

Engaging Consumers in Social Media: From the Perspective of S-O-R

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Abstract

With the advancement of technology and increased use of social media, brands become the part of the virtual world and trying to grab customers' attention. Brand pages enable customer to voluntarily participate in providing feedback, ideas and collaborate with others, this add value to the firm. This research explores which characteristics help the brands that influence consumers to generate responses in the form of feedback, collaboration and mobilization. For this, data was collected from 250 respondents who had purchased their favorite brand in last 4 months using five Point Likert-scale adopted questionnaires. PLS- SEM was used to analyze the model using smart PLS. The results indicate that content quality lead to brand learning values and hedonic values. Whereas, customer contact quality directs brand learning value only. Both, hedonic and brand learning value induce customer engagement behaviors.

Key Words: Social media, Content Quality, Hedonic Values, Customer Engagement Behavior, S-O-R, Brand learning value.

Introduction

Brands are now substantially investing in social media to engage with their customers (Kao et al., 2016; Hamilton et al., 2016; Uncles and Ngo, 2017). By means of social media, firms can interact with customers easily as it offers two-way communication and help firms acquire absolute and rich customer perception at much better pace than the past (Hudson et al., 2016). Social media serves as important media that encourage customers' interactions, collaboration, knowledge and information sharing related to their preference to support the brand (Alexander and Jaakkola, 2016; Gruner et al., 2014). The rising popularity of social media communities also offered the forum to the consumers to share experiences regarding their favorite brand (Zhu et al., 2016). Social media gives empowerment to the consumers as they can exchange ideas and have influence on the brand and other customers. Therefore, consumers on social media who share information and ideas are considered as active donors of information rather than passive receivers (Zhang et al., 2017). For customers what they perceive is a sort of reality for them. When studying customer behavior, it is necessary to encounter perception, because no matter whether the perception is right or wrong, it definitely affects their actions. According to Connors (2012), brand pages try to grab the attention of the users because it helps to build the perception in the mind of customers. It is quite useful for the social media marketers to make their brand pages more interactive and informative so that consumers attract towards them and interpret positive feelings about the company.

Advancement in online services has enabled interactive "engagement platforms" where people exchange resources and co-create value (Breidbach et al., 2014). From this perspective, scholars stated that customer engagement behavior has brought new perspective which examines customer behavior which focuses brand and it resultant from motivational drivers that add value for the firms. Customer engagement behaviors are the customers' behavioral manifestation that go beyond transaction, which are

stimulated by motivational factors towards the focal firm (Groeger et al., 2016). Customers' interaction results in the generation of useful information or content, which can be shared, utilized and spread by other customers (Schivinski et al., 2016). According to de Vries and Carlson (2014), consumers are becoming focal person for the brand as they share brand experiences on social media, linking consumer and brands. The satisfied customers used to express their success stories, which is beneficial for the brand. Positive reviews always results in the increased perception of credibility of a particular product in the minds of the targeted customers and help generate huge customer traffic. Due to the availability of the powerful social network, it becomes comparatively easier to apprehend user-generated content related to brand from the large population (Mount and Martinez, 2014).

Increasing interaction of the consumers in social media raised the question that what motivates customer engagement behavior (CEB). It is therefore necessary to grasp the knowledge of stimulating factors that firms must bring into practice to encourage consumers to make voluntarily participation in brand communities. By doing this, firms can promote behaviors regarding sharing feedback and having collaboration with other members of a brand community (Alexander and Jaakkola, 2016) and can promote mobilizing behavior.

Groeger et al., (2016) concept of CEBs comprises of various behavioral responses including WOM, giving suggestions and assisting fellow customers, writing blogs and reviews, and taking legal action. Jaakkola and Alexander (2014) extended the scope of CEB by examining four types of behaviors (augmenting, co-developing, influencing, and mobilizing). CEB may evolve either from customer to firm interactions (resulting in cooperation, compliance and feedback) or customer-to-customer interactions (resulting in collaboration and positive WOM) (Verleye et al., 2014). Previously, Shi et al. (2016) examined collaboration among the users of social media that further fosters an intention to keep participating in brand related activities. Feedback delivery that

