



Customer Satisfaction and Consumer Advocacy: The Mediating Role of Brand Loyalty and the Moderating Role of Collective Culture

*Wahyu Tri Untoro¹  Ambar Lukitaningsih² 

^{1,2}Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia
¹*anangad84@gmail.com, ²ambar.ita@ustjogja.ac.id

* Corresponding Author

Abstract. The objective of this study is to assess the mediating effect of customer satisfaction and brand loyalty on consumer advocacy, where collectivistic culture serves as a moderating variable. In today's competitive digital space, consumers don't only base their purchasing decisions on experience—they do so based on external information. Consumer effort, including word of mouth recommendation to others, is a significant measure of brand success both in sustaining loyalty and extending the market. Although the relationship between customer satisfaction and consumer advocacy has been widely discussed, the dynamics of this relationship in the context of collective culture still require further research. A collective culture, which emphasizes social values and group norms, can strengthen the relationship between customer satisfaction, brand loyalty, and consumer advocacy. This research uses a conceptual approach to integrate collective culture as a moderator in a model that links customer satisfaction, brand loyalty, and consumer advocacy. The findings are expected to provide new insights into understanding consumer behavior in an increasingly competitive market and support culture-based marketing strategies.

Keywords: Customer Satisfaction, Brand Loyalty, Consumer Advocacy, Collectivist Culture, Conceptual Analysis.

1 Introduction

In the competitive digital era, there has been a significant change in consumer behavior, which is now attracting great attention from researchers and business practitioners [1], [2], [3]. Modern customers no longer base their purchase decision on personal experience alone. "To get informed, before they fire up a scanner or head off to the store, consumers are going outside of traditional brand resources and considering content from all kinds of sources - personal recommendations in social; user ratings and reviews online; other forms of consumer (activism) that has become quite common [4]. Today's consumers don't have to rely only on their own experiences when choosing between products or services. They are increasingly seeking and appraising information from outside sources such as the internet, friends and family, consumer advocacy and more [5]. Therefore consumer advocacy is a mainstay to enhancing the

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longevity of the brands' relations with its customers and maintaining brand competitiveness in volatile environments.

Although the role of customer satisfaction and brand loyalty has been extensively discussed in the literature, Detailed study of the dynamics of such relationships in terms of communal culture is required. Chinese society belongs to collective culture where consumer is always prompted by societal requirements and group norms while American society is a little bit opposite, because it belongs to individualist culture and personal preference matters much [6]. In a collectivist culture, social interactions and group identities can affect customer loyalty to companies and their involvement in consumer advocacy. [7]. For example, consumers in a collective culture may be more likely to recommend brands that are perceived to align with their group's values. However, how collective culture moderates the relationship between customer satisfaction, brand loyalty, and consumer advocacy is still a question that requires empirical explanation.

Based on the results of previous research, there are still inconsistencies in the results of the influence of consumer satisfaction on consumer advocacy. Research results [8] shows that customer satisfaction has an effect on consumer advocacy, but other research results show that customer satisfaction has no effect on consumer advocacy [9], [10], [11].

To overcome the research gap, the researcher added the brand loyalty variable as the mediation variable and added the collective culture variable as the moderation variable. Customer satisfaction often serves as a key driver of brand loyalty, which in turn motivates consumers to recommend the brand to others [12]. Brand attachment is commonly a mediating factor between customer satisfaction and consumer advocacy[13]. This work was done in a context of individualist societies, so results cannot be extrapolated to collectivist civilizations. In a collective culture, social values such as solidarity and social harmony can strengthen the relationship between these variables. Example [5] Found that collective culture increases consumer engagement in consumer advocacy, especially when brand loyalty has been established. These findings are in line with the results of the study [14] that social pressures and group identities can encourage consumers to more actively recommend products or services that are considered to conform to their group norms [15]. This suggests that collective culture not only influences brand loyalty levels, but also encourages consumers to participate in consumer advocacy in a more intensive way, in line with the research results.

Most studies tend to focus on bilateral relationships between variables without considering the more complex influence of moderation. In fact, collective culture can function as a moderation variable that strengthens or even changes the dynamics of the relationship between these variables. For example, in a collective culture, brand loyalty may be stronger due to social pressure to stay loyal to a brand that is respected by the group. In addition, collective values can encourage consumers to be more active in recommending products or services that align with their group's norms.

This research seeks to fill this theoretical gap by offering innovative and contextual approaches. Collective culture, as a moderation variable, will be tested for its role in strengthening or weakening the relationship between customer satisfaction to brand loyalty, brand loyalty to consumer advocacy, and direct customer satisfaction to consumer advocacy. By integrating collective culture into this model, the research is

expected to provide more comprehensive insights into the dynamics of consumer behavior in different cultural contexts.

