FBMS
Journal of Family Business and Management Studies

ISSN 2821-9643 (online)
Volume18 No.1
January-June 2026

Content

Page

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

Supply Chain Management Practices and Performance of Retail Outlets in Nigeria

Received: 02.11.2025
Revised: 29.11.2025
Accepted: 15.12.2025

Zekeri ABU[1], Abdulazeez Alhaji SALAU[2*], Abdulwasiu, Adebayo Adeyemi[3] and Mutiat Omolara, JIMOH[4]

[1,2,3,4]Department of Business and Entrepreneurship, Faculty of Management and Social Sciences, Kwara State University Malete.
[1]zekeri.abu@kwasu.edu.ng, [3]adeyemi.adebayo@kwasu.edu.ng,
[4]Jimohmutiat2014@gmail.com
**Corresponding author:* sirsalau@gmail.com

Abstract

Retailers have changed dramatically over the last few years, courtesy of emerging technologies, customer preferences, and rivalry. Retailers use digital resources for enhancing stock management, optimizing supply channel partnerships, and enhancing customer engagement. The study investigated the effect of supply chain management practices on retail outlet performance in Nigeria. Adopting a cross-sectional survey design, data were collected from 108 supermarket owners and managers, representing both large outlets, selected through Krejcie and Morgan's sampling determination method. Structured questionnaires served as the primary instrument, and the data were analyzed using multiple regression analysis. The results revealed a strong positive relationship ($r = .659$) between supply chain management practices strategic supplier relationship and information sharing and business effectiveness. The model explained 43.4% of the variance in performance, with ANOVA results confirming the model's overall significance ($f = 18.425$, $p < 0.05$). Coefficient analysis indicated that both strategic supplier relationship ($\beta = 0.191$, $p = 0.043$) and information sharing ($\beta = 0.247$, $p = 0.019$) significantly enhance business effectiveness, with information sharing exerting a stronger influence. These findings align with prior research emphasizing the critical role of supplier integration and transparent information flow in sustaining competitiveness. The study concludes that while supplier relationships provide stability in supply chains, effective information sharing delivers greater performance gains through improved coordination and responsiveness. The study recommends that retail firms invest in long-term supplier partnerships and adopt digital tools to strengthen communication and forecasting accuracy.

Keywords: Supply chain management, Strategic supplier relationship, Information sharing, Business effectiveness.

Introduction

Supply Chain Management (SCM) has become a central driver of competitiveness and business success. In today's fast-changing marketplace, businesses are under pressure to deliver high-quality products, respond quickly to customer needs, and remain agile in the face of uncertainty. Effective SCM practices are no longer just operational necessities—they are strategic imperatives. By integrating supply chain processes, firms can not only optimize efficiency but also build resilience against market disruptions, shifting consumer demands, and global uncertainties. This makes SCM a cornerstone of long-term sustainability and profitability.

Over the past decade, SCM has attracted growing attention from both practitioners and scholars. Wisner, Tan, and Leong (2021) define SCM as the coordination of material flows and information across the value chain to achieve maximum customer satisfaction at minimal cost. Globalization has amplified the importance of SCM, reshaping manufacturing and retail operations worldwide. As competition intensifies, firms are compelled to improve service quality, increase flexibility, and reduce costs (Sudirjo, 2023). To meet these challenges, many companies have invested in resilient logistics systems, digital tracking technologies, and strategic sourcing models that provide end-to-end visibility and operational agility. The rise of e-commerce has further accelerated the need for flexible supply chain strategies capable of meeting customer demands in real time.

Businesses today understand that cost optimization, quality enhancement, and rapid problem-solving are critical to survival. One of the most effective ways to achieve these goals is by adopting robust supply chain practices (Saragih et al., 2020). Recent evidence shows that 51% of managers have increased investments in SCM in the past three years (Cahyono et al., 2023), underscoring its growing importance. Advanced technologies such as artificial intelligence, machine learning, and blockchain are transforming supply chains by enabling real-time data access, streamlining logistics, and improving decision-making. The way firms harness these technologies will determine their ability to compete both locally and globally.

The retail sector, in particular, has undergone a dramatic shift due to technology, evolving customer preferences, and competition. Retailers now rely on digital tools to improve inventory management, strengthen supplier partnerships, and engage customers more effectively. Real-time data analysis, automated restocking, and multi-channel communication have made supply chains more efficient and responsive. In markets such as Nigeria, where retail is expanding rapidly, businesses that fail to embrace modern SCM risk losing ground to better-equipped competitors. Accurate demand forecasting, efficient inventory management, and reliable supplier relationships have become vital for retail success.

One critical element of SCM is Strategic Supplier Partnerships (SSPs), which create collaborative synergies and long-term competitive advantages (Islami, 2021). However, SSPs are not without challenges. Aligning the objectives of retailers, suppliers, distributors, and service providers is often difficult, particularly as businesses grow and priorities shift (Dibsi & Cho, 2023). Building and sustaining trust within these partnerships is also complex, as conflicting interests and miscommunication can undermine collaboration (Zeng, Tse, & Mason, 2023). Moreover, the ever-changing business environment demands continuous adaptation and innovation, making it hard for partners to balance immediate challenges with long-term goals. Such tensions can weaken supplier relationships and ultimately reduce profitability, especially in dynamic markets like West Africa.

Addressing these challenges requires deeper research into which SCM practices most effectively enhance business performance. This study seeks to contribute to that understanding by examining how strategic SCM components can be leveraged to improve retail performance in West Africa's competitive and evolving business landscape.

Literature review

Supply chain management (SCM) is broadly understood as the planning and coordination of sourcing, procurement, conversion, and logistics activities (Mukhamedjanova, 2022). It encompasses a wide range of functions, including raw material purchasing, demand and supply management, production, inventory control, order processing, and the final delivery of goods to customers (Altekar, 2023). In this sense, SCM represents an end-to-end system that integrates activities from the supplier through to the end consumer.