may be solicited or unsolicited is another form of customer engagement behavior discussed in the earlier researches (Pansariet al., 2017). Combining these two concepts of CEB and incorporating other forms of CEBs as conceptualized by Jaakkola and Alexander (2014) and Groeger et al. (2016), this research has been designed to enrich the concept of CEB by further investigating its innovative forms. Hence, this study has extended the concept of CEB via taking “*mobilizing behavior*” of the consumer as an added element of CEB. This study is conducted on the foundation of Stimulus- Organism- Response (S-O-R) paradigm developed by (Mehrabian and Russell, 1974). This model suggests that environmental stimulus is followed by customer reaction (O) that induces customer response (R). Based on this concept, content quality and customer contact quality considered as a stimuli. Brand learning value and hedonic value are taken as an organism as it reflects emotional reactions. Lastly, consumer engagement behavior i.e. reflective construct (feedback, collaboration and mobilizing intention) is a response.

Theoretical Background

S-O-R Model

S-O-R paradigm explains how an environment influences individual's perception and behavior. The environmental aspects are stated as stimuli (S), that have an impact on the humans' emotions i.e. organism (O), that further leads to the development of behavioral responses (R) (Mehrabian and Russell 1974). This paradigm was used by many scholars like Peng and Kim(2014) used this in an online shopping behavior context; Cachero-Martínez and Vázquez-Casielles(2017) used this in retailing context to see how positive environment stimulate satisfaction; Liu et al., (2016) used this to see impact of home page aesthetics on satisfaction and Zhang and Bencyoucef (2016) discussed the behavior of consumers on social media sites, using SOR model. As far as the online platform is considered, the environmental stimuli here refers to the attributes of the platform concerned with design or appearance of the web page (Kim & Johnson, 2016). The

organism part deals with internal characteristics that lie between stimuli and generated customer responses, including customers' judgments, perceptions, emotions and experiences (Hu et al., 2016). The responses emitted are the behaviors of customer that compel them to approach or neglect the brand (Kim & Johnson, 2016). Islam and Rehman (2017) also used SOR theory to examine customer engagement behavior in an online brand community.

SOR paradigm has been used in this study to determine customer engagement behaviors, for two reasons. Firstly, since the previous researches have used the same model extensively to predict customer engagement behaviors on social media (Zhang et al., 2015). These researches have provided evidence that this model explains the customers' responses to the environmental stimuli. Secondly, to predict the role of website features and the customer behavior on social media, the SOR theory provides an organized way to study the effects of site characteristics of social media on the judgement of customers about the perceived benefits they obtain (internal organisms), that ultimately lead them to participate and collaborate in the brand related activities (Zhang et al., 2015).

Environmental Stimuli (S)

The previous researches show that the web-based features such as content quality and customer contact quality are important features to analyze (O'Cass and Carlson, 2012; Gironda and Korgaonkar, 2014). Content quality refers to the perception of customers about relevancy, accuracy, completeness and timeliness of the information on the brand page (O'Cass and Carlson, 2012). The content that is interesting and appealing to the audience gauge the attention of customers with the brand (Berger and Milkman, 2012). In addition, it works as stimuli in determining online customer behavior (O'Cass and Carlson, 2012). According to Gummerus et al., (2012), consumer feels worthwhile if they get useful information. The customer contact quality is yet another important stimulus that provides customers with ease of use, fun and entertainment, and information sharing source, in contrast to other mediums of communication (Gironda and Korgaonkar, 2014).

O’Cass and Carlson (2012) refer contact quality as the effective and efficient interaction of the consumer with the brand through electronic sources instead of traditional ones. The present era is the time of digitalization. Not only firms but customers themselves are updated and wish to have all the information available and their queries resolved using the platform of social media. Therefore, social media is serving as a vital tool for developing two-way communications between the firms and the customers in a very cost effective manner that is beneficial for both of them.