In an effort to understand how collective culture influences consumer behavior, this study uses the Cultural Value Theory developed by [16] and perfected by [17]. This theory provides a criterion for understanding how the culture value, such as solidarity, social consensus and mutual standard influence local behaviors in human making decisions. From a collective culture perspective, consumers use these values to judge and determine whether or not consumers want support the brand or through loyalty and advocacy.

In this study, Cultural Value Theory is used to explain the role of collective culture as a moderator in the relationship between customer satisfaction, brand loyalty, and consumer advocacy. One of the main contributions of this study is the integration of collective culture as a moderation variable that provides a new perspective in analyzing the interaction between these variables. Thus, this research not only expands theoretical insights but also makes a practical contribution to the development of more effective marketing strategies.

Through a collective culture-based approach, this study provides significant insights into how social factors influence consumer behavior. The research contributes to better understanding the interaction among satisfaction, brand loyalty and consumer advocacy by adding collective culture as a moderating variable. It is emphasized by this study the importance to include cultural factor as part of an effective marketing plan. The results are expected to make valuable theoretical and practical contributions to the development of consumer behavioural science and marketing management, particularly in the context of collective culture.

2 Literature Review

2.1 Cultural Value Theory

Cultural Value Theory, especially the dimension of Individualism vs Collectivism in [16], Suggests that the dominant value system in a society affects people's motivation, interpersonal satisfaction with work culture and product brand loyalty. Collectivist cultural values emphasize dependence, social harmony, and community benefit over those of individuals [18]. In a collective culture, consumers tend to adopt social norms and peer pressure when shaping brand preferences, providing advocacy, and making repurchases. In addition, collective culture also influences the way consumers express their satisfaction more likely to share experiences in a social context than individually. Thus, the theory of cultural values provides a scientific basis that certain social values moderate the relationship between customer satisfaction and brand loyalty and advocacy.

Within the framework of this study, Collective Culture was placed as a moderator that strengthened or weakened the effect of Customer Satisfaction on Brand The role of loyalty in consumer advocacy. In high collectivist cultural areas, contented customers tend to be more loyal because they value the importance of loyalty for building social harmony. This corresponds to the findings that social onboarding increases the likelihood of social behavior (brand loyalty) in target effects such as online or group purchasing [19].

2.2 Customer Satisfaction

Customer satisfaction is a basic terminology in consumer psychology that suggests a customer's feelings about consuming, who wants to measure it for any product or service by considering their expectation level regarding the extent of how good and valuable it meets with his discovery (or were unable to meet) in them pages should be inserted here kinds of expectations related to that product [20]. Expectations and disconfirmation is not the only aspect in customer satisfaction but they also have complex emotional and cognitive dimensions. It is not just transaction-based relationship but involves multi-dimensional emotions and cognitions such as perceived value, emotional attachment, overall service experience etc [20]. According to [21] Customer satisfaction is defined as the assessment that a feature of a product or service provides a pleasing level of fulfillment related to consumption, including a lack or excessive level of fulfillment. This definition highlights that satisfaction does not only depend on the performance of the product, but also on how the experience is perceived by the consumer.

2.3. Brand Loyalty

Brand loyalty is a customer's deep commitment to consistently choose a particular brand despite being faced with various alternative products or services in the market [22]. Brand loyalty is long-term resistance to switch a product or service in a market full of comparable options. It is not only a repeated purchase, but also includes the positive attitude and emotional connection to the brand. The concept of brand loyalty is concerned with the psychological relationship consumers and brands, developed through repeated experience, trust and satisfaction [23]. According to [24] Brand loyalty develops through a gradual process that starts from cognitive, then affective, and finally contive loyalty, which reflects a strong intention to remain loyal to the brand despite the temptations of competitors. Brand loyalty consists of two main dimensions: behavior and attitude [25]. The behavioral aspect is driven the behavior of consumers who repeat purchase contracted brand products. The attitude dimension on the other hand, indicates positive learner's sentiments and emotional connection with the brand. Research by [25] emphasizing the importance of these two dimensions in forming true brand loyalty, where consumers not only buy back out of habit, but also out of deep belief and satisfaction in the brand.

