction and consumer trust on website loyalty. *Information & Management*, 43(1), 1–14.
- Følstad, A., & Kvale, K. (2018). Applying Transactional NPS for Customer Journey Insight: Case Experiences and Lessons Learned. *Services Marketing Quarterly*, 39(3), 208–224.
<https://doi.org/10.1080/15332969.2018.1471956>
- Forbes. (2025, May 30). *How Jordan became a world leader for electric vehicles*. Retrieved from
<https://www.forbes.com/sites/we-dont-have-time/2025/05/30/how-jordan-became-a-world-leader-for-electric-vehicles>
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50.
<https://doi.org/10.1177/002224378101800104>
- Fournier, S. (1998). Consumers and their brands: Developing relationship theory in consumer research. *Journal of Consumer Research*, 24(4), 343–373.

References

- Frieske, B., & Stieler, S. (2022). The “semiconductor crisis” as a result of the COVID-19 pandemic and impacts on the automotive industry and its supply chains. *World Electric Vehicle Journal*, 13(10), 189.
- Fu, X., Liu, S., Fang, B., Luo, X. R., & Cai, S. (2020). How do expectations shape consumer satisfaction? An empirical study on knowledge products. *Journal of Electronic Commerce Research*, 21(1), 1–20.
- Galbreath, J., & Shum, P. (2012). Do customer satisfaction and reputation mediate the CSR–FP link? Evidence from Australia. *Australian Journal of Management*, 37(2), 211–229.
<https://doi.org/10.1177/0312896211432941>
- Gawer, A. (2022). Digital platforms and ecosystems: Remarks on the dominant organizational forms of the digital age. *Innovation*, 24(1), 110–124. <https://doi.org/10.1080/14479338.2021.1965888>
- Gi Park, S., Kim, K., & O’Neill, M. (2014). Complaint behavior intentions and expectation of service recovery in individualistic and collectivistic cultures. *International Journal of Culture, Tourism and Hospitality Research*, 8(3), 255–271.
- Giakoumaki, C., & Kreppa, A. (2020). Brand engagement in self-concept and consumer engagement in social media: The role of the source. *Psychology & Marketing*, 37(3), 457–465.
<https://doi.org/10.1002/mar.21312>
- Goh, K.-Y., Heng, C.-S., & Lin, Z. (2013). Social Media Brand Community and Consumer Behavior: Quantifying the Relative Impact of User- and Marketer-Generated Content. *Information Systems Research*, 24(1), 88–107. <https://doi.org/10.1287/isre.1120.0469>
- Goldsmith, R. (2016). The Big Five, happiness, and shopping. *Journal of Retailing and Consumer Services*, 31, 52–61.
- Gong, T., & Yi, Y. (2018). The effect of service quality on customer satisfaction, loyalty, and happiness in five Asian countries. *Psychology & Marketing*, 35(6), 427–442. <https://doi.org/10.1002/mar.21096>

References

- Gopinath, K., & Narayanamurthy, G. (2022). Early bird catches the worm! Meta-analysis of autonomous vehicles adoption—Moderating role of automation level, ownership and culture. *International Journal of Information Management*, 66, 102536.
- Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18(4), 36–44.
- Grosso, F. O., Rodriguez-Molina, M. Á., & Castañeda-Garcia, J. A. (2024). The impact of destination-brand social media content on consumer online brand-related activities (COBRAs). *Tourism Management Perspectives*, 51, 101239.
- Guerreiro, J., & Rita, P. (2020). How to predict explicit recommendations in online reviews using text mining and sentiment analysis. *Journal of Hospitality and Tourism Management*, 43, 269–272.
- Gültekin, B., & KİLİC, S. I. (2022). Repurchasing an environmental related crisis experienced automobile brand: An examination in the context of environmental consciousness, brand trust, brand affect, and resistance to negative information. *Sosyoekonomi*, 30(51), 241–260.
- Gumparthi, V. P., & Patra, S. (2020). The Phenomenon of Brand Love: A Systematic Literature Review. *Journal of Relationship Marketing*, 19(2), 93–132. <https://doi.org/10.1080/15332667.2019.1664871>
- Gupta, A., Dhiman, N., Yousaf, A., & Arora, N. (2021). Social comparison and continuance intention of smart fitness wearables: An extended expectation confirmation theory perspective. *Behaviour & Information Technology*, 40(13), 1341–1354. <https://doi.org/10.1080/0144929X.2020.1748715>
- Gupta, G. (2025). DIGITAL TRANSFORMATION IN THE AUTOMOBILE INDUSTRY: A TECHNICAL ANALYSIS OF CUSTOMER SUCCESS ENHANCEMENT. *Technology (IJRCAIT)*, 8(1).
https://www.researchgate.net/profile/Iaeme-Pub/publication/389283064_DIGITAL_TRANSFORMATION_IN_THE_AUTOMOBILE_INDUSTRY_A_TECHNICAL_ANALYSIS_OF_CUSTOMER_SUCCESS_ENHANCEMENT/links/67bd3d4c461fb56424e8ad7b/DI

[GITAL-TRANSFORMATION-IN-THE-AUTOMOBILE-INDUSTRY-A-TECHNICAL-ANALYSIS-OF-CUSTOMER-SUCCESS-ENHANCEMENT.pdf](#)

Gupta, R., & Raman, S. (2022). After-sale service experiences and customer satisfaction: An empirical study from the Indian automobile industry. *Research in Transportation Business & Management*, 45, 100873.

Guzsvinecz, T., & Sz\Hucs, J. (2023). Length and sentiment analysis of reviews about top-level video game genres on the steam platform. *Computers in Human Behavior*, 149, 107955.

Hair Jr, J., Page, M., & Brunsveld, N. (2019). *Essentials of business research methods*. Routledge.

<https://api.taylorfrancis.com/v4/content/books/mono/download?identifierName=isbn&identifierValue=9780429203374&type=previewpdf>

Hamzah, M. I., & Pontes, N. (2024). What drives car buyers to accept a rejuvenated brand? The mediating effects of value and pricing in a consumer-brand relationship. *Journal of Strategic Marketing*, 32(2), 114–136. <https://doi.org/10.1080/0965254X.2022.2129749>

Han, M. S., Hampson, D. P., Wang, Y., & Wang, H. (2022). Consumer confidence and green purchase intention: An application of the stimulus-organism-response model. *Journal of Retailing and Consumer Services*, 68, 103061.

Harrigan, P., Soutar, G., Choudhury, M. M., & Lowe, M. (2015). Modelling CRM in a Social Media Age. *Australasian Marketing Journal*, 23(1), 27–37. <https://doi.org/10.1016/j.ausmj.2014.11.001>

Hashem, M., Ruiz, C., & Curras-Perez, R. (2024). Understanding the Dynamics of Brand Love in the Automobile Industry. *Journal of Theoretical and Applied Electronic Commerce Research*, 19(2), 1142–1163.

Hegner, S. M., Fetscherin, M., & Van Delzen, M. (2017). Determinants and outcomes of brand hate. *Journal of Product & Brand Management*, 26(1), 13–25.

References

- Hendrawan, M. Y., Daulay, A. N., & Harianto, B. (2024). Analysis of the Effect of Service Quality and Customer Satisfaction on Customer Loyalty Through Customer Engagement: Case Study of AHASS Workshop PT. Buana Jaya Lestari, Medan Sunggal. *Jurnal Manajemen Bisnis*, 11(2), 1247–1266.
- Hennig-Thurau, T., Gwinner, K. P., Walsh, G., & Gremler, D. D. (2004). Electronic word-of-mouth via consumer-opinion platforms: What motivates consumers to articulate themselves on the internet? *Journal of Interactive Marketing*, 18(1), 38–52.
- Henseler, J. (2012). PLS-MGA: A Non-Parametric Approach to Partial Least Squares-based Multi-Group Analysis. In W. A. Gaul, A. Geyer-Schulz, L. Schmidt-Thieme, & J. Kunze (Eds.), *Challenges at the Interface of Data Analysis, Computer Science, and Optimization* (pp. 495–501). Springer Berlin Heidelberg. https://doi.org/10.1007/978-3-642-24466-7_50
- Higuchi, K. (2017). A two-step approach to quantitative content analysis: KH coder tutorial using Anne of green gables (part II). *Ritsumeikan Soc Sci Rev*, 53, 137.
- Hollebeek, L. (2011). Exploring customer brand engagement: Definition and themes. *Journal of Strategic Marketing*, 19(7), 555–573. <https://doi.org/10.1080/0965254X.2011.599493>
- Hollebeek, L. D., & Macky, K. (2019). Digital Content Marketing's Role in Fostering Consumer Engagement, Trust, and Value: Framework, Fundamental Propositions, and Implications. *Journal of Interactive Marketing*, 45(1), 27–41. <https://doi.org/10.1016/j.intmar.2018.07.003>
- 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>
- Homburg, C., Koschate, N., & Hoyer, W. D. (2005). Do Satisfied Customers Really Pay More? A Study of the Relationship between Customer Satisfaction and Willingness to Pay. *Journal of Marketing*, 69(2), 84–96. <https://doi.org/10.1509/jmkg.69.2.84.60760>