Organism(O)

The model further investigates the ways in which the environmental stimuli provided by web-based characteristics affect the customers’ perceived value that comprise the organism part of the model. The stimuli provided by the brand page affect the customers online experience and delivers variety of benefits to the followers. These benefits may include brand-learning and hedonic values. Brand pages provide a learning platform to the customers that make them believe that other members of the page and the brand itself are capable of giving beneficial suggestions about the brand features or usage, that enhance the process of interaction among the members (Shi et al., 2016). Brand learning value can be defined as the utility obtained by the customers from the cognitive benefits provided by the brand page that deal with gaining brand related information (Zhang et al., 2015). Hedonic values refer to the entertainment and enjoyment that a customer experiences while using or engaging with the brand page (Shi et al., 2016). Fun and entertainment are the key features of social media that deliver pleasure-seeking experiences to the users. The surroundings of the brand page provide customers source of interaction that develop amazing, pleasure seeking and cognitive benefits which is the result of the collaborative and lively environment of social media (Zhang et al., 2015).

Response (R)

Customer engagement behavior (CEB) is the phenomenon that has emerged from the Resource Exchange Theory and the Affect

Theory of Social Exchange, according to which, customers become the part of volunteer behaviors deliberately, and however organizations need to adopt such practices in order to deal with such behaviors (Verleye et al., 2014). In the light of resource exchange theory, CEBs are considered as the customers' voluntary behaviors that provides support and assistance to the firms to deliver improved levels of service (Leckie et al., 2016). The affect theory of social exchange states that social exchanges are based on the level of customer affect. The greater the level of customer affect towards the firm, that is, the positive attitude towards the firm; the greater the manifestation of customer engagement behaviors would be observed (including providing feedback and assisting other customers) (Verleye et al., 2014). In this study, three of the various CEB intentions have been discussed namely, feedback, collaboration and mobilizing intentions. The earlier researches indicate that the behavior of feedback and collaboration are the form of innovation based customer motives (Pansari et al., 2017). Collaboration intentions refer to the interaction of customers in such a way that lead them to help and support each other (Shi et al., 2016). Mobilizing behavior is the dimension of CEB analyzed by Jaakkola and Alaxendar (2014) which is the customer contributions of resources such as relationships and time, to mobilize other stakeholders' actions towards the focal firm.

Hypothesis Development

Content quality and customer perceived value

Content quality is defined as the useful information available, that adds value and is considered meaningful by the target audience (Gummerus et al., 2012). The information displayed on social media must be valuable and customer oriented. New customers can be triggered and motivated by spreading brand related content and brand learning can be enhanced, related to brand activities that strengthens brand relationships (Kim and Johnson, 2016). Various studies concluded that web based features namely, color, design and images had a positive impact on customers' values (e.g. pleasure) and perceptions such as perceived information quality

(Ha &Im, 2012).The task relevant information helps to induce enjoyment in customers by reducing curiosity and making them feel satisfied (Dessart et al., 2015).The websites that provide secure transaction methods maintain privacy and quick access to information help to attract hedonic customers and increase the pleasure of virtual buying by providing aesthetic appeal and emotional value (Pebrianti, 2016).By means of social media customers can share useful content with other customers that helps them increase brand related knowledge, enabling them to take buying decisions easily and enjoy the pleasant experience of shopping (Hajli et al., 2015).

The information related to brand, that is shared by users is considered to have more impact on other customers (Kim & Johnson, 2016).

Based on the above discussion we propose an argument that the perception about usefulness of content and information on brand pages may lead to enhancement and enrichment of customer perceived values that include learning, fun and entertainment.

H₁: Content quality has significant positive influence on (a) brand learning and (b) hedonic value.

Customer contact quality and customer perceived value

The term customer contact quality refers to the relative benefit obtained by customer in using brand page in terms of ease, entertainment and/or information availability as compared to other mediums of communication (Gironda and Korgaonkar, 2014). For retail websites, the term can further be modified as the efficient and effective communication between firm and customer via web page as compared to the other contact means (O’Cass and Carlson, 2012).Research shows that the social media has relative advantage over other channels, eventually that develops positive customer responses. According to Gironda and Korgaonkar (2014) perceptions of relative advantage of virtual channels have great impact on their usage intensity.If the information displayed on a

web page is sufficient, updated, relevant it helps to enhance the value perceptions related to ease, speed and entertainment (Tsao et al., 2016). Since social media is a significant source of information about the brands, it helps customer to enhance their learning value and derive fun and entertainment by clicking, liking and sharing information.