In the business context, brand loyalty is a strategic asset that can improve financial performance and maintain the sustainability of the company [23]. This loyalty to the brand has a strategic dimension given that it consists of an intangible asset that enhances the competitive position of the company. Repeat purchase, word-of-mouth promotion and tolerant of price fluctuations or small mistakes from the firm are usual ways that a loyal customer offers profits to the suppliers [23]. his sense of loyalty emerges when brands are able to match the brand personality, provide one-of-a-kind value and establish fulfilling experiences regularly[26]. Study by [27] Indicates that strong brand loyalty can be a barrier to competitors to grab gain market share, and improve marketing efficiency and corporate profitability. Thus, firms must be aware of the brand loyalty dynamics at their larger surround in order to survive and remain competitive within a more complicated market..

2.4 Consumer Advocacy

Customer advocacy is a form of customer engagement that goes beyond mere satisfaction and loyalty, where customers actively recommend the brand to others [28]. This is the sign of an emotional connection between the consumer and a brand, one that has been built on rewarding experiences and a profound trust. This advocacy represents a reward for companies that have invested in building long-term relationships with their customers, based on trust, emotional connection and consistent good service [28]. According to research [29], consumers who demonstrate brand advocacy are not only driven by cognitive satisfaction, but also by the convergence of personal values with brand identity, such as in the context of eco-friendly brands.

Consumer advocacy thrives in an environment that supports customer engagement and empowerment, where customers feel emotionally and cognitively connected to the brand. Study by [30] indicates that consumer engagement with brands may lead to advocacy behavior, as consumers consider themselves part of a brand's community and are motivated to endorse a brand. In the context of consumer advocacy, it's not just about recommending products that matter; it involves defending a brand during times of negativity and involving more in promoting a brand [28]. Today, social media is becoming the primary channel through which customers can express their experiences publicly, expanding their influence in shaping public perception of brands. Study by [31] showed that emotional attachment to the brand and digital engagement significantly predicted the intention to recommend the brand to the customer's social networks, creating a chain effect that strengthened brand equity.

2.5 Collective Culture

Group culture refers to a cultural value orientation dominated by group rather than individual interests [32]. In a group society, the self-concept is combined that one consider himself as part of the group and emphasizes harmony with each other and common good [33]. Personality is developed in inter-subjective relations and roles within groups such as families, communities and organizations. Solidarity, social harmony and group obligation are the primary foundation of day-to-day life [32]. In every day practice this means that on the daily level and in the behavior of institutions all members place themselves at the point where they put group goals above their personal wishes, creating a 'solidarity' that is always based on shared responsibility. According to [33] In a collective culture, individuals see themselves as part of a larger whole and are motivated by the norms and obligations set by that collective entity.

A characteristic of collective culture is the strong emotional bond between group members, where individual success is often measured by his or her contribution to the group's well-being [34]. This collective culture encourages individuals to think in terms of "us" rather than "me," so that decisions are made based on their impact on the group as a whole. It affects various aspects of life, from the way individuals express their opinions to strategies for resolving conflicts. [34] In China and in other collectivist societies, "people are supposed to be absolutely loyal to the group life of loyalty is the special obligation which you owe to your society. Conflicts are often 3 A lawsuit brought by public Water; conference proceedings Have a question? There's also a

greater environment of collectivism, where people tend to share resources or give up personal needs for community benefit [35].

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [36]. According to [37], a conceptual review can be instrumental to identify research gaps and to develop a framework for empirical investigations. The review incorporates the relevant literature with the scope of the research problem, yielding an overview on concepts' relationships. The result of this strategy is a theoretical construct that can be examined empirically in the future. The goal of this framework is to respond to some important questions: (1) Does customer satisfaction have a significant positive effect on consumer advocacy? (2) Does customer satisfaction have a significant positive effect on brand loyalty? (3) Does brand loyalty have a significant positive effect on consumer advocacy? (4) Does collective culture moderate the relationship between customer satisfaction and brand loyalty? (5) Does collective culture moderate the relationship between brand loyalty and consumer advocacy?

4. Results & Discussion

4.1 The Influence of Customer Satisfaction on Consumer Advocacy

In the context of consumer advocacy, it refers to the voluntary act of a customer in recommending a product or service to others, which is often manifested through word-of-mouth communication or through social media [38]. Satisfied customers tend to have a strong emotional connection with the brand, which encourages them to become active supporters of the brand [39].

Research [40] affirms that customer satisfaction plays an important role in driving consumer advocacy. They found that satisfied customers tended to have higher intentions to recommend brands to others, suggesting that customer satisfaction is an important determinant in shaping consumer advocacy.

