The Impact of Brand Personality and Customer Satisfaction on Behavioral Factors and Brand Perception on Brand Loyalty in Thai Furniture Shops

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Abstract

This study examines customer brand loyalty within the Thai furniture shops, focusing on the pivotal roles of behavioral factors, brand perception, brand personality, and customer satisfaction. With the active participation of 400 consumers, the research employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the intricate relationships among these key variables. All hypotheses, which examine the relationships between Behavioral Factors, Brand Perception, Brand Personality, Customer Satisfaction, and Brand Loyalty, were supported with statistically significant path coefficients. Notably, the study unveils significant mediating effects of brand personality and customer satisfaction in the complex interplay between behavioral factors, brand perception, and brand loyalty. These findings contribute not only to scholarly discourse but also offer actionable insights for practitioners in the Thai furniture shops. By illuminating the mediating roles of brand personality and customer satisfaction, businesses can strategically enhance customer loyalty, informing decision-making and marketing strategies in the dynamic landscape of the Thai furniture shops.

Keywords: Brand loyalty, behavioral factors, brand perception, brand personality and customer satisfaction.

Introduction

In recent years, when people come to purchasing furniture in Thailand is influenced by a variety of cultural, economic, and social factors. Thai people place great importance on the aesthetics and functionality of their living spaces, and this is reflected in their furniture-buying habits. People often consider furniture as a long-term investment, and they tend to prioritize durability and quality over price (Akdoğan et al, 2021). Solid wood and handcrafted furniture are highly sought after, as they are seen as more durable and offer a sense of craftsmanship and uniqueness. Customers are willing to spend a significant portion of their budget on key pieces, such as dining tables, bedroom sets, and sofa sets (Scott, 2008). Promotions and discounts have a considerable impact on purchasing decisions. Many Thais are price-sensitive shoppers and actively seek out sales and promotions (Santini et al, 2015). Major shopping festivals and holidays often feature furniture sales, which attract a large number of buyers. The desire for value for money encourages consumers to plan their purchases around these sale events (Tzeng et al, 2021).

Furniture shops is interesting industry in Thailand, with a long history of producing high-quality, stylish furniture pieces. The country is known for its skilled artisans, who use traditional techniques and materials to create unique and beautiful furniture pieces. The furniture shops in Thailand is diverse and competitive, with both domestic and international brands vying for market share. In recent years, the demand for furniture in Thailand has been driven by a growing middle class and a strong real estate market (Bumgardner & Nicholls, 2020). As a result, there has been an increase in demand for high-end, luxury furniture as well as more affordable, mass-produced furniture. Thailand's furniture shops is largely centered around the city of Bangkok, where many of the country's furniture manufacturers are based. However, there are also furniture production centers in other parts of the country, such as Chiang Mai and Phuket. Overall, the furniture shops in Thailand is a vibrant and dynamic sector, with a rich history and a promising future.

McKinsey (2007) has highlighted the potential benefits of social media as a marketing tool, and marketers have become increasingly aware of the opportunities it presents. This study will focus on social media marketing activities may become a crucial aspect of branding for businesses (Gallaugher and Ransbotham, 2010; Tsimonis and Dimitriadis, 2014). However, these studies have primarily focused on customer satisfaction and the impact on customer behavioral intentions (Sano, 2014; Simona and Tossan, 2018).

Research backgrounds

Thai furniture shops face a competitive landscape with formidable rivals from other Asian countries like China, Vietnam, and Indonesia, all boasting robust furniture industries. The challenge for Thailand is to maintain a competitive edge in this tough market (Gambe, 2000). However, there are significant opportunities as well. There's a growing global demand for eco-friendly and sustainable furniture, presenting Thai manufacturers with the chance to lead by adopting environmentally responsible

practices and using sustainable materials (Moshood et al, 2022). Additionally, embracing technological advancements and digitalization can enhance production efficiency and streamline operations, positioning Thai companies at the forefront of the global market. Despite these opportunities, the industry faces challenges in protecting original designs and intellectual property. Strengthening laws and enforcement is crucial to safeguard local designers and manufacturers from imitation and plagiarism, ensuring the uniqueness and integrity of Thai furniture in the international market (Simatupang et al, 2012).

The furniture shop in Thailand has experienced substantial growth and development, establishing itself as a key player in the global market (Scott, 2008). Known for its skilled craftsmanship, passed down through generations, Thai furniture makers excel in producing high-quality and intricately designed pieces that cater to a wide audience (Chudasri, 2015). The industry benefits from competitive pricing due to relatively low production costs, allowing manufacturers to offer affordable furniture without compromising quality, attracting international buyers seeking cost-effective options. Thai furniture is celebrated for its unique and diverse designs, merging traditional craftsmanship with modern aesthetics, appealing to various consumer tastes locally and internationally (Mertens, 2007). Additionally, the industry is predominantly export-oriented, with a significant portion of its production shipped to major markets like the United States, Europe, Japan, and other Southeast Asian countries (Athukorala & Kohpaiboon, 2014). Support from the Thai government through trade promotions, export assistance, and investment incentives has further fueled the growth and competitiveness of the furniture shops, solidifying Thailand's reputation as a prominent furniture hub. (Martinelli, 1968).