References

- <https://www.polarismarketresearch.com>, P. M. R. (n.d.). *Automotive Market Key Growth Drivers and Trends by 2034*. Polaris. Retrieved July 5, 2025, from <https://www.polarismarketresearch.com/industry-analysis/automotive-market>
- Hu, L., & Basiglio, A. (2024a). A multiple-case study on the adoption of customer relationship management and big data analytics in the automotive industry. *The TQM Journal*, 36(9), 1–21.
- Hu, L., & Basiglio, A. (2024b). A multiple-case study on the adoption of customer relationship management and big data analytics in the automotive industry. *The TQM Journal*, 36(9), 1–21.
- Hu, X., Wang, S., Zhou, R., Tong, Y., & Xu, L. (2023). Unpacking the effects of information overload on the purchase intention of electric vehicles. *Journal of Consumer Behaviour*, 22(2), 468–482.
<https://doi.org/10.1002/cb.2098>
- Huang, C.-C. (2017). The impacts of brand experiences on brand loyalty: Mediators of brand love and trust. *Management Decision*, 55(5), 915–934.
- Hudson, S., Huang, L., Roth, M. S., & Madden, T. J. (2016). The influence of social media interactions on consumer–brand relationships: A three-country study of brand perceptions and marketing behaviors. *International Journal of Research in Marketing*, 33(1), 27–41.
- Hüsken, K., & Henkel, S. (2016). What’s Next in Brand Management? The Effect of Brand Authenticity on Brand Love. *Tiziana Russo-Spena and Cristina Mele*, 1327.
- International Energy Agency. (2025). *Global EV Outlook 2025: Global electric car sales, trends in electric car markets*. IEA. Retrieved from <https://www.iea.org/reports/global-ev-outlook-2025>
- Irawan, A., & Cheng, J. M.-S. (2025). Elevating Customer Brand Advocacy Through Owned Social Media Content. *Journal of Theoretical and Applied Electronic Commerce Research*, 20(1), 10.

References

- Islam, J. U., Rahman, Z., & Connolly, R. (2021). Commentary on Progressing Understanding of Online Customer Engagement: Recent Trends and Challenges. *Journal of Internet Commerce*, 20(4), 403–408. <https://doi.org/10.1080/15332861.2021.1995960>
- Ismagilova, E., Dwivedi, Y. K., Slade, E., & Williams, M. D. (2017). Electronic Word-of-Mouth (eWOM). In E. Ismagilova, Y. K. Dwivedi, E. Slade, & M. D. Williams, *Electronic Word of Mouth (eWOM) in the Marketing Context* (pp. 17–30). Springer International Publishing. https://doi.org/10.1007/978-3-319-52459-7_3
- Itani, O. S., & Inyang, A. E. (2015). The effects of empathy and listening of salespeople on relationship quality in the retail banking industry: The moderating role of felt stress. *International Journal of Bank Marketing*, 33(6), 692–716.
- Iveson, A., Hultman, M., Davvetas, V., & Oghazi, P. (2023). Less speed more haste: The effect of crisis response speed and information strategy on the consumer–brand relationship. *Psychology & Marketing*, 40(2), 391–407. <https://doi.org/10.1002/mar.21726>
- Iyelolu, T. V., Agu, E. E., Idemudia, C., & Ijomah, T. I. (2024). Improving customer engagement and crm for smes with ai driven solutions and future enhancements. *International Journal of Engineering Research and Development*, 20(8), 1150–1168.
- Izogo, E. E., & Ogba, I.-E. (2015). Service quality, customer satisfaction and loyalty in automobile repair services sector. *International Journal of Quality & Reliability Management*, 32(3), 250–269.
- J.D. Power. (2023). *2023 U.S. Customer Service Index (CSI) Study*. Retrieved from <https://www.jdpower.com/business/press-releases/2023-us-customer-service-index-csi-study>
- Jackson, K. M., & Trochim, W. M. K. (2002). Concept Mapping as an Alternative Approach for the Analysis of Open-Ended Survey Responses. *Organizational Research Methods*, 5(4), 307–336. <https://doi.org/10.1177/109442802237114>

References

- Jain, N. K., Singh, A. K., & Kaushik, K. (2020). Evaluating service quality in automobile maintenance and repair industry. *Asia Pacific Journal of Marketing and Logistics*, 32(1), 117–134.
- Javed, N., Khalil, S. H., Ishaque, A., & Khalil, S. M. (2023). Lovemarks and beyond: Examining the link between lovemarks and brand loyalty through customer advocacy in the automobile industry. *Plos One*, 18(4), e0285193.
- Jordan Times. (2024, February 14). *EVs imports increase by 29%*. Retrieved from <https://jordantimes.com/news/local/evs-imports-increase-29-2024>
- Jordan Times. (2025, May 20). *Clearance of hybrid and electric vehicles in 2025 rises by 27%*. Retrieved from <https://jordantimes.com/news/business/clearance-hybrid-vehicles-rises-27-first-third-2025>
- Junaid, M., Hussain, K., Basit, A., & Hou, F. (2020). Nature of brand love: Examining its variable effect on engagement and well-being. *Journal of Brand Management*, 27(3), 284–299.
<https://doi.org/10.1057/s41262-019-00179-1>
- KALAMEN, K. B.-K., & POLLÁK, F. (n.d.). *THE ROLE OF SOCIAL MEDIA IN ONLINE REPUTATION MANAGEMENT: A CASE STUDY OF AUTOMOTIVE COMPANIES IN THE CZECH REPUBLIC*. Retrieved July 10, 2025, from https://euba.sk/www_write/files/SK/ekonomicke-rozhlady/2024/04/er_4-2024_kalamen.pdf
- Kane, M., & Trochim, W. M. (2007). *Concept mapping for planning and evaluation*. Sage Publications, Inc.
<https://psycnet.apa.org/record/2006-20767-000>
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53(1), 59–68.
- Katz, E. (1959). Mass communications research and the study of popular culture: An editorial note on a possible future for this journal. *Studies in Public Communication*, 2(1), 1–6.

- Kaur, D., Kushwah, S., & Kumar, S. (2025). Viral marketing: A systematic literature review and future research agenda. *Marketing Intelligence & Planning*.
<https://www.emerald.com/insight/content/doi/10.1108/mip-08-2023-0394/full/html>
- Kennedy, E., & Guzmán, F. (2021). No matter what you do, I still love you: An examination of consumer reaction to brand transgressions. *Journal of Product & Brand Management*, 30(4), 594–608.
- Khalilzadeh, J., Pizam, A., Fyall, A., Tasci, A. D., & Hancock, P. A. (2023). Destination imagination: Development of the octomodal mental imagery (OMI) scale. *Tourism Management Perspectives*, 45, 101051.
- Khan, R., Taqi, M., & Saba, A. (2021). The role of digitization in automotive industry: The Indian perspective. *International Journal of Business Ecosystem & Strategy (2687-2293)*, 3(4), 20–29.
- Khanal, A., Akhtaruzzaman, M., & Kularatne, I. (2021). The influence of social media on stakeholder engagement and the corporate social responsibility of small businesses. *Corporate Social Responsibility and Environmental Management*, 28(6), 1921–1929. <https://doi.org/10.1002/csr.2169>
- Khatoun, S., & Rehman, V. (2021). Negative emotions in consumer brand relationship: A review and future research agenda. *International Journal of Consumer Studies*, 45(4), 719–749.
<https://doi.org/10.1111/ijcs.12665>
- Kim, D.-H., Spiller, L., & Hettche, M. (2015). Analyzing media types and content orientations in Facebook for global brands. *Journal of Research in Interactive Marketing*, 9(1), 4–30.
- Kim, J., & Hwang, J. (2022). Who is an evangelist? Food tourists' positive and negative eWOM behavior. *International Journal of Contemporary Hospitality Management*, 34(2), 555–577.
- Kim, M., & Song, D. (2020). When brand-related UGC induces effectiveness on social media: The role of content sponsorship and content type. In *Electronic Word of Mouth as a Promotional Technique* (pp. 105–124). Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780429432897-7/brand-related-ugc-induces-effectiveness-social-media-role-content-sponsorship-content-type-mikyung-kim-doori-song>