Studies [41] highlighting that customer satisfaction plays a crucial role in driving consumer advocacy. The study found that product quality and online shopping experience significantly affect customer satisfaction, which in turn drives customer loyalty and brand advocacy. This shows that customer satisfaction is an important determinant in shaping consumer advocacy. In addition, the research [8] It also shows that customer satisfaction has an effect on consumer advocacy, but other studies show that customer satisfaction has no effect on consumer advocacy [9], [10], [11]. Then, the research [5] reveals that customer advocacy is positively related to brand loyalty through sequential mediation of brand trust and brand relationship quality. These findings highlight the important role of brand relationship quality and brand trust in driving brand loyalty, which ultimately influences consumer advocacy.

Overall, these studies confirm that customer satisfaction plays an important role in driving consumer advocacy. By building and maintaining customer satisfaction through positive experiences and strong emotional connections, companies can

leverage consumer advocacy as an effective marketing tool to expand brand reach and improve their reputation in the market [42].

4.2 The Influence of Customer Satisfaction on Brand Loyalty

Satisfaction positively affects brand loyalty. In theory, customer satisfaction is a favorable assessment of the experience consumption received that may increase effective attachment and brand commitment [43]. To the possible extent, when customers are faced with steady satisfaction they are likely to create better brand image in customer's mind thus creating trust and commitment [44]. In this respect, customers are much more loyal to the brand when they are satisfied.

Research [45] supporting the idea that stable loyalty is generated by customer satisfaction, from the perspective of longitudinal long-term relationship building in financial services particularly in banking industry. Satisfied customers, they found, were more likely to be loyal and recommend services to others. This indicates that satisfaction is not just a consequence of interactions with customers, but also an essential factor influencing brand loyalty [45].

Within the framework of the relationship between customer satisfaction and brand loyalty, a number of recent studies highlight the mediating role of customer satisfaction. For example, the study [46] found that customer satisfaction mediated the influence of service quality and customer relationship management on customer loyalty among Generation Z McDonald's users in Malang.

Further, in the context of mobile social media, the study [47] customer satisfaction has positive impacts on brand loyalty. They note that customers' satisfaction with a mobile social media service is conducive to their usage intention and word-of-mouth; thus, it can be inferred from the observations that customer's satisfactions still have decisive effect on loyalty even in digital setting [47].

4.3 The Influence of Brand Loyalty on Consumer Advocacy

In the context of consumer advocacy, it refers to the voluntary actions of customers in recommending a brand to others, which is often manifested through word-of-mouth communication or through social media [44]. Loyal customers tend to have a strong emotional connection with the brand, which encourages them to become active supporters of the brand [48]. Research [49] confirming that brand loyalty contributes significantly to customer intent to conduct word-of-mouth communication. This study shows that trust and love for brands, which are important components of loyalty, directly influence customers' desire to recommend brands to others. These findings highlight the importance of building strong emotional connections between customers and brands to drive consumer advocacy.

In addition, the research [50] find a reciprocal relationship between brand loyalty and online brand advocacy. The study reveals that loyal customers are not only more likely to recommend brands online, but also that involvement in online advocacy can strengthen their loyalty to brands. This shows that advocacy and loyalty can reinforce each other in the digital ecosystem. In the context of the Indonesian market, research [51] of Zalora consumers revealed that attachment to luxury brands enhance brand loyalty, and consequently encourages consumer advocacy. The research

emphasises that a customer who is satisfied with the experience of using and liking a brand organisation results in showing loyalty and recommending this to others.

Altogether, these findings support the fact that brand loyalty is a powerful determinant in driving consumer advocacy. When you build and sustain customer loyalty based on positive experiences, emotional connections and active engagement, companies can use consumer advocacy as a powerful marketing tool to increase brand penetration and enhance reputation [52].

4.4 Collective Culture as a Moderator of the Relationship between Customer Satisfaction and Consumer Advocacy

In the context of relationship marketing, customer satisfaction is the result of a positive evaluation of a consumption experience that meets or even exceeds their expectations [44]. However, the effect of satisfaction on advocacy does not occur singularly; Collective cultural variables can strengthen or weaken these relationships [53]. In a collective culture, values such as group orientation, trust between group members, and sharing norms tend to be more dominant [53].

Study [41] uncovers that customer advocacy has a positive influence on brand loyalty through sequential mediation with brand trust and brand relationship quality. The findings illustrate the significance of brand relationship quality and trust in generating brand loyalty, which influences consumer advocacy.

Research [28] reveals that customer advocacy is positively related to brand loyalty through sequential mediation of brand trust and brand relationship quality. These findings highlight the important role of brand relationship quality and brand trust in driving brand loyalty, which ultimately influences consumer advocacy. Study [5] The results of study Show that customer satisfaction has a positive impact on Brand advocacy behavior, trust is an important mediator role in these relations. These results highlight the importance of customer's trust towards brands on consumer advocacy.