Objectives and benefits of the research

Objective of the study

1) To study the behavioral factors which impact the brand personality and customer satisfaction.

2) To study the brand perception which impact the customer satisfaction and brand personality.

3) To study the brand personality which impact the brand loyalty.

4) To study the customer satisfaction which impact the brand loyalty.

Benefits of the research

The primary objective of this study is to contribute to the academic literature by examining the impact of brand awareness, brand perception, and marketing communication mix on brand loyalty. By delving into these factors within the context of the furniture shops, this research aims to enhance our understanding of branding and marketing communication in the field of brand research. Through this investigation, we seek to enrich the scholarly discourse in this evolving area of study. Furthermore, the findings from this research may serve as a robust groundwork for future studies, inspiring new research questions and hypotheses pertaining to the dynamics of brand research.

This study holds significant relevance for businesses within the furniture shops from a professional standpoint. The valuable insights gained from exploring the interplay of brand awareness, brand perception, and marketing communication mix will empower companies to make informed and strategic decisions. Armed with this knowledge, businesses can optimize their branding strategies to improve various aspects such as brand awareness, brand perception, and customer satisfaction. By leveraging reference groups and cultivating social identity, companies can enhance customer engagement and build stronger relationships with their clientele, ultimately increasing the likelihood of brand loyalty. This, in turn, paves the way for business growth and success in the highly competitive furniture shops.

Gap in literature and research questions

While there has been considerable research on the relationship between customer satisfaction and brand loyalty, there are still some gaps in the literature that present opportunities for further investigation. Here are some potential research questions to address these gaps:

Long-term vs. short-term effects

Research has shown that customer satisfaction positively influences brand loyalty, but the extent of this relationship over the long term remains an open question. How does customer satisfaction impact brand loyalty over an extended period? Are there differences in the effects of customer satisfaction on short-term repeat purchases versus long-term brand loyalty?

Mediating factors

While customer satisfaction is a crucial driver of brand loyalty, there could be other mediating factors that play a role in strengthening or weakening this relationship. What are the potential mediating variables that come into play between customer satisfaction and brand loyalty? For example, could the emotional attachment to a brand or perceived brand value mediate this relationship?

Cultural and cross-cultural perspectives

Most research on customer satisfaction and brand loyalty has been conducted in Western cultures. There is a need to explore how cultural differences might influence the strength of the relationship between customer satisfaction and brand loyalty. Do cultural factors moderate the link between satisfaction and loyalty? Are there different dimensions of customer satisfaction that are more relevant in specific cultural contexts?

Service vs. product domains

The majority of existing research has focused on customer satisfaction and brand loyalty in the context of service-based industries. How does the relationship between customer satisfaction and brand loyalty differ between service and product domains? Are there variations in the drivers of loyalty in these contexts?

Negative customer satisfaction

While positive customer satisfaction is linked to brand loyalty, the impact of negative customer satisfaction on loyalty is less explored. How does negative customer satisfaction (dissatisfaction) affect brand loyalty? Can certain service

recovery efforts mitigate the negative impact and retain customer loyalty?

Multi-channel experiences

In the age of omni-channel marketing, customers interact with brands through various channels (brick-and-mortar stores, websites, social media, mobile apps). How do multi-channel customer experiences influence the relationship between customer satisfaction and brand loyalty? Do customers who engage with multiple channels exhibit higher brand loyalty?

Brand loyalty

Brand loyalty refers to the extent to which consumers consistently choose and prefer a particular brand over others within a product category. It is a critical aspect of consumer behavior and marketing, indicating the degree of attachment, trust, and preference that customers have towards a specific brand. When customers exhibit brand loyalty, they tend to repeatedly purchase products or services from the same brand and may even advocate for the brand, influencing others to choose it as well.

Factors influencing brand loyalty include product quality, customer satisfaction, brand reputation, emotional connection, brand trust, and positive experiences with the brand. Companies strive to build and maintain brand loyalty as it can lead to several benefits, such as increased customer retention, higher customer lifetime value, positive word-of-mouth marketing, and a competitive edge in the market.

As a result, the following research questions are derived as follows:

RQ #1 What are the important factors that affect the brand loyalty?

RQ #2 How is the relationship between each factor that is able to impact the brand loyalty?

RQ #3 Which is the efficient model that needs to be developed in order to examine the brand loyalty?

Literature review and hypothesis formulation

Behavioral factors

The research encompassing the impact of behavioral factors on consumer behavior and brand loyalty provides multi-faceted insights from various studies. Cronin et al. (2000) emphasize the direct relationship between service quality, value, and satisfaction, and their collective impact on behavioral intentions. This is complemented by Athanassopoulos's (2000) findings, which highlight the direct effects of customer satisfaction on behavioral responses like brand loyalty and word-of-mouth promotion. Murat Akın (2011) adds another dimension, showing the varying impacts of different brand personality traits like competency and excitement on behavioral intentions, particularly in the context of technology products. This is aligned with Anees Ahmad and K. S. Thyagaraj's (2015) research, which underscores the congruence between brand and consumer personality in influencing consumer behavior. Furthermore, Ermias Meshesha (2021) extends this understanding to specific brand traits like excitement and sincerity and their role in fostering both behavioral and attitudinal loyalty in the context of wine brands. Collectively, these studies underline the complexity of behavioral factors, demonstrating how

various elements like service quality, customer satisfaction, brand personality traits, and brand-consumer personality congruence converge to shape consumer behavior and loyalty across different sectors.