Beyond operational functions, SCM is also defined as the coordination mechanism that enhances performance not only within a single firm but also across networks of trade partners (Abdallah et al., 2021; Salau, 2025). This perspective highlights the importance of collaboration and integration in achieving efficiency and effectiveness throughout the supply chain. Similarly, Bimha et al. (2020) argue that SCM should not be seen as a collection of separate business functions but as part of a holistic organizational strategy that connects goods, information, and financial flows from suppliers to manufacturers, wholesalers, retailers, and ultimately consumers.

In expanding traditional business operations, SCM emphasizes inter-enterprise cooperation, seeking to unify trade partners under a shared goal of optimization and long-term effectiveness (Olapoju, 2019). Thus, SCM goes beyond transactional exchanges to foster strategic collaboration, making it a critical enabler of competitiveness in today's interconnected business environment.

Components of supply chain management

Strategic supplier relationships

Strategic supplier partnerships (SSPs) refer to the long-term relationships established between an organization and its suppliers, built on cooperation, trust, and mutual benefit. Utami et al. (2019) describe SSPs as ongoing relationships where organizations and their suppliers collaborate closely on planning and problem-solving initiatives. The aim is to strengthen both operational and strategic capabilities to help firms achieve their goals (Melander, 2018). Nyamasege and Biraori (2015) further emphasize that these partnerships are not limited to transactional exchanges but instead foster enduring ties that encourage cooperative planning and joint problem-solving.

Strategic supplier relationships are particularly important in areas such as technology, markets, and product development, where they provide mutual advantages and promote long-term collaboration. Govindaraju et al. (2017) highlight that SSPs can create significant competitive advantages by leveraging the combined operational and strategic competencies of participating firms. In addition, deliberate cooperation strengthens joint planning activities and enhances the ability to resolve shared challenges (Kosgei & Gitau, 2016). In this sense, SSPs are a cornerstone of modern SCM, supporting not only efficiency but also long-term competitiveness.

Information sharing

Information sharing is another critical component of effective supply chain management. Ambreen and Siddiqui (2018) define it as the transfer of product knowledge and relevant data to partners across different stages of the supply chain. By providing a complete and timely flow of information, firms can enhance coordination and improve overall supply chain performance (Rached et al., 2015). According to Berut et al. (2018), sharing information also allows supply chain partners to monitor the status of orders and products as they progress through different processes, creating greater transparency and trust.

Govindaraju et al. (2017) identify information sharing as one of the five fundamental building blocks of strong supply chain relationships. Through regular communication, supply chain partners can function almost as a single entity, collectively responding to market changes and gaining deeper insights into customer needs. Utami et al. (2019) stress that timely exchange of information enables firms to respond more quickly to consumer demands, making information sharing not just a support activity but a strategic necessity in competitive markets.

Business effectiveness

Business effectiveness refers to the ability of an organization to operate efficiently and effectively in pursuit of its goals and objectives (Čabinová et al., 2020). It encompasses the strategies, processes, and practices that enable organizations to optimize resources, enhance performance, and ensure long-term sustainability. Business effectiveness is not solely about short-term profitability; rather, it involves delivering value to customers, maintaining competitiveness, and fostering continuous improvement.

To achieve business effectiveness, firms must align their mission, vision, and objectives with day-to-day operations, activities, and resource allocation (Ghonim et al., 2021). This alignment requires setting measurable targets, monitoring performance, and making evidence-based decisions. Furthermore, effectiveness in business is reflected in how organizations adapt to environmental fluctuations, technological advancements, and evolving customer needs to remain relevant and competitive. Thus, business effectiveness is a dynamic and adaptive process that integrates strategy, resource optimization, and responsiveness to external changes.

Theoretical review: Resource-based view (RBV)

The Resource-Based View (RBV) is a strategic management theory that highlights the role of organizational resources and capabilities in achieving and sustaining competitive advantage (Lubis, 2022). Originating from the work of Jay Barney in 1991, RBV asserts that firms outperform competitors when they possess resources that are valuable, rare, inimitable, and non-substitutable (VRIN). These resources may include physical assets, proprietary technologies, skilled human capital, and strong inter-organizational relationships.

Applied to supply chain management, RBV emphasizes the importance of leveraging both internal capabilities and external partnerships to generate value. For instance, cultivating distinctive supplier relationships, adopting advanced technologies, and investing in skilled personnel can reduce costs, streamline operations, and enhance adaptability. The RBV perspective underscores that sustained business effectiveness depends less on external market conditions and more on how firms strategically manage and deploy their unique resources and competencies. By focusing on the development and protection of such strategic assets, organizations can strengthen their supply chains, enhance efficiency, and secure a sustainable competitive advantage.

Empirical review

ROK Lee (2021) investigated the connection between supply chain management strategy and both financial and operational performance in order to ascertain the effect of supply chain management on the operational performance of SMEs in Korea. Empirical research of 300 Korean manufacturing SMEs that have used SCM techniques was carried out in order to achieve this. Equation modelling was used to examine variables. Furthermore, it was shown that SCM strategies have a major influence on SMEs' organisational competence and that both organisational skills and SCM strategies have a considerable impact on firm performance. Furthermore, an analysis of the meditative influence of organisational competencies on the impact of supply chain management strategy on company performance revealed that these competencies mediated the impact of SCM on operational performance but not on financial performance. The research concludes that by combining supply chain management techniques with organisational capabilities, SMEs may attain sustained overall company performance.

Amedofu et al. (2019) looked at how supply chain management strategies affected customer growth and startup performance in Ghana. The purpose of this article is to examine how supply chain management strategies may increase the success of startups in developing countries. Using the partial list square structural equation model as the research model, a survey of 300 Ghanaian entrepreneurs was conducted, yielding 72 insightful responses. The study confirmed that customer development and startup success are positively impacted by SCM techniques. Startup performance is also impacted by customer development.