- Knoll, J. (2016). Advertising in social media: A review of empirical evidence. *International Journal of Advertising*, 35(2), 266–300. <https://doi.org/10.1080/02650487.2015.1021898>
- Kock, F., Berbekova, A., & Assaf, A. G. (2021). Understanding and managing the threat of common method bias: Detection, prevention and control. *Tourism Management*, 86, 104330.
- Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of E-Collaboration (Ijec)*, 11(4), 1–10.
- Kouloumpis, E., Wilson, T., & Moore, J. (2011). Twitter sentiment analysis: The good the bad and the omg! *Proceedings of the International AAAI Conference on Web and Social Media*, 5(1), 538–541. <https://ojs.aaai.org/index.php/ICWSM/article/view/14185>
- Kuehnl, C., Jozic, D., & Homburg, C. (2019). Effective customer journey design: Consumers’ conception, measurement, and consequences. *Journal of the Academy of Marketing Science*, 47(3), 551–568. <https://doi.org/10.1007/s11747-018-00625-7>
- Kulikovskaja, V., Hubert, M., Grunert, K. G., & Zhao, H. (2023). Driving marketing outcomes through social media-based customer engagement. *Journal of Retailing and Consumer Services*, 74, 103445.
- Kumar, A. (2021). Analysing the drivers of customer happiness at authorized workshops and improving retention. *Journal of Retailing and Consumer Services*, 62, 102619.
- Kumar, V., & Kaushik, A. K. (2022). Engaging customers through brand authenticity perceptions: The moderating role of self-congruence. *Journal of Business Research*, 138, 26–37.
- Kumar, V., & Pansari, A. (2016). Competitive Advantage through Engagement. *Journal of Marketing Research*, 53(4), 497–514. <https://doi.org/10.1509/jmr.15.0044>
- Kuo, N. T., Chang, K. C., Cheng, Y. S., & Lai, C. H. (2011). The impact of service quality, customer satisfaction and loyalty in the restaurant industry: Moderating effect of perceived value. *2011 IEEE International Conference on Quality and Reliability*, 551–555. <https://ieeexplore.ieee.org/abstract/document/6031600/>

References

- Lal, B., Ismagilova, E., Dwivedi, Y. K., & Kwayu, S. (2020). Return on Investment in Social Media Marketing: Literature Review and Suggestions for Future Research. In N. P. Rana, E. L. Slade, G. P. Sahu, H. Kizgin, N. Singh, B. Dey, A. Gutierrez, & Y. K. Dwivedi (Eds.), *Digital and Social Media Marketing* (pp. 3–17). Springer International Publishing. https://doi.org/10.1007/978-3-030-24374-6_1
- Lang, A. (2000). The limited capacity model of mediated message processing. *Journal of Communication*, 50(1), 46–70.
- Langner, T., Schmidt, J., & Fischer, A. (2015). Is It Really Love? A Comparative Investigation of the Emotional Nature of Brand and Interpersonal Love. *Psychology & Marketing*, 32(6), 624–634. <https://doi.org/10.1002/mar.20805>
- Latané, B. (1981). The psychology of social impact. *American Psychologist*, 36(4), 343.
- Lazarus, R. S. (1991). Progress on a cognitive-motivational-relational theory of emotion. *American Psychologist*, 46(8), 819.
- Lee, D., Hosanagar, K., & Nair, H. S. (2018). Advertising content and consumer engagement on social media: Evidence from Facebook. *Management Science*, 64(11), 5105–5131.
- Lee, J., & Hong, I. B. (2016). Predicting positive user responses to social media advertising: The roles of emotional appeal, informativeness, and creativity. *International Journal of Information Management*, 36(3), 360–373.
- Lee, K., Kim, H., & Vohs, K. D. (2011). Stereotype threat in the marketplace: Consumer anxiety and purchase intentions. *Journal of Consumer Research*, 38(2), 343–357.
- Lee, S., & Kim, D.-Y. (2018). Brand personality of Airbnb: Application of user involvement and gender differences. *Journal of Travel & Tourism Marketing*, 35(1), 32–45. <https://doi.org/10.1080/10548408.2017.1284030>

References

- Lee, Y.-K., Kim, S., Lee, C.-K., & Kim, S.-H. (2014). The Impact of a Mega Event on Visitors' Attitude Toward Hosting Destination: Using Trust Transfer Theory. *Journal of Travel & Tourism Marketing*, 31(4), 507–521. <https://doi.org/10.1080/10548408.2014.883347>
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80(6), 69–96. <https://doi.org/10.1509/jm.15.0420>
- Levallois, C. (2013). *Umigon: Sentiment analysis for tweets based on lexicons and heuristics*. https://repub.eur.nl/pub/104171/27_Paper.pdf
- Li, H., Zhang, L., & Hsu, C. H. (2023). Research on user-generated photos in tourism and hospitality: A systematic review and way forward. *Tourism Management*, 96, 104714.
- Li, M., & Wang, R. (2023). Chatbots in e-commerce: The effect of chatbot language style on customers' continuance usage intention and attitude toward brand. *Journal of Retailing and Consumer Services*, 71, 103209.
- Li, S., Liu, F., Zhang, Y., Zhu, B., Zhu, H., & Yu, Z. (2022). Text mining of user-generated content (UGC) for business applications in e-commerce: A systematic review. *Mathematics*, 10(19), 3554.
- Li, Y. W., & Wan, L. C. (2025). Inspiring tourists' imagination: How and when human presence in photographs enhances travel mental simulation and destination attractiveness. *Tourism Management*, 106, 104969.
- Liébana-Cabanillas, F., Sánchez-Fernández, J., & Muñoz-Leiva, F. (2014). Antecedents of the adoption of the new mobile payment systems: The moderating effect of age. *Computers in Human Behavior*, 35, 464–478.
- Lieberman, A., & Schroeder, J. (2020). Two social lives: How differences between online and offline interaction influence social outcomes. *Current Opinion in Psychology*, 31, 16–21.
- Lim, W. M., Rasul, T., Kumar, S., & Ala, M. (2022). Past, present, and future of customer engagement. *Journal of Business Research*, 140, 439–458.

References

- Lin, J.-S. C., & Hsieh, P.-L. (2011). Assessing the self-service technology encounters: Development and validation of SSTQUAL scale. *Journal of Retailing*, 87(2), 194–206.
- Liu, Y., & Zhang, L. (2025). *The effects of advertising topics and consumer emotions in content marketing, an empirical research on Xiaohongshu*.
https://aisel.aisnet.org/pacis2025/sm_digcollab/sm_digcollab/14/
- Liu, Y., Zhang, D., Wan, Q., & Lin, Z. (2025). Innovative Mining of User Requirements Through Combined Topic Modeling and Sentiment Analysis: An Automotive Case Study. *Sensors*, 25(6), 1731.
- Loiacono, E. T., Watson, R. T., & Goodhue, D. L. (2002). WebQual: A measure of website quality. *Marketing Theory and Applications*, 13(3), 432–438.
- Loke, R. E., & Chamlal, K. (2025). Corporate Reputation Through the Eyes of Social Responsibility in the Fashion Industry. In J. L. Reis, M. K. Peter, L. P. Reis, & Z. Bogdanovic (Eds.), *Marketing and Smart Technologies* (Vol. 393, pp. 625–642). Springer Nature Singapore. https://doi.org/10.1007/978-981-97-3698-0_41
- Luarn, P., Lin, Y.-F., & Chiu, Y.-P. (2015). Influence of Facebook brand-page posts on online engagement. *Online Information Review*, 39(4), 505–519.
- Machleit, K. A., & Eroglu, S. A. (2000). Describing and measuring emotional response to shopping experience. *Journal of Business Research*, 49(2), 101–111.
- Maity, M., Dass, M., & Kumar, P. (2018). The impact of media richness on consumer information search and choice. *Journal of Business Research*, 87, 36–45.
- Mao, Y., Liu, Q., & Zhang, Y. (2024). Sentiment analysis methods, applications, and challenges: A systematic literature review. *Journal of King Saud University-Computer and Information Sciences*, 102048.
- Marmat, G. (2023). A framework for transitioning brand trust to brand love. *Management Decision*, 61(6), 1554–1584.