4.5 Collective Culture Moderating the relationship between Loyalty and Consumer Advocacy

Collective culture refers to social values that emphasize the importance of groups, social harmony, and solidarity between members of society [53]. In a collective culture, individuals tend to consider the social impact of their actions, including when it comes to recommending products or services to others [53]. Research by [54] Shows that in a collective culture, loyal customers are more likely to engage in consumer advocacy compared to customers from an individualistic culture. This is due to social values that emphasize the importance of maintaining harmony and well-being of the group, so that individuals feel responsible to share their positive experiences for the common good [55].

In addition, a study by [56] Found that in a collective culture, customers are more sensitive to social norms and group expectations in expressing their loyalty. This means that in a collective culture, brand loyalty is more likely to translate into tangible consumer advocacy actions, such as recommending a product or service to others [56].

However, it is important to note that the influence of collective culture as a

moderator is not always consistent in all contexts. Research shows that other factors, such as product type, customer engagement rate, and communication channels, can also influence the relationship between brand loyalty and consumer advocacy [57]. Therefore, it is important for companies to consider the cultural context and other relevant factors in designing marketing and customer service strategies.

Overall, the hypothesis that collective culture moderates the relationship between brand loyalty and consumer advocacy is supported by a variety of empirical research. In a collective culture, social values that emphasize the importance of group and social harmony can strengthen the relationship between brand loyalty and consumer advocacy [55]. However, this influence can vary depending on the context and other relevant factors.

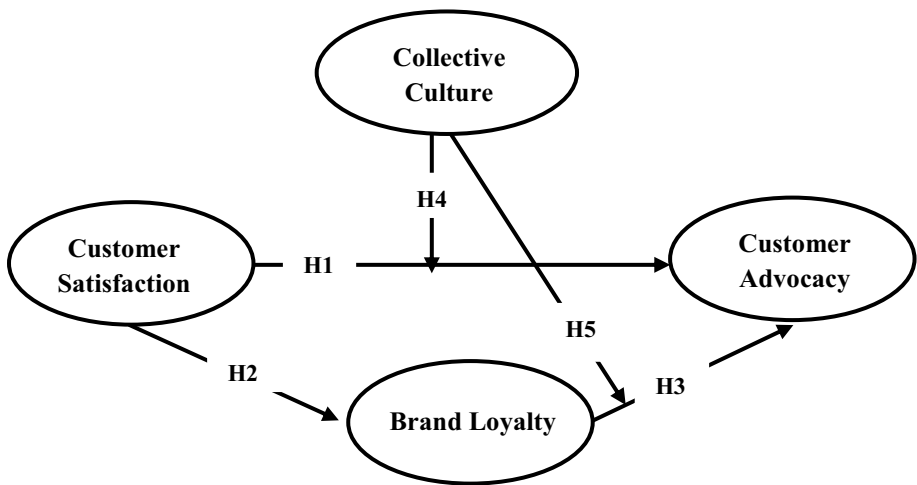


Fig. 1. Conceptual framework

The frame of thought in the image illustrates the relationship between customer satisfaction, brand loyalty, collective culture, and consumer advocacy. Customer satisfaction plays an important role in increasing brand loyalty, and this loyalty further encourages consumers to advocate or recommend the brand to others. In addition, customer satisfaction can also directly affect consumer advocacy without going through loyalty, which shows that satisfied consumers can directly spread their positive experiences.

Furthermore, collective culture has its own role in the advocacy process. Directly, collective culture influences how likely consumers are to advocate. Collective culture also serves as a moderation variable in the relationship between customer satisfaction and consumer advocacy (H5), meaning that the level of collective culture in a society can strengthen or weaken the influence of customer satisfaction on the desire to recommend a brand. Overall, this framework emphasizes the importance of the interaction between individual psychological factors and sociocultural factors in shaping consumer advocacy behavior.

5 Conclusion

The conclusions of this study show that customer satisfaction, brand loyalty, and collective culture interact with each other in shaping consumer advocacy behavior. Customer satisfaction plays a crucial role in building brand loyalty, which in turn encourages consumers to recommend brands to others. Collective culture serves as a moderator that strengthens or weakens the relationship between customer satisfaction and consumer advocacy, with social values emphasizing the importance of solidarity and group harmony. These findings underscore the importance of considering the cultural dimension in designing marketing strategies, especially in the context of a collective culture that can strengthen consumer engagement in brand advocacy.

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