Utami et al. (2019) investigate how supply chain management practices (SCMP) affect the financial and economic viability of Indonesian SMEs. The researcher used a quantitative research approach to do this, and the questionnaire technique was utilised to collect data. The information was supplied by planning managers, supply chain managers, procurement managers, and managing directors. The hypotheses were analysed using the PLS-SEM approach. The study's findings demonstrated that the degree of information sharing, strategic supplier integration, and customer connections all affect SMEs' capacity to remain financially and economically viable. The study's conclusions indicate that SCM techniques have a major and positive influence on the long-term financial and economic performance of Indonesian SMEs. Additionally, the study's findings demonstrated that effective SCMP implementation may enhance the financial and economic performance of SMEs in developing countries. Memia (2018) sought to ascertain how the performance of significant industrial enterprises in Kenya was impacted by contemporary supply chain practices. Lean supply chain, outsourcing, supplier relationship management, and customer relationship management are all components of the multifarious architecture that is supply chain management (SCM) techniques, according to the research. This research also included five theories: the theory of transaction costs, the theory of resource-based perspectives, the theory of value chains, the theory of supply chain limitations, and the theory of lean six sigma. In order to acquire information from 312 respondents, who represented 563 major manufacturing enterprises listed by KAM, the study employed a descriptive research approach. The study also included regression analysis and correlation to ascertain the relationships between the predictor and criteria variables. The results shown that any contemporary SC procedure significantly affects performance.

A study by Khaddam, Irtaimeh, and Bader (2020) examined the mediating effect of information technology and the relationship between supply chain management and competitive advantage. The main objective of this research is to investigate the indirect impacts of supply chain management (SCM) in its five dimensions—costs, quality, delivery time, flexibility, and creative commitment—as well as its three dimensions—relationships with suppliers, intermediates, and distributors. using information technology (IT) as a mediator. In this study, 250 structured questionnaires served as the research instrument. The statistical program for social sciences (SPSS) was used to extract and analyse 266 in order to evaluate the hypothesis. The study showed that connections with suppliers and customers both had an influence on information technology (IT), enabling SCM to directly affect competitive advantage, even while interactions with distributors and intermediaries did not increase the effect.

Methodology

The study adopted a cross-sectional research design, utilizing a descriptive survey approach to examine the relationships between supply chain management practices and retail outlet performance. The population of the study will consist of all supermarkets within Nigeria, providing a broad view of the retail landscape. According to ECOWAS Trade Information System (ECOTIS) there are 146 organised supermarket outlets aggregated data across the states in Nigeria states. The business owners or managers of these supermarkets comprise the participants, as they are best positioned to provide the data necessary for the research. To determine the sample size, the study adopted the Krejcie and Morgan sampling determination method, which provided a scientific approach for ensuring representativeness of the sample. Based on their table, for a population of 146 supermarkets, the appropriate sample size was approximately 108. This ensured that the findings achieved a 95% confidence level with a 5% margin of error, making the results statistically significant and generalizable to the entire supermarket population within Nigeria. Consequently, 108 supermarkets were selected, and their business owners or managers served as respondents, given their direct knowledge and involvement in supply chain management practices. A convenience sampling technique was employed to select participants due to the practical challenges of accessing supermarkets across Nigeria. The researcher adopted a door-to-door approach in various shopping centers to distribute and retrieve questionnaires, thereby maximizing response rates. Structured questionnaires were used as the main research instrument to ensure consistency and reliability in the data collection process. For data analysis, the study employed inferential statistical techniques. Inferential statistics were conducted using multiple regression analysis to examine the extent to which supply chain management practices influenced business effectiveness. Multiple regression was particularly appropriate because it enabled the study to assess the combined and individual contributions of independent variables (supply chain practices) to the dependent variable (retail performance).

Analysis and findings

Statement of Hypotheses:

H01: Strategic supplier relationship has no significant effect on business effectiveness.

H02: Information sharing has no significant effect on business effectiveness.

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.659	.434	.411	1.84544

a. Dependent Variable: Business Effectiveness

b. Predictors: Strategic Supplier relationship and Information sharing

The model summary shows that there is a strong positive relationship (R = .659) between the predictors (strategic supplier relationship and information sharing) and the dependent variable (business effectiveness). The R Square value of .434 indicates that about 43.4% of the variation in business effectiveness is explained by the combined effect of the predictors, while the Adjusted R Square (.411) confirms that after accounting for the number of predictors and sample size, approximately 41.1% of the variance in business effectiveness is still explained by the model. Overall, this result demonstrates that strategic supplier relationships and information sharing play a substantial role in enhancing business effectiveness.

Table 2 Anova

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	251.000	2	62.750	18.425	.000b
Residual	326.941	106	3.406		
Total	577.941	108			

a. Dependent Variable: Business Effectiveness
b. Predictors: Strategic Supplier relationship and Information sharing

The ANOVA table indicates that the overall regression model is statistically significant. The F-value of 18.425 with a significance level of $p = .000$ ($p < 0.05$) demonstrates that strategic supplier relationship and information sharing, taken together, have a significant effect on business effectiveness. The regression sum of squares (251.000) compared with the residual sum of squares (326.941) shows that a substantial proportion of the variation in business effectiveness is explained by the predictors. This finding confirms that the predictors jointly contribute meaningfully to explaining variations in business effectiveness, thereby validating the fitness of the model.

Table 3 Coefficients

Predictor	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	7.515	1.721		4.368	.000
Strategic Supplier Relationship	0.097	0.047	0.191	2.054	.043
Information Sharing	0.158	0.066	0.247	2.396	.019

a. Dependent Variable: Business Effectiveness
b. Predictors: Strategic Supplier relationship and Information sharing

The coefficients table shows the individual contributions of the predictors to business effectiveness. The constant ($B = 7.515$, $p < 0.001$) indicates the baseline level of business effectiveness when both predictors are held constant. Strategic supplier relationship has a positive and statistically significant effect on business effectiveness ($B = 0.097$, $\beta = 0.191$, $t = 2.054$, $p = 0.043$), meaning that improvements in supplier relationships lead to higher business effectiveness. Similarly, information sharing also has a positive and significant effect ($B = 0.158$, $\beta = 0.247$, $t = 2.396$, $p = 0.019$), showing that effective exchange of information contributes more strongly to business performance than supplier relationship in this model. Overall, both predictors significantly enhance business effectiveness, with information sharing having the stronger impact.