On the basis of above discussion, we can conclude that customer contact quality on brand pages deliver not only learning values among members, but also it may serve as a source of pleasure, thus it can be hypothesized:

H₂: Customer contact quality has positive influence on (a) brand learning value and (b) hedonic value.

Customer perceived value and CEB intentions

In the presented model, the link has been established between the customer perceived value and the development of CEB intentions. The perceived values taken into account comprise of,

- 1) Brand-learning value
- 2) Hedonic value

CEB intention is the reflective construct comprising of feedback, collaboration and mobilizing intentions.

Feedback Intention

Feedback intentions relate to the customers' behavior involving the delivery of responses that may be solicited or unsolicited, comprising of their feelings about their experience with the brand. It consists of the various types of marketing activities carried out by the brands on their pages in which they ask customers to fill a survey form, give responses to the polls and/or answering to the brand related questions and to become part of the efforts leading to brand development and innovations (Groeger et al., 2016).

Collaboration Intention

Collaboration intention refers to the assistance and support provided by the members of brand page to each other, with the purpose of solving product related problems, transmitting useful information, participating in product development and so on (Shi et al., 2016).

Mobilizing Intention

Mobilizing refers to the behavior of customers that enable them to contribute their time and develop relationships and hence mobilize other customers' behaviors concerning about the company (Jaakkola and Alexander, 2014). According to Jaakkola & Alexander (2014), mobilizing intention is the customers' resource contribution that may mobilize other customers' action towards the particular firm. Mobilizing behavior of customers may result in the serious actions by the customers that can be either in favor or against the brand's reputation.

Brand learning value and CEB intentions

Brand- learning value is the customer usage of the offered cognitive benefits that include the gaining of brand related information from the page (Zhang et al., 2015). It is the value addition in the domain of product related knowledge and information regarding usage and other attributes. Learning and enhancing one's knowledge is the goal that is sufficiently fulfilled by social media platform, because it provides its users the opportunity to share their ideas and experiences, ask queries and gain feedback from other users on the page, or even from the brand itself (Dessart et al., 2015). The increased quality of information available on social media platform, provides better understanding of the brand, and enables users feel supportive from others, resulting in good decision making (Barreda et al., 2015). Social media has allowed users to interact and share their experiences, resulting in generation of e-WOM, which is highly considered to be an interacting marketing strategy (Barreda et al., 2015). If the online customers have perception of information quality on the web page to be very high, it generates not only positive WOM

about the brand but also leads to customer satisfaction (Ha and Im, 2012). According to recent research of the users of Weibo social media, learning and improving values lead to continued user intentions (Zhang et al., 2015).

From all the above discussion, we can establish a hypothesis that brand learning values lead to development of customer engagement behaviors that include collaboration, feedback and mobilizing behaviors hence:

H₃: Brand learning value has positive influence on CEB intentions (feedback, collaboration and mobilizing intentions).

Hedonic value and CEB intentions:

Hedonic value is the stimulating factor that results from the fun and excitement gained by the individuals while using the brand page (Gummerus et al., 2012). Within the brand page customers interact with each other, which provides them a source of gaining exciting, amazing, and pleasure seeking experiences, since social media itself has interactive nature (Zhang et al., 2015).

The elements of enjoyment may include the information shared by a user regarding brand or the marketing activities by brands (Shi et al., 2016). The utilitarian and hedonic values experienced by a customer during online shopping, enable them to give preference to such sites for further shopping and even recommend others through WOM and e-WOM part4

Previous research showed that hedonic, social and cognitive benefits are the drivers of customer engagement intentions in virtual communities (Verhagen et al., 2015). Hudson et al. (2015) also concluded that pleasure and entertainment leads to WOM intentions. When the customers are excited about their participation in the brand page activities and gaining information, they manifest positive and strengthening feelings towards the brand (Gummerus et al., 2012).

Concisely, hedonic values that deliver fun and entertainment, serve as the medium to develop positive attitude towards the brand, because of which customers deliver their feedback by writing reviews or filling survey forms; and they are compelled to share their experiences with other uses and collaborate and mobilize with it. Thus:

H₄: Hedonic value has positive effect on CEB intentions (feedback, collaboration and mobilizing).