H1: Behavioral factors positively effects brand personality.

H2: Behavioral factors positively effects customer satisfaction.

Brand perception

The importance of brand perception in shaping consumer behavior and brand loyalty emerges clearly from the research contributions of Eleonora Seimienea, Egle Kamarauskaiteb (2014), Naurah Tsabitah and Rila Anggraeni (2021), and Seymur M. Guliyev (2023). Seimienea and Kamarauskaiteb (2014) focus on how different brand elements, such as design and advertising, contribute to consumers' perception of brand personality, particularly in the beer market. They emphasize the significant role of brand personality in fostering brand loyalty and enhancing brand equity, highlighting the need for further research on the factors that shape brand personality in consumers' minds. Tsabitah and Anggraeni (2021) extend this understanding by demonstrating that brand personality and brand awareness significantly affect purchase intention, while brand image surprisingly does not. Their study recommends that companies should continually adapt to fashion trends and utilize influencer collaborations to maintain and enhance brand personality and awareness, thereby driving purchase intentions. Guliyev (2023), in his research on brand perception and brand image in Azerbaijan, especially among the youth,

underscores the crucial role these factors play in consumer purchasing behavior. He points out the strong association between social status and branded products, showing how brand perception significantly shapes market choices and preferences. Together, these studies highlight the multifaceted impact of brand perception on consumer behavior. They underscore the need for brands to strategically manage their perception, focusing on elements like design, advertising, brand personality, and awareness to effectively influence consumer purchasing decisions and loyalty.

H3: Brand perception positively effects brand personality.

H4: Brand perception positively effects customer satisfaction.

Brand personality

The research conducted by Mengxia (2007), Reshma Farhat and Dr. Bilal Mustafa Khan (2011), and Cristela Maia Bairrada et al. (2018) collectively underscores the pivotal role of brand personality in influencing various aspects of consumer behavior and brand perception. Mengxia's (2007) study reveals that brand personality significantly affects brand preference, affection, loyalty, and purchase intention, advocating for the development of a consistent and enduring brand personality. This finding is critical for marketers aiming to build strong, long-lasting relationships with their customers. Farhat and Khan (2011) further reinforce this idea, highlighting brand personality as a key driver in fostering customer loyalty. Their study suggests that marketing practitioners should extend

their focus beyond customer satisfaction to incorporate strategies that enhance brand trust and perceived quality, which are essential for successful customer loyalty programs. Similarly, Bairrada et al. (2018) demonstrate that brand personality not only impacts brand love but also increases resistance to negative information, self-disclosure, and active engagement. Moreover, brand love, fueled by brand personality, is shown to significantly boost brand loyalty and word-of-mouth, highlighting the profound impact of emotional connections formed through brand personality. In summary, these studies collectively highlight the necessity for businesses to thoughtfully craft and maintain their brand personality, as it is a crucial element in building and sustaining brand love, loyalty, and advocacy among consumers.

H5: brand personality positively effects brand loyalty.

Customer satisfaction

The research of Dr. Nischay K. Upamannyu and Dr. S.S Bhakar (2014) and F. Ali and S. Muqadas (2015) provides valuable insights into its role in shaping brand image and loyalty across different sectors. Upamannyu and Bhakar's study on furniture products highlighted the complex relationship between customer satisfaction, brand image, and loyalty intention. They discovered that while customer satisfaction directly affects brand image, its influence on loyalty intention is more indirect, mediated through the brand image. This implies that enhancing customer satisfaction can significantly improve brand image, which in turn leads to stronger loyalty intentions. In the

restaurant industry, Ali and Muqadas's research reinforces the mediating role of customer satisfaction. Their findings suggest that elements contributing to brand equity, such as physical quality and staff behavior, significantly influence brand loyalty. However, this influence is fully mediated by customer satisfaction, indicating that customer satisfaction is a critical link between brand equity and loyalty in the restaurant sector. Together, these studies emphasize the centrality of customer satisfaction in the brand-consumer relationship. Whether in the furniture sector or the restaurant industry, customer satisfaction not only has a direct impact on brand perception but also serves as a crucial mediator that influences loyalty. This underscores the need for businesses to focus on strategies that enhance customer satisfaction, leading to improved brand image and increased customer loyalty.

H6: Customer satisfaction positively effects brand loyalty.