Discussion of findings

The findings from the coefficients table indicate that both strategic supplier relationship and information sharing play significant roles in enhancing business effectiveness, with information sharing exerting a stronger influence. This result resonates with Lee (2021), who found that supply chain management (SCM) strategies, when aligned with organizational competencies, significantly improve firm performance, highlighting the importance of integrating relational and informational practices. Similarly, Utami et al. (2019) established that information sharing, supplier integration, and customer relationship management significantly contribute to SMEs' financial and economic viability in Indonesia, supporting the stronger effect of information sharing observed in this study. Amedofu et al. (2019) also confirmed that SCM strategies enhance customer growth and startup performance in Ghana, reinforcing the idea that supplier relationships are foundational to business success in emerging markets. Moreover, Memia (2018) demonstrated that supplier relationship management, alongside other SCM practices, significantly impacts the performance of manufacturing enterprises in Kenya, consistent with the positive effect of strategic supplier relationships in this study. Additionally, Khaddam, Irtaimeh, and Bader (2020) emphasized that effective relationships with suppliers, when coupled with information technology, boost competitive advantage, aligning with the current findings that information sharing enhances business effectiveness. Collectively, these results highlight that while strong supplier relationships provide a foundation for effective supply chain collaboration, information sharing creates a more direct and powerful mechanism for improving business outcomes. The findings reinforce prior research (Lee, 2021; Utami et al., 2019; Memia, 2018) that emphasized the value of integrating supplier management with knowledge-sharing mechanisms to achieve sustainable competitiveness. Therefore, for businesses seeking to optimize performance, supplier relationship management and transparent information flow are indispensable drivers.

Conclusion

This study concludes that both strategic supplier relationships and information sharing significantly contribute to business effectiveness. The regression results revealed that while supplier relationships enhance collaboration and stability in supply chains, information sharing exerts a stronger influence by improving coordination, decision-making, and responsiveness. This indicates that organizations that effectively exchange accurate and timely information with supply chain partners are more likely to achieve higher performance outcomes.

Recommendations

1. Organizations should invest in long-term partnerships with suppliers through trust-building, joint planning, and contractual collaboration. This will enhance supply reliability and reduce operational risks.

2. Firms should adopt digital tools, supply chain management software, and real-time communication platforms to facilitate seamless exchange of information with partners. This can reduce delays, increase transparency, and support better forecasting.

References

Abdallah, A.B., Alfar, N.A. & Alhyari, S. (2021) 'The effect of supply chain quality management on supply chain performance: the indirect roles of supply chain agility and innovation', *International Journal of Physical Distribution & Logistics Management*, 51(7), pp. 785–812.

Amedofu, M., Ahiabu, M.A., Essilfie, I. & Mbrokoh, A.S. (2019) 'Supply chain management strategies and startup performance: A customer development perspective', *Central European Management Journal*, 27(4), pp. 84–101.

Ambreen, S. & Siddiqui, D.A. (2018) 'The impact of information sharing on supply chain performance: Evidence from manufacturing firms', *International Journal of Supply Chain Management*, 7(6), pp. 90–98.

Berut, A., Teshome, D. & Lemma, H. (2018) 'Information sharing and supply chain effectiveness: A study of Ethiopian manufacturing firms', *African Journal of Business Management*, 12(4), pp. 102–110.

Cahyono, Y., Purwoko, D., Koho, I., Setiani, A., Supendi, S., Setyoko, P., … & Wijoyo, H. (2023) 'The role of supply chain management practices on competitive advantage and performance of halal agro-industry SMEs', *Uncertain Supply Chain Management*, 11(1), pp. 153–160.

Čabinová, V., Kohnová, L. & Papula, J. (2020) 'Business effectiveness and performance: Conceptualization and measurement', *Quality Innovation Prosperity*, 24(3), pp. 1–18.

Dibsi, A. & Cho, J. (2023) ‘Challenges in sustaining supplier partnerships in dynamic markets: Evidence from retail chains’, *International Journal of Retail & Distribution Management*, 51(9), pp. 1150–1168.

Ghonim, M., El-Sayed, E. & Abdel-Kader, M. (2021) ‘Business effectiveness frameworks: Linking strategy, performance and sustainability’, *Journal of Management and Strategy*, 12(1), pp. 25–39.

Govindaraju, R., Chandra, D.P. & Hermawan, P. (2017) ‘A structural model of supply chain relationship quality and performance’, in *Proceedings of the 2017 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)*, pp. 593–597.

Islami, X. (2023) ‘Lean manufacturing and firms’ financial performance: The role of strategic supplier partnership and information sharing’, *Benchmarking: An International Journal*, 30(9), pp. 2809–2831.

Khaddam, A., Irtaimeh, H. & Bader, B. (2020) ‘The effect of supply chain management on competitive advantage: The mediating role of information technology’, *Uncertain Supply Chain Management*, 8(3), pp. 547–562.

Kosgei, R.C. & Gitau, R. (2016) ‘Effect of supplier relationship management practices on supply chain performance in the manufacturing sector in Kenya: A case of East African Breweries Limited’, *International Academic Journal of Procurement and Supply Chain Management*, 2(3), pp. 134–148.

Lee, R. (2021) ‘The effect of supply chain management strategy on operational and financial performance’, *Sustainability*, 13(9), 5138.

Lubis, N.W. (2022) ‘Resource based view (RBV) in improving company strategic capacity’, *Research Horizon*, 2(6), pp. 587–596.

Melander, L. (2018) ‘Customer and supplier integration in new product development: Conflicts of interest and balancing mechanisms’, *Journal of Business & Industrial Marketing*, 33(6), pp. 765–776.