Research Methodology

Target Population and Sample Size

To see the CEB intention of the consumer's on social media, convenience sampling technique was used to get the responses from the target population. The target population of this research were the consumers who had purchased their favorite brand in last 4 month and also the follower of the brand page on social media i.e. Facebook. Data was collected with the help of Likert scale questionnaire.

Questionnaire was comprised of two parts. One was related to the demographic profile and the second part was related to the constructs. In demographic section, questions related to gender, age, education level and income were asked. Whereas construct part was based on Likert-scale ranging from 1 to 5 in which 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree and 1 = strongly disagree. All the measurement items were adapted from the previous researches and the sources are mentioned in Table II.

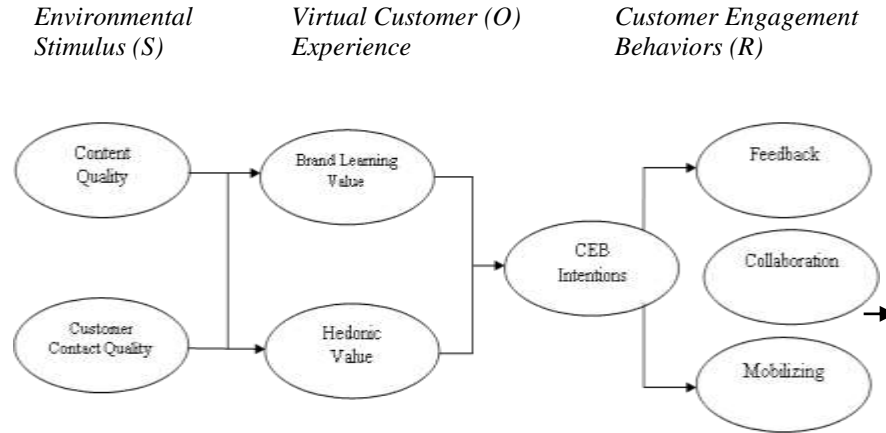
In total, the data was collected from 250 respondents but after data screening process it reduced to 223.

Statistical techniques

The statistical technique applied on the proposed research model is partial least square structural equation modeling (PLS-SEM) via using SmartPLS 3.2. The PLS-SEM method enables to develop estimations of the cause and effect relationship of complex models

with latent variables. The model that is used expresses the link between the data observed and latent variables. The study first examined the reflective measurement for reliability and validity. Later hypothesized paths were evaluated.

Research Model



Note: CEB intentions is a multidimensional reflective construct

Data Analysis

Pilot testing

Pilot testing is carried out on small sample of data to check the reliability of the instrument used for data collection. The value of Cronbach's alpha represents reliability which must be greater than 0.7 (Hair et al., 2016). In pilot testing, reliability analysis was carried out, using IBM SPSS 22 over the sample of 50 respondents. The results showed that the reliability of all the variables was greater than 0.7. The value of Cronbach's alpha for content quality was 0.731, customer contact quality 0.72, brand learning value 0.747, hedonic value 0.865, feedback intention 0.805, collaboration intention 0.857, and for mobilizing intention, it was 0.880. The overall reliability of the model was 0.91 that was adequate to carry out further analysis.

Data Screening

In data screening step, missing values were identified and replaced and outliers were detected. In the data there were no missing values, however outliers were detected. At first, univariate outliers were identified by means of z-score and for multivariate outliers, Mahalanobis distance was used. In total, 27 outliers were identified and removed that reduced the data to about 223 respondents.

Demographic profile of respondents

Table I represents the demographic profile of the respondent. Out of 223 respondents, 154 were females and 69 were males. The majority of the respondents lied in the age group of 18-25 years (70.4%), and 27.7% respondents belonged to the age group of 26-35. The income level for the majority of respondents lied between PKR 15001-25000, that is about 58.7% and 48% of the respondents were graduated.