Brand loyalty

The studies by Govers and Schoormans (2005) and Kumar et al. (2006) offer valuable insights into the dynamics of brand loyalty and its relationship with brand personality in different market segments. Govers and Schoormans (2005) discuss the potential affinity consumers have for brands with distinct brand personalities. They suggest that this preference may be due to the alignment of the brand's personality with the consumer's own traits. Their research emphasizes the critical role of marketing activities in shaping consumers' perception of a brand's personality, and how this perception enhances brand

loyalty and equity. This implies that effective brand communication strategies that reinforce this perceived personality can significantly strengthen the bond between the brand and its consumers, leading to increased loyalty. Kumar et al. (2006), on the other hand, delve into the specific relationship between brand personality and brand loyalty across different product categories. By examining both durable goods (like cars) and consumer goods (such as toothpaste), their study reveals that brand personality exerts a notable influence on consumers' brand loyalty, particularly in the case of consumable goods. This finding highlights the importance of brand personality in driving loyalty across varied product types, suggesting that the impact of brand personality on loyalty may vary depending on the nature of the product. Together, these studies underscore the significance of brand personality in cultivating brand loyalty, whether through creating brand identities that resonate with consumers' self-image or through tailored marketing strategies that effectively communicate these brand personalities to the target audience.

The effect of brand personality mediation

The research studies by Mabkhot, Salleh, & Shaari (2016), Ivana Markovic et al. (2022), Damjana Jerman and Bruno Zavrsnik (2013), and Tritanti, RuellaJuniar (2015) collectively highlight the pivotal role of customer satisfaction as a mediating factor in various contexts. Mabkhot et al.'s study in the Malaysian automobile industry illustrates that brand personality and brand satisfaction significantly influence brand loyalty, with brand satisfaction serving as a mediator

between brand personality and loyalty. This is echoed in Markovic et al.'s research, which further confirms the influence of brand personality dimensions on customer satisfaction and loyalty, particularly emphasizing the roles of excitement and competency. Jerman and Zavrsnik's research in Slovenian companies emphasizes how marketing communications significantly impact customer response, indirectly suggesting the importance of customer satisfaction in mediating these effects. Similarly, Tritanti and Juniar's study on women's online clothing purchasing decisions demonstrates the significant effect of various promotional mix elements on customer purchasing decisions, again underscoring the mediating role of customer satisfaction in connecting marketing efforts to consumer behavior. Together, these studies underline customer satisfaction's crucial role in mediating the relationships between brand personality, marketing communications, and customer loyalty across different industries and markets.

H7: Brand personality mediates the relationship between behavioral factors and brand loyalty.

H8: Brand personality mediates the relationship between brand perception and brand loyalty.

The effect of customer satisfaction mediation

The studies by F. Ali and S. Muqadas (2015), A. Hussein (2018), and Ali Kazemi et al. (2013) collectively highlight the significant mediating role of customer satisfaction in the relationship between brand-related factors and brand loyalty. Ali and Muqadas, focusing on the

restaurant sector in Lahore, Pakistan, found that elements like physical quality and staff behavior significantly influence brand loyalty, with these effects fully mediated by customer satisfaction. This suggests that customer satisfaction is a key link between various aspects of brand equity and loyalty. Similarly, Hussein's research underscores the mediating role of customer satisfaction in the relationship between brand experience and brand loyalty, indicating that customer satisfaction not only enhances loyalty but also acts as a conduit through which brand experience impacts loyalty. Kazemi et al.'s findings corroborate this, showing a significant relationship between brand identity and customer loyalty, with customer satisfaction and brand commitment serving as crucial mediators. These studies collectively underscore the importance of prioritizing customer satisfaction in marketing strategies to enhance brand loyalty effectively.

H9: Customer satisfaction mediates the relationship between behavioral factors and brand loyalty.

H10: Customer satisfaction mediates the relationship between brand perception and brand loyalty.
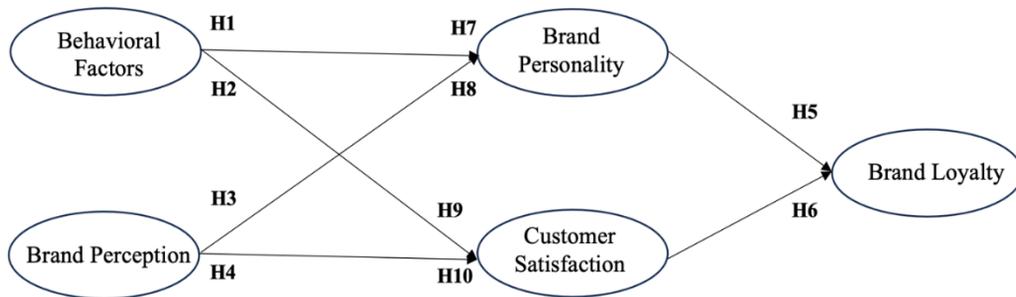

Figure 1 A conceptual model

Research methodologies

The focus of this research is on individual furniture consumers in Thailand who have purchased furniture products. Participants must have made at least one furniture purchase in the past twelve months. By specifically targeting participants who meet these criteria, 400 participants. This study will provide relevant and applicable insights into the factors that influence brand loyalty in the context of the Thai furniture shops. This focused approach will enable a more meaningful analysis and interpretation of the data, leading to valuable contributions to our understanding of consumer behavior and brand loyalty in this specific market.

The study employed a quantitative research approach, with a central focus on data collection through questionnaires.