References

- Martí-Parreño, J., Galbis-Córdova, A., & Currás-Pérez, R. (2021). Teachers' beliefs about gamification and competencies development: A concept mapping approach. *Innovations in Education and Teaching International*, 58(1), 84–94. <https://doi.org/10.1080/14703297.2019.1683464>
- Martínez-López, F. J., Anaya-Sánchez, R., Molinillo, S., Aguilar-Illescas, R., & Esteban-Millat, I. (2017). Consumer engagement in an online brand community. *Electronic Commerce Research and Applications*, 23, 24–37.
- Martins, A. M., & Pires, C. P. (2024). Family firms and product recalls: An event study for the US automobile industry. *Journal of Family Business Management*, 14(2), 246–265.
- Mason, A. N., Narcum, J., & Mason, K. (2021). Social media marketing gains importance after Covid-19. *Cogent Business & Management*, 8(1), 1870797. <https://doi.org/10.1080/23311975.2020.1870797>
- Mathur, S., Tewari, A., & Singh, A. (2022). Modeling the Factors affecting Online Purchase Intention: The Mediating Effect of Consumer's Attitude towards User- Generated Content. *Journal of Marketing Communications*, 28(7), 725–744. <https://doi.org/10.1080/13527266.2021.1936126>
- Matosas-López, L., & Romero-Ania, A. (2021). How to improve customer engagement in social networks: A study of Spanish brands in the automotive industry. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(7), 3269–3281.
- McLean, G., & Wilson, A. (2019). Shopping in the digital world: Examining customer engagement through augmented reality mobile applications. *Computers in Human Behavior*, 101, 210–224.
- Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. the MIT Press. <https://psycnet.apa.org/record/1974-22049-000?ref=nepopularna.org>
- Menon, K., & Dubé, L. (2000). Ensuring greater satisfaction by engineering salesperson response to customer emotions. *Journal of Retailing*, 76(3), 285–307.
- Mohamed, O. E. (2025). The role of user-generated content (UGC) in enhancing digital marketing strategies to increase Brand Awareness. *International Design Journal*, 15(4), 131–138.

References

- Mohd Sofian, F. N. R., Abdullah, K. H., & Mohd-Sabrun, I. (2023). Research on corporate reputation: A bibliometric review of 43 years (1977- 2020). *International Journal of Information Science and Management (IJISM)*, 21(2), 31–54.
- Molina-Azorin, J. F. (2016). *Mixed methods research: An opportunity to improve our studies and our research skills*. https://rua.ua.es/dspace/bitstream/10045/55590/1/2016_Molina-Azorin_EJM&BE.pdf
- Moliner-Tena, M. A., Callarisa-Fiol, L. J., Sánchez-García, J., & Rodríguez-Artola, R. M. (2024). Co-creation 5.0: The frontline employee–robot team and firms’ outcomes. The Tin Woodman paradox. *Journal of Innovation & Knowledge*, 9(3), 100534.
- Montazeri, A. (2024). Corporate social responsibility: The key to improving brand equity and reputation for local sports associations in Islamic countries. *Journal of Islamic Marketing*.
<https://www.emerald.com/insight/content/doi/10.1108/JIMA-10-2023-0314/full/html>
- Moran, G., Muzellec, L., & Johnson, D. (2020). Message content features and social media engagement: Evidence from the media industry. *Journal of Product & Brand Management*, 29(5), 533–545.
- Morgan-Thomas, A., & Veloutsou, C. (2013). Beyond technology acceptance: Brand relationships and online brand experience. *Journal of Business Research*, 66(1), 21–27.
- Morgan, R. M., & Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58(3), 20–38. <https://doi.org/10.1177/002224299405800302>
- Moro, S., Rita, P., & Vala, B. (2016). Predicting social media performance metrics and evaluation of the impact on brand building: A data mining approach. *Journal of Business Research*, 69(9), 3341–3351.
- Moro, S., Rita, P., & Vala, B. (2016). Predicting social media performance metrics and evaluation of the impact on brand building: A data mining approach. *Journal of Business Research*, 69(9), 3341–3351.

- Motory.com. (2023). *Motory.com expands to Jordan, aiming to revolutionize the automotive industry*. Abdul Latif Jameel Technology. Retrieved July 6, 2025, from <https://www.motory.com/en/news/motory-launches-jordan>
- Mukhopadhyay, S., Pandey, R., & Rishi, B. (2023). Electronic word of mouth (eWOM) research—a comparative bibliometric analysis and future research insight. *Journal of Hospitality and Tourism Insights*, 6(2), 404–424.
- Muntinga, D. G., Moorman, M., & Smit, E. G. (2011). Introducing COBRAs: Exploring motivations for brand-related social media use. *International Journal of Advertising*, 30(1), 13–46.
<https://doi.org/10.2501/IJA-30-1-013-046>
- Murillo-Zegarra, M., Ruiz-Mafe, C., & Sanz-Blas, S. (2020). The effects of mobile advertising alerts and perceived value on continuance intention for branded mobile apps. *Sustainability*, 12(17), 6753.
- Murthy, D. N. (2024). Role of Design Thinking and Customer Engagement in Product Development. *Economic Sciences*, 20(2), 279–286.
- N. Bolton, R., Gustafsson, A., McColl-Kennedy, J., J. Sirianni, N., & K. Tse, D. (2014). Small details that make big differences: A radical approach to consumption experience as a firm’s differentiating strategy. *Journal of Service Management*, 25(2), 253–274.
- Natarajan, T., & Ramanan V, D. (2023). Does integrated store service quality stimulate omnichannel shoppers’ augmenting, co-developing, influencing and mobilizing behaviors? Moderating role of perceived relationship investment. *Kybernetes*. https://www.emerald.com/insight/content/doi/10.1108/K-12-2022-1717/full/html?casa_token=TzD3G6pHUnsAAAAA:Qfepyf_XAv0_TSkI4wkh9p01qOY0CfY2Rh0UzYIVE9Chvx Cz9wXWcNeVhS9UZs0NsEZJLgDunwY6COCvcZ_3WdrRlZSxvo85glUTIMVxO3eumsYWj_As
- Natarajan, T., & Veera Raghavan, D. R. (2023). How integrated store-service quality promotes omnichannel shoppers’ word-of-mouth behaviors: The moderating role of perceived relationship investment and

the shopper's perceived value. *The TQM Journal*.

<https://www.emerald.com/insight/content/doi/10.1108/TQM-12-2022-0364/full/html>

Niyaz, M. T., Qorri, D., Kovács, K., & Juhasz, C. (2025). Research Trends in Workforce Planning in the Automotive Sector: A Comprehensive Review. *Administrative Sciences*, 15(4), 140.

Noreen, S., Ahmed, Q., & Nazir, M. A. (2025). The Impact of Social Media Marketing on Customer-Brand Relationship: A Post-COVID-19 Analysis. *International Journal of Marketing, Communication and New Media*, 13(24). <http://u3isjournal.isvouga.pt/index.php/ijmcm/article/view/896>

Novak, J. D., & Gowin, D. B. (1984). *Learning how to learn*. Cambridge University Press.

https://books.google.com/books?hl=en&lr=&id=8jkBcSDQPXC&oi=fnd&pg=PR9&dq=Novak,+J.,+%26+Gowin&ots=nCmRouAS_b&sig=lmOdoctqXwdEdzwrQX2JdHgIbSo

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory*. New York, NY: McGraw-Hall, Inc.

Nuortimo, K., Harkonen, J., & Breznik, K. (2024). Exploring corporate reputation and crisis communication. *Journal of Marketing Analytics*. <https://doi.org/10.1057/s41270-024-00353-8>

Obermayer, N., K\Hovári, E., Leinonen, J., Bak, G., & Valeri, M. (2022). How social media practices shape family business performance: The wine industry case study. *European Management Journal*, 40(3), 360–371.