Table I
Demographic Profile of the Respondent

	Frequency	%
Gender		
<i>Male</i>	69	30.9
<i>Female</i>	154	69.1
Age		
<i>18-25</i>	157	70.4
<i>26-35</i>	62	27.8
<i>36-45</i>	2	0.9
<i>45 or above</i>	2	0.9
Education Level		
<i>Undergraduate</i>	63	28.3

<i>Graduate</i>	107	48
<i>Post graduate</i>	53	23.8
Income Level (PKR)		
<i>15001-25000</i>	131	58.7
<i>25001-35000</i>	40	17.9
<i>35001-45000</i>	21	9.4
<i>45001 or above</i>	31	13.9

Measurement Model

The measurement model was assessed by following the guidelines of Hair et al., (2016). The suggested criterion is to check individual reliability, internal consistency, convergent validity and discriminant validity. Individual reliability is measured by standardized outer loadings of the items that should be above than 0.7 (Hair et al., 2016 and Fornell and Larcker,1981). Internal consistency of the constructs is measured through the value of Cronbach's alpha. According to Hair et al., (2016) the value of Cronbach's alpha above than 0.7 is considered as excellent. Moreover, convergent validity has been assessed. Convergent validity comprises of two parameters, average variance extracted (AVE) and composite reliability (CR). According to Hair et al., (2016), in order to achieve convergent validity, value of composite reliability should exceed 0.7 and AVE should exceed 0.5 (see Table II). Lastly, discriminant validity was assessed by Fornell and Larcker Criterion and HTMT. A Fornell and Larcker criterion compares the square root of AVE with the correlation among the items and it suggests that the square root of AVE must exceed the correlation between the different pairs of constructs (Hair et al., 2016). Another criterion used to assess discriminant validity is HTMT criterion, where the values must be less than threshold of 0.85 as suggested (Henseler et al.,2015). Table III and IV indicates that all the values match both the mentioned criteria, which conforms that discriminant validity is sufficient.

Table II
Standardized Outer Loadings

Items	Factor Loadings	Adapted Source
Content quality (CQ) Cronbach's Alpha = 0.816 , CR= 0.871 , AVE = 0.574		
I find information on this brand page to be valuable.	0.742	Mathwick et al. (2007)
I think this brand page is a helpful resource.	0.746	
There is useful information on this brand page.	0.808	
The information on this page is effective.	0.768	Zhang et al. (2015)
This brand page adequately meets my information needs.	0.722	
Customer Contact Quality (CCQ) Cronbach's Alpha = 0.712 , CR= 0.822 , AVE =0.607		
It is easier to use this brand page for accessing brand-related information than other channels (e.g. visit the store, advertising, website or other social platforms.).	0.715	Adapted from O'Cass and Carlson (2012).

Using this brand page is easier than using other channels to stay up-to-date about the brand. 0.776

This brand page is a better alternative to using other ways for getting information. 0.842

Brand Learning Value (BLV) Cronbach's Alpha = 0.775, CR=0.870, AVE =0.690

The brand page helps me to obtain solutions to specific brand related problems that I have. 0.839 Algesheimer et al. (2005)

This brand page provides me information that helps me make important decisions. 0.854 Alnawas&Aburub(2016)

This brand page helps me better manage my money. 0.798

Hedonic Value (HV) Cronbach's Alpha =0.853 , CR= 0.901, AVE =0.696

The brand page is fun. 0.836 Jahn and Kunz (2012)

The brand page is exciting. 0.875

The brand page is entertaining 0.854

Using this brand page improves my mood, makes me happier.	0.767	Alnawas&Aburub (2016)
Feedback (FI) Cronbach's Alpha = 0.836, CR=0.890, AVE =0.670		
When I experience a problem with the brand I intend to notify the brand page.	0.753	Adapted from Hamilton et al. (2016)
When I have a useful idea on how to improve the brand, I intend to communicate it on the brand page.	0.843	
I am willing to complete a survey/provide feedback on this brand page.	0.825	
I intend to provide constructive suggestions to the brand via the brand page on how to improve it.	0.849	
Collaboration Intention (CI) Cronbach's Alpha = 0.841, CR= 0.888, AVE =0.613		
I intend to share my ideas about the brand with other community users.	0.772	Adapted from Shi et al. (2016)
I intend to help other community users with	0.824	

brand issues.