Online surveys were the primary means of gathering data, but the traditional paper-based surveys were also used to accommodate a broader range of participants. To ensure inclusivity, the research team developed questionnaires in both Thai and English

The research questionnaire was created based on questions outlined in the measurement items section. The Likert scale, as described by Zikmund et al. (2009), was chosen as the method for measuring attitudes. This research applied the 5-point Likert scale to the questionnaires. Then the questionnaires are separated into two parts as follows. Part 1 is the demographic characteristics of respondents for example, gender, age, education, status, income, housing type and the purchase price for this time were included in order to describe the demographic characteristics of respondents who were this research group of samples. Part 2 is the examination of Brand loyalty including Behavioral Factors (BF), Brand perception (BPER), Brand personality (BP), Customer Satisfaction (CSAT) and Brand loyalty (BL)

In this study, data were analyzed using the PLS-SEM technique, as it is well-suited for small sample sizes and does not require normally distributed data, following the guidelines by Hair et al. (2011). Smart PLS is designed for the application of PLS-SEM and is favored for its user-friendly interface, the efficiency of handling complex models, and its capacity to run advanced analyses such as bootstrapping, which provides a non-parametric method to estimate the precision of the PLS-SEM estimates. Bootstrapping with a large number of samples (in this case, 5,000) and setting a 95 percent confidence level is a standard practice to test the stability and reliability of the model. It's a resampling technique that allows the assessment of the accuracy of the PLS path model estimates. Moreover, the confirmatory factor analysis (CFA), average variance extracted (AVE), composite reliability (CR), variance inflation factors (VIFs), Fornell-Larcker discriminant validity (FLDV), and Heterotrait-Monotrait ratio of correlations (HTMTs) were also assessed to ensure the robustness of the data.

Data analysis and results

Data distribution

The survey revealed detailed demographics, buying patterns, and brand preferences for furniture, as outlined in Table 1. A significant 58.8% of the survey's participants were female, with the most represented age group being those between 31-40 years old, making up 48.3% of the sample. The predominant level of education was a bachelor's degree, held by 69.5% of respondents. Regarding marital status and living conditions, 73.3% were single, and 42.5% lived in houses, with a substantial 80.5% owning their residence. The typical home size was between 51 to 100 square meters, as reported by 31.5% of the participants.

Table 1 Sample Characteristics

Demographic and behavior	Frequency	Percent
Gender		
Male	165	41.3
Female	235	58.8
Age		
Less than 21	9	2.3
21 - 30	128	32
31 – 40	193	48.3
41 – 50	58	14.5
51 – 60	11	2.8
More than 60	1	0.3
Education level		
Less than high school	5	1.3
High school or equivalent	23	5.8
Bachelor's degree	278	69.5
Postgraduate degree	94	23.5
Marriage status		
Single	293	73.3
Married	102	25.5
Divorce	5	1.3
Income		
Less than 15,000 Baht	24	6
15,000 – 30,000 Baht	171	42.8
30,001 – 45,000 Baht	89	22.3
45,001 – 60,000 Baht	34	8.5
More than 60,000 Baht	82	20.5
Housing type		
House	170	42.5
Townhouse / Townhome	101	25.3
Condominium / Apartment	112	28
Other	17	4.3
Ownership		
Buy	322	80.5
Rent	78	19.5
Housing size		
Less than 50 sq m.	116	29
51 sq m. – 100 sq m.	126	31.5
101 sq m. – 200 sq m.	77	19.3
201 sq m. – 300 sq m.	40	10
301 sq m. – 400 sq m.	10	2.5
More than 401 sq m.	31	7.8
Value of purchase per time		
Less than 5,000 Baht	72	18
5,001 – 15,000 Baht	155	38.8
15,001 – 30,000 Baht	102	25.5
30,001 – 45,000 Baht	23	5.8
More than 45,000 Baht	48	12

The data presents average scores ranging from 3.14 to 3.63, with standard deviations between 0.70 and 0.88, as indicated in Table 2. These figures point to a relatively high degree of consistency among the responses, indicating that the respondents' opinions and perceptions are closely aligned. The compact span of the averages underscores a shared viewpoint among participants regarding the assessed variables. The limited variability is beneficial as it reduces the potential skew from extreme values and divergent opinions within the group.

Table 2 Descriptive Statistics

Mean Variables	Number of Question	Mean	STD
Behavioral Factors	5	3.14	0.88
Brand Perception	20	3.48	0.73
Brand Personality	41	3.58	0.74
Customer Satisfaction	5	3.63	0.84
Brand Loyalty	11	3.36	0.88

Measurement model

The model fit was assessed using the chi-square (χ^2) statistic (Segars & Grover, 1993) and the standardized root mean square residual (SRMR) (Hu & Bentler, 1998). The results of the PLS-SEM analysis demonstrated a good model fit, with a χ^2 of 780.998 (p > 0.05) and an SRMR of 0.062. Furthermore, the model's predictive capability and the relationships therein were evaluated using the R^2 value and F^2 (Hair et al., 2019). The resulting R^2 values for each variable are as follows: brand personality at 0.547 (moderate effect size), customer satisfaction at 0.630 (moderate effect size) and brand loyalty at 0.648 (moderate effect size). Regarding F^2, out of the six relationships, three demonstrated large effect sizes: the relationship between brand perception and customer satisfaction (0.934), the relationship between brand perception and brand personality (0.322) and the relationship between brand loyalty and customer satisfaction (0.397). Hence, two relationships indicated medium effects: the relationship brand personality and brand loyalty (0.133) and the relationship between behavioral factors and customer satisfaction (0.116). Only one relationship demonstrated small effect sizes, between the behavioral factors and brand personality (0.096). As shown in Table 3