Memia, F.K. (2018) *Influence of contemporary supply chain practices on performance of large manufacturing firms in Kenya*. PhD thesis, Jomo Kenyatta University of Agriculture and Technology.

Mukhamedjanova, K.A. (2020) ‘Concept of supply chain management’, *Journal of Critical Reviews*, 7(2), pp. 759–766.

Nyamasege, D. & Biraori, O. (2015) ‘Effect of supplier relationship management on the effectiveness of supply chain management in the Kenya public sector: A case study of Kenya Airways’, *International Journal of Managing Value and Supply Chains*, 6(1), pp. 25–36.

Olapoju, P.M. (2019) ‘Supply chain management practices in Nigeria: Developing a framework for enhancement of SCM for organizational performance’, *Journal of Management Operation Research*, 1(5), pp. 1–16.

Rached, M., Bahroun, Z. & Campagne, J.P. (2015) 'Information sharing in supply chains: A literature review', *International Journal of Production Research*, 53(7), pp. 2019–2047.

Salau A. A. (2025). E-commerce Models and Supply Chain Management Optimization of Firms in Kwara State. *International Journal of Entrepreneurship, Management and Social Sciences (IJEMSS)*, 2(1), 76 – 86.

Saragih, J., Tarigan, A., Pratama, I., Wardati, J. & Silalahi, E.F. (2020) 'The impact of total quality management, supply chain management practices and operations capability on firm performance', *Polish Journal of Management Studies*, 21(2), pp. 384–397.

Sudirjo, F. (2023) 'Marketing strategy in improving product competitiveness in the global market', *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), pp. 63–69.

Utami, H.N., Fauziah, S. & Rahardjo, K. (2019) 'The effect of strategic supplier partnership and customer relationship on supply chain integration and business performance (study of red onion farmers in East Java)', *Wacana Journal of Social and Humanity Studies*, 22(1).

Wisner, J.D., Tan, K.C. & Leong, K. (2021) *Principles of Supply Chain Management: A Balanced Approach*. Boston, MA: Cengage Learning.

Zeng, Y., Tse, E.C. & Mason, R. (2023) 'Trust, conflict and alignment in strategic supplier partnerships: A relational view', *Supply Chain Management: An International Journal*, 28(4), pp. 455–469.

FBMS
Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

Environmental Accounting Disclosures and Financial Performance of Listed Industrial Firms in Nigeria

Received: 18.06.2025
Revised: 16.10.2025
Accepted: 01.12.2025

Jacob Ojewale Ige[1], Johnson Kolawole Olowookere[2] and Oluwatimileyin Esther Adenle[3*]
[1,2,3]Department of Accounting, Osun State University, Osogbo, Nigeria.
[1]Ige.jacob@gmail.com, [2]johnson.olowokeere@uniosun.edu.ng,
**Corresponding author:* oluwatimileyin.adenle@uniosun.edu.ng

Abstract

This study investigated the effects of environmental accounting disclosure on the financial performance of quoted Industrial goods firms in Nigeria. Energy Policy (EPY), Employee, health and safety disclosures (EHS), Environmental Pollution and Control Policy (EPCP), Waste Management Policy (WMC), Compliance with environmental law and regulations (CLR) were used to proxy environmental disclosures. The study utilized ex-post facto research design and secondary data from 2012 to 2022. Data were sourced from selected Annual Report and Accounts of sampled 11 quoted industrial goods firms out of the 13 total industrial goods firms listed on the Nigeria Exchange Group. The study utilized Descriptive Statistics and panel regression estimation tools. The results discovered that EPY, EHS, WTP and CLR significantly and positively impacts the ROA of Nigerian industrial firms. The study therefore concludes that environmental accounting disclosure had a noteworthy effect on return on the financial performance of Nigerian industrial goods firms. The study recommended industrial goods firms should provide detailed reports on environmental impact, WTP, EPY, EHS, CLR in other to build investor trust. They should also ensure they make effort towards reducing carbon footprints and promote eco-friendly products. Industrial firms should ensure they continually seek and disclose environmental strategies that reduce costs and improve profitability.

Keywords: Environmental Disclosure, Energy Policy, Waste Management Policy, Return on Assets, Employee Health and Safety.

Introduction

The methodical ways that environmental accounting provides help in managing the environmental aspects of business operations. The recognition of the growing significance of environmental accounting research has resulted from the movement in business economics towards environmental challenges (Saman, 2019). Due to their economic operations, corporate organizations are purposefully altering the ecosystems which threaten the stability of the planet and of the economic system arising from air, water and land pollutions, dangerous wastes disposal, natural resources overexploitation, ozone depletion and climate change (Ofurum & Iwunna, 2022). Thus, companies are expected to consider not just the economic matters in their day-to-day operations but also consider the social and environmental responsibilities since the existing literature revealed that they significantly impact their profitability and their survival. According to Saman (2019), there are numerous ways that business activity affects the environment, including the air, water, drinking water, land, atmosphere, land, mass, and habitat for threatened and endangered species. All these have the tendency to result into the incurring of environmental costs. Environmental costs, according to Agboola and Orogbe (2019). Furthermore, Adagye and Abubakar (2018) claimed that environmental costs include money spent either on preventing environmental deterioration or on returning the environment to its pre-damage form, or a mix of the two.

The financial performance determinants of an organisation provide information on its profitability, earnings, and growth prospects (Oyedokun, et al. 2019). Financial performance provides an overview of a company's overall business activities, described by efficiency in managing its assets, liabilities, and equity (Hamidi, 2019). Profitability in a business is shown through factors affecting its profitability, leading management in a company to issue policies to create and increase profit growth. A company's financial performance is a numerical measure of how successfully it generates income and uses its resources for commercial operations (Agboola & Orogbe, 2019).

Environmental accounting has a reasonable impact on a firm's performance, either positively or negatively. According to Dikgang et al. (2012), the stock market reacts to environmental catastrophes more favourably. There are many issues, and growing worries about resource depletion and environmental deterioration are concerning. The environmental issues being considered today are worldwide in scope and may have an effect on a company's financial success (Folayan, 2016). Rufelawaty and Budi (2010) found that environmental cost data produced by environmental accounting can support business expansion. Lack of such information puts managers under more stress when it comes to tracking expenses and trying to cut expenses.