Ocak, A. (n.d.). THE IMPACT OF SOCIAL MEDIA BRAND FAN PAGE USAGE AND ENGAGEMENT ON CONSUMER PURCHASE INTENTION: THE MEDIATING AND MODERATING ROLE OF BRAND LOYALTY. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 69, 145–151.

Oghazi, P., Karlsson, S., Hellström, D., Mostaghel, R., & Sattari, S. (2021). From Mars to Venus: Alteration of trust and reputation in online shopping. *Journal of Innovation & Knowledge*, 6(4), 197–202.

Oliver, R. L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research*, 17(4), 460–469. <https://doi.org/10.1177/002224378001700405>

References

- Orzan, G., Platon, O.-E., Ștefănescu, C. D., & Orzan, M. (2016). CONCEPTUAL MODEL REGARDING THE INFLUENCE OF SOCIAL MEDIA MARKETING COMMUNICATION ON BRAND TRUST, BRAND AFFECT AND BRAND LOYALTY. *Economic Computation & Economic Cybernetics Studies & Research*, 50(1).
https://ipe.ro/RePEc/cys/ecocyb_pdf/ecocyb1_2016p141-156.pdf
- Osakwe, C. N., & Yusuf, T. O. (2021). CSR: A roadmap towards customer loyalty. *Total Quality Management & Business Excellence*, 32(13–14), 1424–1440. <https://doi.org/10.1080/14783363.2020.1730174>
- Palese, B., & Usai, A. (2018). The relative importance of service quality dimensions in E-commerce experiences. *International Journal of Information Management*, 40, 132–140.
- Panagiotopoulos, I., & Dimitrakopoulos, G. (2018). An empirical investigation on consumers' intentions towards autonomous driving. *Transportation Research Part C: Emerging Technologies*, 95, 773–784.
- Panjaitan, H. P., Vinson, V., Yani, F., Sitompul, S. S., Sari, O., & Lubis, W. M. C. (2024). Influence of Product Quality, Price, Brand Image and Promotion on Customer Satisfaction on Lazada (Case Study in Pekanbaru City Communities). *International Conference on Business Management and Accounting*, 2(2), 373–390.
<https://www.ejournal.pelitaindonesia.ac.id/ojs32/index.php/ICOBIMA/article/view/4391>
- Pansari, A., & Kumar, V. (2017). Customer engagement: The construct, antecedents, and consequences. *Journal of the Academy of Marketing Science*, 45(3), 294–311. <https://doi.org/10.1007/s11747-016-0485-6>
- Parasuraman, A. (1995). Measuring and monitoring service quality. *Understanding Services Management*, 143–177.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. 1988, 64(1), 12–40.

References

- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4), 41–50.
<https://doi.org/10.1177/002224298504900403>
- Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005). E-S-QUAL: A Multiple-Item Scale for Assessing Electronic Service Quality. *Journal of Service Research*, 7(3), 213–233.
<https://doi.org/10.1177/1094670504271156>
- Paruthi, M., Kaur, H., Islam, J. U., Rasool, A., & Thomas, G. (2023). Engaging consumers via online brand communities to achieve brand love and positive recommendations. *Spanish Journal of Marketing-ESIC*, 27(2), 138–157.
- Pereira, H. G., De Fátima Salgueiro, M., & Rita, P. (2017). Online determinants of e-customer satisfaction: Application to website purchases in tourism. *Service Business*, 11(2), 375–403.
<https://doi.org/10.1007/s11628-016-0313-6>
- Pham, C., Vu, N., & Tran, G. (2020). The role of e-learning service quality and e-trust on e-loyalty. *Management Science Letters*, 10(12), 2741–2750.
- Pham, H. C., Duong, C. D., & Nguyen, G. K. H. (2024). What drives tourists' continuance intention to use ChatGPT for travel services? A stimulus-organism-response perspective. *Journal of Retailing and Consumer Services*, 78, 103758.
- Poan, R., & Verin, C. Y. (2024). The impact of Islamic tourism on the satisfaction of local tourists. *Journal of Islamic Marketing*. https://www.emerald.com/insight/content/doi/10.1108/JIMA-05-2023-0157/full/html?casa_token=p98JDFYR7zkAAAAA:Mgx3AjlprZ6l4fyBijer3U8PARX7AFUsewiWPx0B0gkSnNvH2eKLFckDCsxQ4WzkPSa9kIFPipeOXtgXLT1Keuh2sLRP7xuyz9xbjok3WOLjzYCUQ
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879.

References

- Polaris Market Research. (2025). *Automotive market size, share & trends report 2025–2034*. Retrieved from <https://www.polarismarketresearch.com/industry-analysis/automotive-market>
- Poulis, A., Rizomyliotis, I., & Konstantoulaki, K. (2019). Do firms still need to be social? Firm generated content in social media. *Information Technology & People*, 32(2), 387–404.
- Preko, A., Amoako, G. K., Dzogbenuku, R. K., & Kosiba, J. (2023). Digital tourism experience for tourist site revisit: An empirical view from Ghana. *Journal of Hospitality and Tourism Insights*, 6(2), 779–796.
- 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.
- Prentice, C., Weaven, S., & Wong, I. A. (2020). Linking AI quality performance and customer engagement: The moderating effect of AI preference. *International Journal of Hospitality Management*, 90, 102629.
- PricewaterhouseCoopers. (n.d.). *Make it happen with PwC*. PwC. Retrieved July 3, 2025, from <https://www.pwc.com/gx/en.html>
- Pyate, P. G., & Srinivasan, B. B. (2024). Social Media Platforms: Investigate Sentiment Analysis For Transforming Business Decisions In Car Segments. *Feedback International Journal of Communication*, 1(2), 70–85.
- Quintana-García, C., Benavides-Chicón, C. G., & Marchante-Lara, M. (2021). Does a green supply chain improve corporate reputation? Empirical evidence from European manufacturing sectors. *Industrial Marketing Management*, 92, 344–353.
- Rahman, R., Langner, T., & Temme, D. (2021). Brand love: Conceptual and empirical investigation of a holistic causal model. *Journal of Brand Management*, 28(6), 609–642. <https://doi.org/10.1057/s41262-021-00237-7>
- Rahyadi, I., Fransiska, M., Hardjantini, V., Lay, M., & Onasie, T. Y. (2023). Instagram Feeds for Commercial Purpose Based on the Carousel Posts from Indonesian Marketplace Accounts. *2023 International*

References

- Conference On Cyber Management And Engineering (CyMaEn)*, 458–462.
- <https://ieeexplore.ieee.org/abstract/document/10051073/>
- Ramesh, S., & Geetha, A. (2023). FACTORS INFLUENCING SERVICE QUALITY OF AUTOMOTIVE SPARE PARTS IN CHENNAI DISTRICT. *Journal of Research Administration*, 5(2), 435–450.
- Rangaswamy, A., Moch, N., Felten, C., Van Bruggen, G., Wieringa, J. E., & Wirtz, J. (2020). The Role of Marketing in Digital Business Platforms. *Journal of Interactive Marketing*, 51(1), 72–90.
- <https://doi.org/10.1016/j.intmar.2020.04.006>
- Raza, B., St-Onge, S., & Ali, M. (2023). Frontline employees' performance in the financial services industry: The significance of trust, empathy and consumer orientation. *International Journal of Bank Marketing*, 41(3), 527–549.
- Rehman, S. U., Bresciani, S., Yahiaoui, D., & Kliestik, T. (2024). Customer satisfaction leading the intention to adopt battery electric vehicles with the moderating role of government support and status symbol. *Journal of Cleaner Production*, 456, 142371.
- Research and Markets. (2023). *Jordan automotive market: Size, share, outlook*. Retrieved January 5, 2024, from <https://www.researchandmarkets.com/reports/5713278/jordan-automotive-market-size-share-outlook>
- Rimé, B. (2009). Emotion Elicits the Social Sharing of Emotion: Theory and Empirical Review. *Emotion Review*, 1(1), 60–85. <https://doi.org/10.1177/1754073908097189>
- Rimé, B., Philippot, P., Boca, S., & Mesquita, B. (1992). Long-lasting Cognitive and Social Consequences of Emotion: Social Sharing and Rumination. *European Review of Social Psychology*, 3(1), 225–258.
- <https://doi.org/10.1080/14792779243000078>
- Ringle, C. M., Sarstedt, M., Sinkovics, N., & Sinkovics, R. R. (2023). A perspective on using partial least squares structural equation modelling in data articles. *Data in Brief*, 48, 109074.