Table 3 Model fit

Model fit	Saturated model	Estimated model
SRMR	0.044	0.062
d_ULS	0.590	1.150
d_G	0.328	0.349
Chi-square	773.497	780.998
NFI	0.901	0.900

The measurement model's convergent validity was evaluated by examining factor loadings, AVE, and CR values. The results were in line with established guidelines, with factor loadings exceeding the 0.7 minimum, AVE values surpassing the 0.5 mark, and CR values aligning with or exceeding the recommended threshold of 0.7, confirming the internal consistency and validity of the model according to the standards set by Hair et al. (2019) and Matthews et al. (2018).

Moreover, an analysis of variance inflation factors (VIFs) also demonstrated that all values were consistently below 5 (Hair et al., 2011), for every variable between 1.840 and 3.710. indicating no multicollinearity concerns within the data (Matthews et al., 2018). Last, Cronbach's alpha values ranged from 0.889 to 0.931, while CR values (CR Rho_a and CR Rho_C) varied between 0.892 and 0.948.

Each of these metrics also comfortably exceeded the established 0.7 threshold, suggesting that the study's instruments are reliable and valid, providing a robust foundation for further analyses. The Factor loadings for every variable between 0.806 and 0.925. Each of these metrics also comfortably exceeded the established 0.8 threshold.

Hypotheses testing

The significance of the model's path coefficients was determined using a bootstrapping technique with 5,000 subsamples, and the findings are documented in Table 4. This method, which follows the guidelines set by Hair et al. in 2019, ensures a 95% confidence interval for assessing the reliability of the structural equation model's outcomes.

Table 4 Structural Equation Model Results

Hypothesis	B	STDEV	t	P	Result
H1: Behavioral Factors -> Brand Personality	0.234	0.041	5.718	0.000	Supported
H2: Behavioral Factors -> Customer Satisfaction	0.233	0.040	5.805	0.000	Supported
H5: Brand Perception -> Brand Personality	0.603	0.039	15.298	0.000	Supported
H6: Brand Perception -> Customer Satisfaction	0.660	0.035	18.916	0.000	Supported
H7: Brand Perception -> Brand Loyalty	0.316	0.053	5.925	0.000	Supported
H8: Customer Satisfaction -> Brand Loyalty	0.545	0.051	10.629	0.000	Supported

The mediating effect in the study was assessed using a bootstrapping method with bias correction, set within a 95% confidence interval as advised by Preacher and Hayes (2008). Insights from this analysis are presented in Table 5.

Table 5 Mediation Analysis

Hypothesis	B	STDEV	t	P	Result
H9: Behavioral Factors -> Brand Personality -> Brand Loyalty	0.074	0.019	3.890	0.000	Supported
H11: Brand Perception -> Brand Personality -> Brand Loyalty	0.190	0.035	5.373	0.000	Supported
H12: Brand Factors -> Customer Satisfaction -> Brand Loyalty	0.127	0.027	4.790	0.000	Supported
H14: Brand Perception -> Customer Satisfaction -> Brand Loyalty	0.360	0.038	9.463	0.000	Supported

Research results

All hypotheses, which examine the relationships between Behavioral Factors, Brand Perception, Brand Personality, Customer Satisfaction, and Brand Loyalty, were supported with statistically significant path coefficients and P-values at zero, indicating a very low probability that these results are due to random chance.

The results of a mediation analysis. It shows that the path coefficients for the following hypotheses: H9 (Behavioral Factors to Brand Personality to Brand Loyalty), H11 (Brand Perception to Brand Personality to Brand Loyalty), H12 (Behavioral Factors to Customer Satisfaction to Brand Loyalty), and H14 (Brand Perception to Customer Satisfaction to Brand Loyalty), are all statistically significant with p-values of 0.000. This significance is supported by the t-values (ranging from 3.890 to 9.463), and the path coefficients range from 0.074 to 0.360. Each of these hypotheses was supported by the data.

Discussion

The research findings offer compelling evidence for the two tested hypotheses, establishing that behavioral factors significantly influence both brand personality and customer satisfaction. The first hypothesis aligns with Murat Akın's (2011) work, underscoring a strong correlation where brand personality dimensions—competence, traditionalism, excitement—account for a considerable variance in consumers' behavioral intentions, signifying a meaningful relationship. Similarly, the second hypothesis resonates with Athanassopoulos's (2000) study on the behavioral outcomes of customer satisfaction, which affirmed that satisfaction significantly affects customer decisions and actions, including loyalty, advocacy, and the propensity to switch providers. Together, these hypotheses suggest that strategic emphasis on behavioral factors is pivotal in shaping a favorable brand personality and enhancing customer satisfaction, which are essential for building a sustainable competitive edge in the Thai furniture shops.