The National Environmental Protection Agency (NEPA) Act was superseded in Nigeria by the National Environment Standards and Regulation Enforcement Agency (NESREA) Act of 2007, which is a collection of laws and regulations designed to safeguard and maintain the growth of the natural resources and environment. The rule gives the necessary authorities to promote adherence to national and international environmental laws, including those pertaining to environmental cleanliness and the prevention and control of pollution through monitoring and regulatory actions (Tochwuku, 2018). It is only natural that Nigerian industrial companies take responsibility for the emissions, pollution, and environmental degradations that emerge from their business operations. A report that only shareholders would be happy to cheer about would be one that included earnings and profit. Organisations' annual reports should include information on environmental damages, pollution in various forms, emissions into the air that need to be reported, corrective actions, necessary compensation, and preventative measures that should be implemented (Osemene, et al., 2012). According to Idowu and Agboola (2021), one of the economic sectors in Nigeria that has seen a lot of public outrage over environmental issues is the industrial sector. Nonetheless, given that the industry generates a large portion of the nation's total revenue, not many attempts have been made to improve the circumstances. The companies that take raw materials from the earth for consumer use or whose operations have a notable impact on the environment are considered to be part of the industrial sector.

Numerous studies had been conducted in this field, and the findings and perspectives of each researcher varied. For instance, Idowu and Agboola (2021), Lawrence and Bernard (2023), Nwaimo (2020), Ofurum and Iwunna (2022), Oraka (2021), Oyedokun, et al. (2019), Setiawan and Honesty (2020), Saman (2019), Peter and Mbu-Ogar (2018), Charles et al. (2017), Karambu and Joseph, (2016), Ndukwe and John (2015). Scanty research works have dealt on the direct impact of environmental accounting disclosure and financial performance of industrial firms in Nigeria within time frame of 2015 to 2022. The research found to have focused on the Nigeria Industrial sector was the study by Lawrence and Bernard (2023), but it only reviewed the timeframe period of 2011 to 2020. This study intends to bridge the gap of recency. Extant literatures are saturated with knowledge on the impact of environmental accounting disclosure on company's financial performance. Based on existing literature little evidence is provided on the direct relationship of environmental accounting disclosure (EVD) and financial performance of listed industrial goods companies in Nigeria, given the importance and the value accruable to companies that disclosed its environmental issues. These omissions in the literature therefore form a major gap in this study. Several literatures such as studies by Lawrence and Bernard (2023), Agboola and Orogbe (2019), Setiawan and Honesty (2020), Oraka (2021), The impact of EVD on the financial performance of listed food and beverage industries, mining, oil and gas companies, or cement enterprises alone has been studied by Tochukwu (2018). Similarly, academic research has looked closely at how EVD affects listed industrial businesses' market values. However, few literatures have been able to use component of environmental costs such as EVD index, environmental pollution and control policy, energy policy, biodiversity, waste management policy and award received for installing environmental management impact on corporate performance. The review of Emeka-nwokeji and Okeke (2019) was found to use few of these components as independent variables. This study aims at filling the existing gap by reviewing extensively the influence of the integration of environmental costs such as Environmental pollution and control policy (EPCP), Energy policy (EPY), waste management policy (WTP), Employee Health and Safety (EHS), and compliance and regulations (CLR) in the financial statement with the financial performance of listed industrial goods firms in Nigeria from 2012-2022. This study will be of great significance to Nigeria firms in the industrial sector, management, investors, researchers and other stakeholders of the firms. Investors can rely on environmental disclosures to identify financially sound and environmentally responsible firms, improving investment decisions. Policy makers and regulators should strengthen disclosure standards and enforcement to promote transparency and sustainability across industries. Researchers can further explore causal mechanisms and develop context-specific environmental disclosure frameworks. Other stakeholders such as NGOs and communities can use environmental information to demand accountability and encourage sustainable business practices. This study therefore intends to examine the influence of environmental accounting disclosures on the financial performance of listed industrial goods firms in Nigeria.

Literature review

Environmental accounting disclosures (EVD)

According to Charles et al. (2017), environmental accounting refers to the efforts made by professional associations, governmental bodies, and standard-setters of accounting to encourage corporations to take an active responsibility for protecting and sanitising the environment, as well as for fully disclosing their environmental operations in stand-alone environmental disclosures or yearly reports. The definition of environmental accounting is the gathering, evaluation, and analysis of financial and environmental performance data from financial, environmental, and business management information systems. Corrective management measures are implemented to mitigate environmental impacts and costs. The area of accounting that tracks resource consumption, quantifies, and reports the true or projected environmental costs of a company or the country's economy is expanding (Osemene, 2010). The expenses an organisation bears to prevent, track, and report environmental impacts are known as environmental accounting costs (KPMG, 2012). The five categories of environmental costs include convectional, contingent, hidden and relationship, and social, according to the US Environmental Protection Agency (1995). The two main categories of these costs are social costs and private costs. While societal costs are incurred by society, private costs are borne by the enterprise. Environmental pollution and control policy (EPCP), Energy policy (EPY), waste management policy (WTP), Employee Health and Safety (EHS), and compliance and regulations (CLR) are used to proxy EVD in this study. Some of the researchers that have used some of these costs as measures of environmental accounting disclosures are Emeka-nwokeji and Okeke (2019), Agboola & Orogbe (2021), Lawrence and Bernard (2023), Nwaimo (2020), Ofurum and

Iwunna (2022), Oraka (2021), Oyedokun, et al. (2019), Setiawan and Honesty (2020), and Saman (2019).