References

- Rita, P., Oliveira, T., & Farisa, A. (2019). The impact of e-service quality and customer satisfaction on customer behavior in online shopping. *Heliyon*, 5(10). [https://www.cell.com/heliyon/fulltext/S2405-8440\(19\)36350-9](https://www.cell.com/heliyon/fulltext/S2405-8440(19)36350-9)
- Rodríguez-Ardura, I., & Meseguer-Artola, A. (2020). How to prevent, detect and control common method variance in electronic commerce research. In *Journal of theoretical and applied electronic commerce research* (Vol. 15, Issue 2, pp. 1–5). Multidisciplinary Digital Publishing Institute. <https://www.mdpi.com/0718-1876/15/2/9/pdf>
- Roh, T., Seok, J., & Kim, Y. (2022). Unveiling ways to reach organic purchase: Green perceived value, perceived knowledge, attitude, subjective norm, and trust. *Journal of Retailing and Consumer Services*, 67, 102988.
- Rossiter, J., & Bellman, S. (2012). Emotional Branding Pays Off: How Brands Meet Share of Requirements through Bonding, Companionship, and Love. *Journal of Advertising Research*, 52(3), 291–296. <https://doi.org/10.2501/JAR-52-3-291-296>
- Roy, S. K., Gruner, R. L., & Guo, J. (2022). Exploring customer experience, commitment, and engagement behaviours. *Journal of Strategic Marketing*, 30(1), 45–68. <https://doi.org/10.1080/0965254X.2019.1642937>
- Roy, S. K., Shekhar, V., Lassar, W. M., & Chen, T. (2018). Customer engagement behaviors: The role of service convenience, fairness and quality. *Journal of Retailing and Consumer Services*, 44, 293–304.
- Roy, S. K., Shekhar, V., Quazi, A., & Quaddus, M. (2020). Consumer engagement behaviors: Do service convenience and organizational characteristics matter? *Journal of Service Theory and Practice*, 30(2), 195–232.
- Roy, S. K., Singh, G., Japutra, A., & Javed, M. (2023). Circle the wagons: Measuring the strength of consumers' brand defense. *Journal of Strategic Marketing*, 31(4), 817–837. <https://doi.org/10.1080/0965254X.2021.1999305>

References

- Royo-Vela, M., & Casamassima, P. (2011). The influence of belonging to virtual brand communities on consumers' affective commitment, satisfaction and word-of-mouth advertising: The ZARA case. *Online Information Review*, 35(4), 517–542.
- Russell, J. A. (1989). Measures of emotion. In *The measurement of emotions* (pp. 83–111). Elsevier.
<https://www.sciencedirect.com/science/article/pii/B9780125587044500104>
- Rust, R. T., & Richard, I. (n.d.). Oliver.(1994). Service Quality: Insights and Management Implications from the Frontier. *Service Quatlity: New Directions in Theory and Practice*, Roland T. Rust and Richard I., Oliver (Eds.), Thousand Oaks, CA: Sage Publications, 1–19.
- Sabate, F., Berbegal-Mirabent, J., Cañabate, A., & Lebherz, P. R. (2014). Factors influencing popularity of branded content in Facebook fan pages. *European Management Journal*, 32(6), 1001–1011.
- Sachs, W. (2023). *For love of the automobile: Looking back into the history of our desires*. Univ of California Press.
[https://books.google.com/books?hl=en&lr=&id=x1DhEAAQBAJ&oi=fnd&pg=PR7&dq=Sachs+\(2023\)+++automotive+industry+is+shaped+by+cultural+factors&ots=WjlwVSNp9Y&sig=Ykxblyt5dT--aBtVlnhSbJeDK3k](https://books.google.com/books?hl=en&lr=&id=x1DhEAAQBAJ&oi=fnd&pg=PR7&dq=Sachs+(2023)+++automotive+industry+is+shaped+by+cultural+factors&ots=WjlwVSNp9Y&sig=Ykxblyt5dT--aBtVlnhSbJeDK3k)
- Salehzadeh, R., Sayedan, M., Mirmehdi, S. M., & Heidari Aqagoli, P. (2023). Elucidating green branding among Muslim consumers: The nexus of green brand love, image, trust and attitude. *Journal of Islamic Marketing*, 14(1), 250–272.
- Sánchez-Iglesias, N., García-Madariaga, J., & Jerez, M. (2024). The impact of financial performance and corporate reputation on customer purchases: The role of stakeholders and brand value in the automotive sector. *Marketing Intelligence & Planning*, 42(1), 23–39.
- Saxton, G. D., & Waters, R. D. (2014). What do Stakeholders Like on Facebook? Examining Public Reactions to Nonprofit Organizations' Informational, Promotional, and Community-Building Messages. *Journal of Public Relations Research*, 26(3), 280–299. <https://doi.org/10.1080/1062726X.2014.908721>

References

- Schiffman, L. G., Kanuk, L. L., & Hansen, H. (2012). *Consumer Behaviour 2nd ed.* Pearson.
- Seo, E.-J., & Park, J.-W. (2018). A study on the effects of social media marketing activities on brand equity and customer response in the airline industry. *Journal of Air Transport Management*, 66, 36–41.
- Seo, J. K., Kim, H., Yoon, H. J., Ko, Y., Han, J.-Y., & Seo, Y. (2025). Are interactive PSA formats always effective? The interaction between empathy-inducing message content, carousel formats, and connectedness with nature in pro-environmental campaigns. *International Journal of Advertising*, 1–33.
<https://doi.org/10.1080/02650487.2025.2470537>
- Shao, G. (2009). Understanding the appeal of user-generated media: A uses and gratification perspective. *Internet Research*, 19(1), 7–25.
- Shen, Z. (2023). Platform or Content Strategy? Exploring Engagement With Brand Posts on Different Social Media Platforms. *Sage Open*, 13(4), 21582440231219096.
<https://doi.org/10.1177/21582440231219096>
- Simon-Kucher & Partners. (2024, October 14). *Global automotive study 2024: Consumer confidence rebounds, demand for leasing & EVs increases*. Retrieved from <https://www.simon-kucher.com/en/who-we-are/newsroom/global-automotive-study-2024-consumer-confidence-rebounds-demand-leasing-evs>
- Singh, V., Sharma, M. P., Jayapriya, K., Kumar, B. K., Chander, M., & Kumar, B. R. (2023). Service quality, customer satisfaction and customer loyalty: A comprehensive literature review. *Journal of Survey in Fisheries Sciences*, 10(4S), 3457–3464.
- Sivadas, E., & Baker-Prewitt, J. L. (2000). An examination of the relationship between service quality, customer satisfaction, and store loyalty. *International Journal of Retail & Distribution Management*, 28(2), 73–82.
- Song, H., Wang, J., & Han, H. (2019). Effect of image, satisfaction, trust, love, and respect on loyalty formation for name-brand coffee shops. *International Journal of Hospitality Management*, 79, 50–59.

References

- Songur, A. (2024). The Impact of Automobile Features on Co-Creation: The Mediating Role of Customer Engagement. *Alanya Akademik Bakış*, 8(3), 791–805.
- Sørensen, F., Fuglsang, L., Sundbo, J., & Jensen, J. F. (2020). Tourism practices and experience value creation: The case of a themed attraction restaurant. *Tourist Studies*, 20(3), 271–297.
<https://doi.org/10.1177/1468797619899347>
- Srivastava, A., & Kumar, V. (2021). Hotel attributes and overall customer satisfaction: What did COVID-19 change? *Tourism Management Perspectives*, 40, 100867.
- Stanley, M., Roycroft, J., Amaya, A., Dever, J. A., & Srivastav, A. (2020). The Effectiveness of Incentives on Completion Rates, Data Quality, and Nonresponse Bias in a Probability-based Internet Panel Survey. *Field Methods*, 32(2), 159–179. <https://doi.org/10.1177/1525822X20901802>
- Stappen, L., Baird, A., Rizos, G., Tzirakis, P., Du, X., Hafner, F., Schumann, L., Mallol-Ragolta, A., Schuller, B. W., Lefter, I., Cambria, E., & Kompatsiaris, I. (2020). MuSe 2020 Challenge and Workshop: Multimodal Sentiment Analysis, Emotion-target Engagement and Trustworthiness Detection in Real-life Media: Emotional Car Reviews in-the-wild. *Proceedings of the 1st International on Multimodal Sentiment Analysis in Real-Life Media Challenge and Workshop*, 35–44.
<https://doi.org/10.1145/3423327.3423673>
- Statista. (2023). *Global automotive market – Statistics & facts*. Statista. Retrieved from <https://www.statista.com/topics/1487/automotive-industry/>
- Stephen, A. T., Sciandra, M., & Inman, J. (2015). Is it what you say or how you say it? How content characteristics affect consumer engagement with brands on Facebook. *How Content Characteristics Affect Consumer Engagement with Brands on Facebook (October 1, 2015)*. Saïd Business School WP, 19. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2683314