The validation of the study adds a nuanced understanding to the constructs of brand personality and customer satisfaction, the connection between brand perception and brand personality dovetails with Maehle et al. (2011), illustrating that brand personality extends beyond brands to product categories and is influenced by consumers' performance expectations and company associations. It reinforces the multifaceted nature of brand personality as it correlates with both functional and experiential benefits, challenging the traditional view of its role as a precursor to solely symbolic benefits. This

hypothesis also prompts a re-evaluation of the brand personality scale, incorporating gender dimensions and the aesthetic and emotional facets of branding. The link between brand perception and customer satisfaction echoes Guliyev's (2023) findings on the impact of brand perception on purchasing behaviors, particularly within the Azerbaijani context where brand affinity is closely tied to social status. Collectively, these hypotheses underscore the intricate interplay between how consumers perceive brands and the satisfaction derived, further influencing purchasing decisions and brand loyalty. This study, therefore, not only corroborates existing literature but also charts new territories for future explorations into the complex dynamics of brand personality and consumer behavior.

The study's findings regarding the hypotheses contribute significantly to our comprehension of brand dynamics in the furniture shops. In line with Seimienea and Kamarauskaiteb's (2014) exploration into the determinants of brand personality, Hypothesis 7's confirmation suggests that elements like design, color, and advertising play pivotal roles in shaping brand personality and, by extension, brand loyalty. This is complemented by Hypothesis 8, which, in accord with Upamannyu and Bhakar's (2014) research, reveals a strong direct link between customer satisfaction and brand image and a somewhat weaker, yet still impactful, direct relationship with loyalty intention. These results underline the complex interdependencies between customer satisfaction, brand personality, and loyalty, emphasizing the necessity for brands to foster both satisfaction and a distinctive personality to enhance loyalty.

The research findings from Hypotheses 9, 11, 12, and 14 collectively illustrate the complex interplay between behavioral factors, brand perception, customer satisfaction, and brand loyalty in influencing consumer behavior. Hypothesis 9, resonating with Virani's (2013) work, highlights the nuanced interaction between behavioral factors and brand personality in predicting brand loyalty, albeit with an observed insignificance in the direct impact of personality traits. Similarly, Hypothesis 11 aligns with Mabkhot et al.'s (2016) findings, demonstrating the mediating role of brand satisfaction between brand personality and loyalty, especially evident in sectors like the Malaysian automobile industry. This concept is further cemented by Hypothesis 12, which echoes F. Ali and S. Muqadas's (2015) research in the restaurant sector, showing the pivotal role of customer satisfaction in bridging the gap between brand equity elements and loyalty. Finally, Hypothesis 14's support, consistent with Koson Numbang et al.'s (2021) findings, underlines the importance of customer satisfaction in enhancing brand loyalty, particularly in the context of new brand perceptions. Together, these hypotheses underscore the importance of understanding the multifaceted relationships between these variables to effectively foster brand loyalty in various sectors.

Contribution to the literature

This research significantly advances the current state of knowledge by delving into the intricate dynamics surrounding brand loyalty within the furniture shops. Specifically, the study explores the impact of brand personality and customer satisfaction, two crucial dimensions that have received limited attention in the context of the furniture sector. Through a meticulous examination of these variables, the research offers nuanced insights into the factors that underpin and sustain brand loyalty in the furniture shops. This understanding is invaluable for industry practitioners, providing strategic guidance on how to cultivate and

fortify customer loyalty by focusing on the development of distinctive brand personalities and the enhancement of customer satisfaction.

Furthermore, this research broadens its scope by incorporating a comprehensive analysis of behavioral factors and brand perception within the furniture shops. By considering the interplay between consumer behavior and brand perception, the study contributes a holistic perspective to the understanding of brand loyalty. The inclusion of behavioral factors recognizes the multifaceted nature of consumer decision-making, while the examination of brand perception acknowledges the pivotal role it plays in shaping consumer attitudes. This comprehensive approach equips industry professionals with a more nuanced understanding of the intricate relationships at play, empowering them to tailor strategies that resonate with the specific nuances of the furniture shops.

Moreover, the research illuminates the critical connections between behavioral factors and brand perception, emphasizing their role as influential precursors to brand loyalty in the furniture shops. By uncovering these relationships, the study provides actionable insights for industry stakeholders, facilitating the development of targeted marketing strategies. This knowledge is especially pertinent in the dynamic and competitive landscape of the furniture sector, where understanding and leveraging these connections can lead to more effective and tailored approaches to building and sustaining brand loyalty.

Implications for practice

The implications for practice from this study on the impact of brand personality and customer satisfaction on behavioral factors and brand perception on brand loyalty within Thai furniture shops are multifaceted and actionable. Firstly,

furniture retailers in Thailand can glean that developing a distinct and appealing brand personality is not merely an exercise in aesthetics and narrative; it is a strategic imperative that directly impacts customer satisfaction and loyalty. Retailers should invest in understanding their target demographic to craft a brand personality that aligns with the values and aspirations of their customers, ensuring that every touchpoint reflects this personality.