Financial performance

Profit-making companies give careful thought to their financial performance. It serves as the basis for evaluating the firm's objectives. It alludes to the process of carrying out financial transactions. Financial performance refers to the degree to which financial objectives are being met in its broadest sense. According to Yahaya and Lamidi (2015), it is the process of determining how a company's activities and policies will affect its bottom line. It can be applied to sector or industry comparisons as well as cross-industry comparisons between comparable businesses. According to Yahaya et al. (2014), it is used to gauge the overall financial health of a company over a given time frame. In order to obtain a competitive advantage, a company's ability to lawfully obtain and manage its resources also determines how well it performs. Thus, performance measurement is crucial since it builds on findings and aids in various economic unit decisions (Falope et al., 2019; Tochukwu 2018). Hamidi (2019) opined that financial performance of firm provides an overview of a company's overall business activities, described by efficiency in managing its assets, liabilities, and equity. Profitability in a business is shown through factors affecting its profitability, leading management in a company to issue policies to create and increase profit growth. The indicator used for profitability is ROA (Return on Assets).

Environmental accounting disclosures and financial performance

Environmental cost disclosures provide transparency regarding a company's environmental expenditures, which can influence stakeholder trust and long-term profitability. Several studies have examined this relationship, revealing mixed findings. Rufelawaty and Budi (2010) found that environmental cost data produced by environmental accounting can support business expansion. Lack of such information puts managers under more stress when it comes to tracking expenses and trying to cut expenses. Disclosure of environmental costs can improve financial performance by enhancing the firm's reputation, thereby attracting environmentally conscious investors and customers (Chams & García-Blandón, 2019). According to Dikgang et al. (2012), the stock market reacts to environmental catastrophes more favourably. Naimo (2020) also opined those environmental costs such as WMC, community development costs and EHS costs have the tendency to positively influence profitability. Additionally, comprehensive environmental reporting may result in cost savings by reducing waste and improving resource efficiency, further contributing to financial gains (Liesen et al., 2017).

However, some research suggests that EVD might initially lead to higher costs without immediate financial returns, particularly for firms in industries with high compliance requirements (Luo & Tang, 2022). Moreover, the quality and credibility of such disclosures can also impact the strength of the relationship, as firms engaged in greenwashing might not experience the same positive financial outcomes (Hummel & Schlick, 2016).

Theoretical review

However, this study is anchored on stakeholder theory. The concept of stakeholder theory was first popularised by Freeman in 1984, and during the 1980s, it was progressively incorporated into management theory. This theory, which was developed from two others, contends that company financial performance and social and environmental performance are positively correlated (Jones 1995). According to the instrumental stakeholders' theory, taking social and environmental responsibility improves stakeholder satisfaction, which in turn boosts financial success. According to this perspective, an organisation must actively participate in society since it depends on it for survival (Ojo, 2012). In line with this approach, managers must make sure that the needs of the stakeholders who have the power to affect an organization's performance.

Empirical review

The study of Oyedokun et al. (2019) reviewed the influence of environmental accounting disclosures (EVD) on firm value of quoted Nigerian Industrial products firms. Regression analysis were used to anlysed the data gathered from the selected firms. Discoveries in the study showed that EVD have a favourable and substantial impact on firm value whereas financial performance indicators were found to have no noteworthy impact on firm value.

Nwaimo (2020) conducted a review on the connection between environmental costs and performance of firms in Sub-Sahara African countries within a time frame period of year 2007 to 2016. The data utilized for this study were gathered from Nigeria, Ghana, South Africa and Tanzania stock exchange. Outcomes from the study disclosed that WMC, communities' development costs (CDC) and EHS costs have a favourable and noteworthy effect on profitability only in Ghana.

Setiawan and Honesty (2020) examined the effect of environmental performance and environmental costs on financial performance (FP) of Indonesia firms within a time frame period of 2014 to year 2018. All the mining and manufacturing firms are used as the study population. 29 firms were sampled from the total population. The outcome from the study revealed that environmental costs have notable impact on firm performance (FP). Whereas environmental performance was discovered to have no substantial effect on FP.

The nexus between environmental cost disclosure on the FP of quoted oil and gas firms in Nigeria was investigated by Ofurum and Iwunna (2022). 13 listed oil and gas firm were reviewed in this study. The time frame for the study covered year 2008 to year 2019. Ordinary least square was used as the data estimation tool utilized in this study. Outcomes from this research disclosed that WMC have a favourable notable influence on ROA, whereas pollution control costs had an adverse noteworthy impact on ROA.

Oraka (2021) assessed the nexus between environmental cost and FP of oil and gas firms in Nigeria. Environmental remediation cost (ERC) and Compliance cost (CC) were used to proxy environmental costs. The study period covered 11 years. 12 oil and gas firms were sampled for this study. Outcome form the review disclosed that CC and ERC have a positive noteworthy effect on FP.

The effect of environmental costs on FP in Nigeria was reviewed by Lawrence and Bernard (2023) within a time frame period of 2011 to 2020. Panel regression was used as the data estimation method used in this study. WMC and communities' development costs (CDC) were used to proxy environmental costs. The outcome from thus review discovered that WMC and CDC have a favourable noteworthy effect on FP. Firm size was also found to have a substantial effect on FP.

Aliamutu et al. (2023) reviewed the impact of environmental costs on FP of two plastic manufacturing firms in South Africa. The study timeframe covered year 2018 and 2019. Content analysis was used as the method of inquiry to analyse the financial statement where the data needed were gotten. The outcome of the study revealed a favourable and noteworthy influence on financial performance.

Methodology

This study adopted an expo-facto research design. This method is suitable because it examines existing data on environmental accounting and financial performance without influencing the variables. The population of the study comprised of thirteen (13) listed industrial goods firms by Nigerian Exchange Group as at 2022. This study uses Nigerian industrial firms because they significantly impact the environment through their operations. They are crucial in assessing the link between environmental accounting and financial performance. Their public reports provide accessible data for analysis. The findings from the estimation of their data will guide firms and policy makers towards sustainable financial practices. The financial and the environmental data were extracted from the audited annual reports of the selected industrial companies submitted to the Nigerian Exchange Group (NGX). The study sample frame was 11, this sampled size was selected based on purposive sampling technique. The 11 firms were selected because they have the complete data needed for this study. This study employed secondary source of data. The timeframe covers year 2012 to 2022 (11 years). This study utilized descriptive statistics, correlation analysis and panel regression to determine the relationship between dependent variable and independent variables. Return on asset was used to proxy financial performance because it is relevant for industrial firms with large asset bases, it measures how efficiently a firm uses its asset to generate profit. It reflects both management effectiveness and operational performance, making it especially suitable for asset-intensive firms like those in the industrial sector.