I intend to get help from other community users. 0.825

On this brand page, I can provide information to other users. 0.733

I am willing to support other members on this brand page. 0.756 Fang et al. (2017)

Mobilizing intention (MI) Cronbach's Alpha = 0.860, CR= 0.899, AVE =0.640

I assist other customers if they need my help. 0.821 Roy et al. (2017), (based on Jaakkola& Alexander, 2014)

I give advice to other customers regarding the services of the brand. 0.809

I help other customers if they seem to have problems. 0.819

I am willing to stand to protect the reputation of the brand. 0.775

I am willing to clarify other customers or outsiders misunderstanding regarding the brand. 0.776

Table III
Fornell-Larcker criterion of constructs

	CQ	CCQ	BLV	HV	FI	CI	MI
CQ	0.758						
CCQ	0.465	0.779					
BLV	0.483	0.373	0.831				
HV	0.295	0.257	0.423	0.834			
FI	0.273	0.234	0.405	0.423	0.819		
CI	0.169	0.253	0.364	0.387	0.57	0.783	
MI	0.229	0.215	0.325	0.378	0.523	0.676	0.8

Table IV
Heterotrait Monotrait Ratio (HTMT)

	CQ	CCQ	BLV	HV	FI	CI	MI
CQ							
CCQ	0.630						
BLV	0.592	0.487					
HV	0.345	0.331	0.522				
FI	0.342	0.330	0.511	0.498			
CI	0.213	0.336	0.455	0.456	0.672		
MI	0.270	0.277	0.394	0.436	0.612	0.792	

Path Analysis

Table V represents the result of the reflective construct CEB. All dimensions of CEB i.e. feedback, collaboration and mobilizing has a p-value <0.05.

The results for path analysis explain the significance of relationship between the dependent and independent variables. The table VI shows that the P-value for all the variables is less than 0.05 which indicates the presence of significant relationship between the variables. Only customer contact quality has p- value greater than 0.05 shows an insignificant impact on hedonic value. The major factor for customer engagement behavior is hedonic value ($p < 0.05$, $\beta = 0.342$), followed by brand learning value ($p < 0.05$, $\beta = 0.282$). The customers' perception of brand learning value is emerged mainly from customer contact quality ($p < 0.05$, $\beta = 0.455$) followed by the content quality ($p < 0.05$, $\beta = 0.396$) of brand pages. However hedonic value is induced by means of content quality of brand pages ($p < 0.05$, $\beta = 0.189$) whereas customer contact quality has no impact on hedonic value ($p > 0.05$, $\beta = 0.153$). Thus, all our hypotheses appear to be true in the light of the calculated results except H_{2b} .

R^2 values determine the proportion of variance of dependent variables that can be predicted by independent ones. The stimuli variables namely content quality and brand page interactivity predict brand learning value for about 26.2% and hedonic value for about 10.5%. Also, these variables (hedonic value and brand learning value) further predict customer engagement behavior for about 27.9%.

Table V
Reflective Construct- CEB

Path	Coefficient	P-Value
Customer Engagement Behavior → Feedback Intention	0.8	0.00
Customer Engagement Behavior → Collaboration Intention	0.886	0.00
Customer Engagement Behavior → Mobilizing Intention	0.866	0.00

Table VI
Hypothesis Testing

Path	Coefficient	P	Results
Content Quality→ Brand Learning Value	0.396	0	Supported
Content Quality→ Hedonic Value	0.189	0.004	Supported
Customer Contact Quality → Brand Learning Value	0.455	0.011	Supported
Customer Contact Quality → Hedonic Value	0.153	0.072	Rejected
Brand Learning Value → Customer Engagement Behavior	0.282	0	Supported
Hedonic Value → Customer Engagement Behavior	0.342	0	Supported