Secondly, customer satisfaction emerges as a crucial gateway to securing brand loyalty, indicating that furniture shops must prioritize exceptional customer service and product quality. The findings suggest that satisfaction is closely tied to repeat patronage and positive word-of-mouth, which are essential for brand longevity in the market. Retailers should implement regular assessments of customer satisfaction and employ feedback mechanisms to fine-tune their offerings.

Furthermore, behavioral factors like store environment, purchasing experience, and post-purchase support are shown to influence customer perception significantly. Thus, furniture shops need to design customer journeys that are seamless, enjoyable, and supportive, integrating after-sales services that reinforce a positive brand perception.

The research also highlights the importance of brand perception as a mediator between brand personality and loyalty. Retailers should consistently monitor how customers perceive their brand and work to enhance the positive aspects of this perception. Marketing efforts should communicate the brand's unique personality and the satisfaction it

promises, cultivating a narrative that customers are eager to embrace and share.

In conclusion, for practitioners in the Thai furniture shops, this study reinforces the necessity of a holistic approach to brand management that integrates brand personality and customer satisfaction into the core business strategy. By doing so, they can create a strong foundation for fostering and maintaining brand loyalty in a competitive market.

Limitations and future research directions

The study presented here is concentrated on individual consumers in Thailand's furniture sector, specifically targeting those who have made at least one purchase in the previous twelve months. This focus on recent purchasing behavior ensures that the insights obtained are pertinent to current market dynamics. However, it also introduces limitations in terms of capturing long-term loyalty trends and may not reflect broader, more diverse consumer behaviors. Additionally, the reliance on self-reported data can introduce various biases, such as those related to memory and social desirability, potentially skewing the results. The exclusive concentration on the Thai furniture shops means the findings may not be directly transferable to other industries or different cultural settings.

Looking forward, future research could adopt a more expansive approach, perhaps exploring a cross-cultural perspective or encompassing a wider range of behavioral factors over an extended period to chart the evolution of brand loyalty. Incorporating objective data from CRM systems could complement self-reported measures, offering a more nuanced and

validated picture of purchasing patterns. Examining the impact of variables such as economic shifts, marketing strategies, and digital influence would also be beneficial, especially considering the growing role of e-commerce in shaping consumer preferences. Qualitative methods like in-depth interviews could provide a richer context to the quantitative data, revealing the stories and sentiments behind the statistics and leading to a more comprehensive understanding of what drives brand loyalty in today's rapidly changing consumer landscape.

Future research implications

Future research could delve into comparative cultural studies to understand regional differences, explore the long-term effects through longitudinal studies, and examine the influence of digital transformations on consumer behaviors. Additionally, investigating the nuances of market segmentation, the psychological underpinnings of brand loyalty, and the growing importance of sustainability and ethical considerations could provide deeper insights. Embracing technological advancements like AI and big data analytics might also offer novel perspectives on personalizing customer experiences and understanding the complex dynamics of brand loyalty in an evolving marketplace.

Management implications

For managers of Thai furniture shops, understanding the impact of brand personality and customer satisfaction on behavioral factors and brand loyalty necessitates strategic focus on developing a strong, relatable brand personality that resonates with local culture and

preferences. Emphasizing customer satisfaction through quality service and product excellence is crucial, as is continuously monitoring and adapting to customer feedback and market trends. Implementing personalized marketing and customer engagement strategies based on behavioral insights can enhance brand perception and foster deeper loyalty. Additionally, managers should be aware of the broader digital and environmental trends influencing consumer behavior, adapting their strategies to incorporate sustainable practices and leveraging technology to create more engaging, customer-centric experiences. Understanding these dynamics will be key to differentiating their brand and cultivating lasting customer relationships in the competitive Thai furniture market.

Conclusion

In conclusion, this research has elucidated the intricate dynamics between brand personality, customer satisfaction, behavioral factors, and brand perception, and their collective impact on fostering brand loyalty within the Thai furniture shops. The empirical evidence, drawn from a robust analysis that supported all the proposed hypotheses, underscores the critical role that brand personality and customer satisfaction play in shaping consumers' purchasing behaviors and their perception of a brand.

The study's findings affirm that brand personality and customer satisfaction are pivotal in cultivating a loyal customer base. A well-defined brand personality resonates with consumers, aligning with their self-image and expectations, thus driving satisfaction. This satisfaction, in turn, informs and reinforces positive behavioral factors that culminate in a strong brand perception. The resulting perception is a significant predictor of brand loyalty, as customers are more likely to commit to brands that mirror their values and fulfill their satisfaction criteria.

The implications of this study are valuable for practitioners and marketers within the Thai furniture shops. By investing in and consistently conveying a compelling brand personality, and by prioritizing customer satisfaction through quality and service excellence, furniture brands can enhance customer retention and loyalty. Moreover, the insights from this research can inform targeted marketing strategies that effectively leverage brand personality to meet the evolving preferences of Thai consumers, ultimately driving sustained business growth in a competitive marketplace.

These conclusions not only contribute to the academic literature on brand loyalty but also serve as a strategic guide for market players in the Thai furniture shops, emphasizing the importance of a customer-centric approach in today's consumer landscape.

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