References

- Swani, K., & Labrecque, L. I. (2020). Like, Comment, or Share? Self-presentation vs. brand relationships as drivers of social media engagement choices. *Marketing Letters*, 31(2–3), 279–298.
<https://doi.org/10.1007/s11002-020-09518-8>
- Syah, T. Y. R., & Olivia, D. (2022). Enhancing Patronage Intention on Online Fashion Industry in Indonesia: The Role of Value Co-Creation, Brand Image, and E-Service Quality. *Cogent Business & Management*, 9(1), 2065790. <https://doi.org/10.1080/23311975.2022.2065790>
- Taecharungroj, V. (2017). Starbucks' marketing communications strategy on Twitter. *Journal of Marketing Communications*, 23(6), 552–571. <https://doi.org/10.1080/13527266.2016.1138139>
- Tafesse, W. (2015). Content strategies and audience response on Facebook brand pages. *Marketing Intelligence & Planning*, 33(6), 927–943.
- Tafesse, W., & Wien, A. (2018). Using message strategy to drive consumer behavioral engagement on social media. *Journal of Consumer Marketing*, 35(3), 241–253.
- Tamaki, S. (2021). Likes on image posts in social networking services: Impact of travel episode. *Journal of Destination Marketing & Management*, 20, 100615.
- Tang, T. (Ya), Fang, E. (Er), & Wang, F. (2014). Is Neutral Really Neutral? The Effects of Neutral User-Generated Content on Product Sales. *Journal of Marketing*, 78(4), 41–58. <https://doi.org/10.1509/jm.13.0301>
- Tanveer, M., Ahmad, A.-R., Mahmood, H., & Haq, I. U. (2021). Role of ethical marketing in driving consumer brand relationships and brand loyalty: A sustainable marketing approach. *Sustainability*, 13(12), 6839.
- Taylor, S., & Todd, P. (1995). Decomposition and crossover effects in the theory of planned behavior: A study of consumer adoption intentions. *International Journal of Research in Marketing*, 12(2), 137–155.
- Tellis, G. J., MacInnis, D. J., Tirunillai, S., & Zhang, Y. (2019). What Drives Virality (Sharing) of Online Digital Content? The Critical Role of Information, Emotion, and Brand Prominence. *Journal of Marketing*, 83(4), 1–20. <https://doi.org/10.1177/0022242919841034>

References

- Thalhath P. & Velmurugan P. S. (2025). Do Consumers' Personality Traits Play a Role in the Model of Antecedents and Outcomes of Brand Love? An Empirical Investigation Among Apparel Brand Consumers. *Vision: The Journal of Business Perspective*, 09722629251340477.
<https://doi.org/10.1177/09722629251340477>
- Thorgren, E., Mohammadinodooshan, A., & Carlsson, N. (2024). Temporal Dynamics of User Engagement on Instagram: A Comparative Analysis of Album, Photo, and Video Interactions. *ACM Web Science Conference*, 224–234. <https://doi.org/10.1145/3614419.3644029>
- Thorpe, J., & Motwani, E. (2017). Nudging people into autonomous vehicles. *PwC: Sydney, NSW, Australia*.
- Tian, Y. (2024). The Application of Automotive Marketing Strategies in Digital Automotive Marketing Systems. *Journal of Computers*, 35(3), 129–142.
- Trochim, W. M. (1989). An introduction to concept mapping for planning and evaluation. *Evaluation and Program Planning*, 12(1), 1–16.
- Tsiotsou, R. H. (2024). From customer to digital to civic to transformative engagement: A conceptual framework and future research directions. In *A Research Agenda for Service Marketing* (pp. 299–324). Edward Elgar Publishing. <https://www.elgaronline.com/edcollchap/book/9781803923178/book-part-9781803923178-24.xml>
- Tu, Y., & Hsee, C. K. (2016). Consumer happiness derived from inherent preferences versus learned preferences. *Current Opinion in Psychology*, 10, 83–88.
- Tueanrat, Y., Papagiannidis, S., & Alamanos, E. (2021). Going on a journey: A review of the customer journey literature. *Journal of Business Research*, 125, 336–353.
- Turgut, M. U., & Gultekin, B. (2015). The critical role of brand love in clothing brands. *Journal of Business Economics and Finance*, 4(1). <https://dergipark.org.tr/en/pub/jbef/article/360442>

References

- Upadhyay, N., & Kamble, A. (2023). Examining Indian consumer pro-environment purchase intention of electric vehicles: Perspective of stimulus-organism-response. *Technological Forecasting and Social Change*, 189, 122344.
- Vacas De Carvalho, L., Azar, S. L., & Machado, J. C. (2020). Bridging the gap between brand gender and brand loyalty on social media: Exploring the mediating effects. *Journal of Marketing Management*, 36(11–12), 1125–1152. <https://doi.org/10.1080/0267257X.2020.1740293>
- Valeri, M., & Baggio, R. (2021). Italian tourism intermediaries: A social network analysis exploration. *Current Issues in Tourism*, 24(9), 1270–1283.
- Van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer Engagement Behavior: Theoretical Foundations and Research Directions. *Journal of Service Research*, 13(3), 253–266. <https://doi.org/10.1177/1094670510375599>
- van Tonder, E., Saunders, S. G., Lisita, I. T., & de Beer, L. T. (2018). The importance of customer citizenship behaviour in the modern retail environment: Introducing and testing a social exchange model. *Journal of Retailing and Consumer Services*, 45, 92–102.
- Vasa, R., Hoon, L., Mouzakis, K., & Noguchi, A. (2012). A preliminary analysis of mobile app user reviews. *Proceedings of the 24th Australian Computer-Human Interaction Conference*, 241–244. <https://doi.org/10.1145/2414536.2414577>
- Vazquez, E. E. (2020). Effects of enduring involvement and perceived content vividness on digital engagement. *Journal of Research in Interactive Marketing*, 14(1), 1–16.
- Veloutsou, C., & Ballester, E. (2025). A typology of brand knowledge associations projected in brand-generated signals. *Journal of Product & Brand Management*, 34(3), 376–397.
- Verhoef, P. C., Reinartz, W. J., & Krafft, M. (2010). Customer Engagement as a New Perspective in Customer Management. *Journal of Service Research*, 13(3), 247–252. <https://doi.org/10.1177/1094670510375461>

References

- Victoria, V. (2022). Impact of process visibility and work stress to improve service quality: Empirical evidence from dubai retail industry impact of process visibility and work stress to improve service quality: Empirical evidence from dubai retail industry. *International Journal of Technology Innovation and Management (IJTIM)*, 2(1). <https://www.journals.gaftim.com/index.php/ijtim/article/view/59>
- Vivek, S. D., Beatty, S. E., Dalela, V., & Morgan, R. M. (2014). A Generalized Multidimensional Scale for Measuring Customer Engagement. *Journal of Marketing Theory and Practice*, 22(4), 401–420. <https://doi.org/10.2753/MTP1069-6679220404>
- Voorveld, H. A. M., Van Noort, G., Muntinga, D. G., & Bronner, F. (2018). Engagement with Social Media and Social Media Advertising: The Differentiating Role of Platform Type. *Journal of Advertising*, 47(1), 38–54. <https://doi.org/10.1080/00913367.2017.1405754>
- Wallace, E., Torres, P., Augusto, M., & Stefurn, M. (2022). Do brand relationships on social media motivate young consumers' value co-creation and willingness to pay? The role of brand love. *Journal of Product & Brand Management*, 31(2), 189–205.
- Wang, L., & Meng, Z. (2022). Multichannel two-dimensional convolutional neural network based on interactive features and group strategy for Chinese sentiment analysis. *Sensors*, 22(3), 714.
- Wang, S., Lin, Y., & Zhu, G. (2023). Online reviews and high-involvement product sales: Evidence from offline sales in the Chinese automobile industry. *Electronic Commerce Research and Applications*, 57, 101231.
- Wei, L., Yang, G., Shoenberger, H., & Shen, F. (2021). Interacting with Social Media Ads: Effects of Carousel Advertising and Message Type on Health Outcomes. *Journal of Interactive Advertising*, 21(3), 269–282. <https://doi.org/10.1080/15252019.2021.1977736>
- Weiger, W. H., Hammerschmidt, M., & Wetzels, H. A. (2018). Don't You Dare Push Me: How Persuasive Social Media Tactics Shape Customer Engagement. *Journal of the Association for Consumer Research*, 3(3), 364–378. <https://doi.org/10.1086/698713>