Conclusion

The purpose of this study was to examine the various forms and causes of CEB that are observed on social media brand pages. The study indicates that content quality serve as the environmental stimuli that help in originating customer perceptions, including brand learning value and hedonic value. It is because the information on brand pages serve as a learning tool for the followers who might not need to visit the store every time they wish to purchase their favorite brands. Also during sales promotion activities or new product launch, these brand pages provide customers useful information about the time and date of sale or other product related information, so in other words these brand pages serve as a better medium of gaining information related to brand and its offerings as compared to other sources. In addition, social media has playful nature that enables it users to not only enhance their knowledge but also give them fun and entertaining

experience. It concludes that content characteristics of social media stimulate value perceptions that include fun, arousal and informational influence, which lead to participation behavior of customers. Another stimuli variable namely, customer contact quality serve as environmental stimuli for only brand learning value. The reason behind insignificant impact of customer contact quality on hedonic value might be due to the reason that the benefit of social media being the better alternative source for brand related information is less concerned with fun and entertainment. Brand learning value and hedonic value, further leads to the development of customer responses in the form of feedback, collaboration and mobilizing behaviors. According to the results revealed, both hedonic value and brand learning value develops customer engagement behavior. The results conforms that fun, entertainment, excitement and the information provided by the brand page develops the customer engagement behaviors.

This study advances the findings of Pansari et al., (2017), Jaakkola, and Alaxendar (2014) as it captures the additional richness of customer engagement behavior via taking mobilizing behavior. The result confirms that mobilizing is a higher determinant of customer engagement behavior.

The research indicates that users of social media brand pages in turn deliver responses in the form of giving feedback, collaborating and mobilizing with fellow customers. The results suggests that as the users get adequate information about the brand and gets entertained doubled the involvement of the consumer on social media brand page, they usually interact with each other, discuss the features of brands and give reviews that help the brand improve its services and compete with other brands. Besides this, these customers can take actions supporting in favor or protesting against the brand if any such campaigns are launched.

Recommendations

It is recommended to the brand page managers to develop useful informational content for the users of brand pages to enhance

informational value for the customers. Since, now people are much engaged with social media, it is very important how the information on such pages is developed and maintained. Also the research indicates that the brand pages on social media serve as the means of easiness to the users to get themselves updated about the products offered by the brands, it is the need of today's modern era that this vital source of information must be designed in such a way that help to deliver positive word of mouth about the brands. Social media is the source of making things viral; it may lead to positive and/or negative outcomes both for the brands. Any such information or content that might harm the reputation of the brand must be monitored. It is essential for the social media operators to enhance the utility generated from the cognitive and affective features of brand page and make it the better alternative as it helps to trigger potential customers. The results also reveal that hedonic values are more favorably induced by content quality, which means that social media marketers of brand pages must enhance the quality of information available on this platform, as information sharing is a source of fun for the users of social media. These brand pages must endeavor to develop such activities that make users engaged with their pages and avoid them to deviate their attention. In addition to this, the research indicates that customer engagement behavior is driven more by hedonic value as compared to brand learning value. These fun related activities can play a vital role in the inducement of customer participation on these social media pages. Apart from this, it enlightens the three dimensions of CEB on social media, which include feedback, collaboration and mobilizing intentions. The users who are engaged with the brand on social media give feedback about the brand, which is very important for the brand to get itself improved and compete with other brands. This feedback can appear in the form of giving ratings and writing reviews or answering polls. The users who are engaged in social media collaborate with each other as indicated in the research; their collaboration may lead to the development of e-WOM. The customers who are engaged on brand pages share their experiences related to the brand and its offerings

with other members of the brand page. These customers collectively serve as a source of marketing tool for the brands who suggest other customers what they feel about the brand. This useful information generated can be utilized by the brands for innovation and improvement purposes. Apart from that, customers who are engaged show mobilizing behavior that can be both in favor and against the brand.

Future Recommendations

This research demonstrates the three drivers of customer engagement behavior namely feedback, collaboration and mobilizing intentions. The research could further be expanded by including other dimensions of customer engagement behaviors namely influencing, augmenting and brand co-creating behaviors. In addition, the research is based on the social media brand pages for clothing brands, the model can further be analyzed for other sectors including cosmetic, grocery store pages on social media. The research is generalized in nature and is evaluated for overall social media clothing brand pages. The future researches can be conducted by considering specifically Facebook, Instagram pages individually and a comparison can be made. The data in this research has been collected from Karachi; it might be extended to other cities of the country. An analysis across gender can be made in future researches, describing difference between the behavior of male and female on such brand pages. Also, a comparative analysis can be made between different brand pages that show how the results can be interpreted for different brands.

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