- Weiner, B. (2018). Attribution theory in organizational behavior: A relationship of mutual benefit. In *Attribution Theory* (pp. 3–6). Routledge.
- <https://www.taylorfrancis.com/chapters/edit/10.4324/9781315137926-1/attribution-theory-organizational-behavior-relationship-mutual-benefit-bernard-weiner>
- Wichmann, J. R. K., Wiegand, N., & Reinartz, W. J. (2022). The Platformization of Brands. *Journal of Marketing*, 86(1), 109–131. <https://doi.org/10.1177/00222429211054073>
- Wongkitrungrueng, A., & Assarut, N. (2020). The role of live streaming in building consumer trust and engagement with social commerce sellers. *Journal of Business Research*, 117, 543–556.
- Wu, P. F. (2019). Motivation crowding in online product reviewing: A qualitative study of amazon reviewers. *Information & Management*, 56(8), 103163.
- Wu, W., Wang, S., Ding, G., & Mo, J. (2023). Elucidating trust-building sources in social shopping: A consumer cognitive and emotional trust perspective. *Journal of Retailing and Consumer Services*, 71, 103217.
- Xia, L., Monroe, K. B., & Cox, J. L. (2004). The Price is Unfair! A Conceptual Framework of Price Fairness Perceptions. *Journal of Marketing*, 68(4), 1–15. <https://doi.org/10.1509/jmkg.68.4.1.42733>
- Xie, Y., Zhu, K., Zhou, P., & Liang, C. (2023). How does anthropomorphism improve human-AI interaction satisfaction: A dual-path model. *Computers in Human Behavior*, 148, 107878.
- Xu, G., Wang, S., Li, J., & Zhao, D. (2020). Moving towards sustainable purchase behavior: Examining the determinants of consumers' intentions to adopt electric vehicles. *Environmental Science and Pollution Research*, 27(18), 22535–22546. <https://doi.org/10.1007/s11356-020-08835-9>
- Xu, Y. (2024). Strategic Engagement and Brand Perception: An Analysis of Social Media Marketing in the Luxury Automobile Industry. *Advances in Economics, Management and Political Sciences*, 105, 47–54.
- Yan, W.-J., & Chiou, S.-C. (2020). Dimensions of customer value for the development of digital customization in the clothing industry. *Sustainability*, 12(11), 4639.

References

- Yang, J., & Mundel, J. (2022). Effects of brand feedback to negative eWOM on brand love/hate: An expectancy violation approach. *Journal of Product & Brand Management*, 31(2), 279–292.
- Yang, J., Li, B., Liu, J., Tu, Z., & Wu, X. (2024). Application of additive manufacturing in the automobile industry: A mini review. *Processes*, 12(6), 1101.
- Yang, M., Ren, Y., & Adomavicius, G. (2019). Understanding user-generated content and customer engagement on Facebook business pages. *Information Systems Research*, 30(3), 839–855.
- Yang, Z., & Fang, X. (2004). Online service quality dimensions and their relationships with satisfaction: A content analysis of customer reviews of securities brokerage services. *International Journal of Service Industry Management*, 15(3), 302–326.
- Yilmaz, V., & Sürmelioglu, Y. (2025). Measuring automobile service quality with the European customer satisfaction index model (ECSI): The moderating effect of trust. *The TQM Journal*, 37(4), 1176–1200.
- Yoo, B., & Donthu, N. (2001). Developing a scale to measure the perceived quality of an Internet shopping site (SITEQUAL). *Quarterly Journal of Electronic Commerce*, 2(1), 31–45.
- Young, F. W., & Harris, D. F. (1994). SPSS Professional Statistics. *SPSS Inc.*
- Yousaf, A., Amin, I., Jaziri, D., & Mishra, A. (2021). Effect of message orientation/vividness on consumer engagement for travel brands on social networking sites. *Journal of Product & Brand Management*, 30(1), 44–57.
- Zaidun, N. A., Muda, M., & Hashim, N. H. (2021). The relationship between customer brand engagement and brand loyalty for local car brands in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 11(6), 648–668.
- Zarantonello, L., Romani, S., Grappi, S., & Fetscherin, M. (2018). Trajectories of brand hate. *Journal of Brand Management*, 25(6), 549–560. <https://doi.org/10.1057/s41262-018-0105-5>
- Zeithaml, V. A. (1988). Consumer Perceptions of Price, Quality, and Value: A Means-End Model and Synthesis of Evidence. *Journal of Marketing*, 52(3), 2–22. <https://doi.org/10.1177/002224298805200302>

References

- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2010). Services Marketing Strategy. In J. Sheth & N. Malhotra (Eds.), *Wiley International Encyclopedia of Marketing* (1st ed.). Wiley.
<https://doi.org/10.1002/9781444316568.wiem01055>
- Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). *Delivering quality service: Balancing customer perceptions and expectations*. Simon and Schuster.
[https://books.google.com/books?hl=en&lr=&id=RWPMYP7-sN8C&oi=fnd&pg=PR9&dq=Zeithaml,+V.+A.,+Parasuraman,+A.,+%26+Berry,+L.+L.+\(1990\).+Delivering+quality+service:+Balancing+customer+perceptions+and+expectations.+New+York:+Free+Press.&ots=chatddt1pa&sig=5Ekk7xW91p_FkGW3gMV6IARf69M](https://books.google.com/books?hl=en&lr=&id=RWPMYP7-sN8C&oi=fnd&pg=PR9&dq=Zeithaml,+V.+A.,+Parasuraman,+A.,+%26+Berry,+L.+L.+(1990).+Delivering+quality+service:+Balancing+customer+perceptions+and+expectations.+New+York:+Free+Press.&ots=chatddt1pa&sig=5Ekk7xW91p_FkGW3gMV6IARf69M)
- Zeithaml, V. A., Parasuraman, A., & Malhotra, A. (2002). Service quality delivery through web sites: A critical review of extant knowledge. *Journal of the Academy of Marketing Science*, 30(4), 362–375.
- Zhang, S., Peng, M. Y.-P., Peng, Y., Zhang, Y., Ren, G., & Chen, C.-C. (2020). Expressive brand relationship, brand love, and brand loyalty for tablet pcs: Building a sustainable brand. *Frontiers in Psychology*, 11, 231.
- Zhang, T., Tao, D., Qu, X., Zhang, X., Zeng, J., Zhu, H., & Zhu, H. (2020). Automated vehicle acceptance in China: Social influence and initial trust are key determinants. *Transportation Research Part C: Emerging Technologies*, 112, 220–233.
- Zhao, J.-D., Huang, J.-S., & Su, S. (2019). The effects of trust on consumers' continuous purchase intentions in C2C social commerce: A trust transfer perspective. *Journal of Retailing and Consumer Services*, 50, 42–49.
- Zheng, L. (2024). How to make users fall in love with a mobile application: A moderated-mediation analysis of perceived value and (brand) love. *Information Technology & People*, 37(3), 1360–1378.

References

- Zhou, T., Lu, Y., & Wang, B. (2009). The Relative Importance of Website Design Quality and Service Quality in Determining Consumers' Online Repurchase Behavior. *Information Systems Management*, 26(4), 327–337. <https://doi.org/10.1080/10580530903245663>
- Zielke, S. (2011). Integrating emotions in the analysis of retail price images. *Psychology & Marketing*, 28(4), 330–359. <https://doi.org/10.1002/mar.20355>
- Zygiaris, S., Hameed, Z., Ayidh Alsubaie, M., & Ur Rehman, S. (2022). Service quality and customer satisfaction in the post pandemic world: A study of Saudi auto care industry. *Frontiers in Psychology*, 13, 842141.