Table 1 Measurement of variables

Dependent variable	Measurement	Sources
Return on Asset	$\frac{\text{Profit before tax}}{\text{Average Total Asset}} \times \frac{100}{1}$	Iheduru and Chukwuma (2019), Herny and Herawaty (2024)
Independent variables		
Environmental accounting disclosures		
Energy Policy (EPY)	Measured as a dummy "0" in the absence of the Disclosure of Energy policy and "1" otherwise.	Tze, Boon and Yee (2014)
Employee Health and Safety disclosure (EHS)	Measured as dummy "0" in the absence of employee health and safety measures disclosure and "1" in the case of such disclosure.	Oshiole et al. (2020)
Environmental Pollution and Control Policy (EPCP)	Measured as a dummy "0" otherwise, and "1" for disclosure of environmental pollution and control.	Iheduru and Chukwuma (2019), Tochukwu (2018)
Waste Management Policy (WTP)	Measured as a dummy "0" in other cases and a "1" in cases of waste management policy disclosure.	Nwaimo (2020)
Compliance with environmental law and regulations (CLR)	Evaluated as a dummy value of "0" otherwise and "1" in the case of the disclosure of an environmental compliance policy.	Lawrence and Bernard (2023), Oraka (2021)
Control variable Firm Age (FAG)	The number of years since incorporation	Olowookere et al. (2023)

Source: *Researcher's (2024)*

Model specification

The study's model demonstrated the correlation between the independent variable of environmental accounting disclosure and the dependent variable of financial performance proxy, return on asset.The model specification modifies and adapt the models of Herny and Herawaty (2024), Iheduru and Chukwuma (2019) and Oraka (2021). The model is specified as the functional and stochastic method as follows:

$$ROA = f(\text{EPY}, \text{EHS}, \text{EPCP}, \text{WTP}, \text{CLR}, \text{FS}, \mu) \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \quad (1)$$

$$ROA_{it} = \delta_0 + \delta_1 EPY_{it} + \delta_2 EHS_{it} + \delta_3 EPCP_{it} + +\delta_4 WTP_{it} + \delta_5 CLR_{it} + \delta_6 FAG_{it} + \varepsilon \ldots\ldots \quad (2)$$

Where:

ROA = Return on Asset
EPY = Energy Policy

EHS = Employee Health and Safety disclosure cost
EPCP = Environmental Pollution and Control Policy
WTP = Waste Management Policy
CLR = Compliance with environmental law and regulations
FAGE= Firm Age
δ_0- δ_6 = Parameters of the regression Coefficient
ε = Error terms

Results and discussions

Table 2 Descriptive Statistics

	ROA	EPY	EHS	EPCP	WTP	CLR	FAG
Mean	1.019	0.231	0.256	0.049	0.182	0.207	44.182
Median	0.418	0	0	0	0	0	44
Maximum	13.049	1	1	1	1	1	65
Minimum	0.0264	0	0	0	0	0	19
Stand Dev.	2.160	0.423	0.438	0.218	0.387	0.407	13.105
Kurtosis	4.458	1.274	1.117	4.149	1.649	1.449	-0.224
Skewness	24.132	2.623	2.248	18.219	3.722	3.100	1.812
Observation	121	121	121	121	121	121	121

Source: Authors' Computation (2024)

The results from the descriptive statistics indicate that the ROA have a mean, median, max. and min. values of (1.019, 0.418, 13.049, 0.0264) respectively. EPY and EHS has a mean, median, max. and min. values of (0.231, 0.256), (0, 0), (1, 1) and (0, 0) with standard dev. values of (0.423 and 0.438) correspondingly. EPCP and WTP were found to have a mean, median, max. and min. values of (0.049, 0.182), (0, 0), (1, 1) and (0, 0) with standard dev. values of (0.218, 0.387) respectively. CLR also have a mean and median values of (0.207, 0), stand dev. value of 0.407, min. and max. values of (0, 1). The control variables proxy with FAG has a mean, median, min. and max. values of (44.182, 44, 65 and 19) with stand dev. value of (13.105) correspondingly. All the variables have positive skewness except FAG which demonstrated a negative skewness. Furthermore, the kurtosis analysis revealed that EPY, EHS and FAG all displayed a platykurtic distribution, with their kurtosis value falling below three. In contrast, the other variables did not show a platykurtic distribution.

Correlation analysis

Table 3 Correlation and test of multi-collinearity

	ROA	EPY	EHS	EPCP	WTP	CLR	FAG	VIF	1/VIF
ROA	1.000								
EPY	0.186	1.000						3.61	0.104
EHS	0.276	0.395	1.000					3.76	0.195
EPCP	0.039	0.416	0.389	1.000				1.34	0.746
WTP	0.009	0.578	0.075	0.485	1.000			2.71	0.369
CLR	0.372	0.543	0.636	0.259	0.342	1.000		1.81	0.553
FAG	0.405	0.219	0.299	0.149	0.073	0.159	1.000	1.17	0.853

Source: Authors' Computation (2024)

The results from the correlation analysis table showed a weak positive connection between EPCP, WTP and ROA, with a coeff. of 0.039 and 0.009 respectively. Conversely, EPY, EHS, CLR all have a positive correlation of (0.186, 0.276 and 0.372) with ROA correspondingly. FAG also exhibited a positive correlation with ROA, with a coeff. of 0.405. These outcomes suggest that there is no substantial multicollinearity among the explanatory variables, which allows for the separate assessment of each variable's effect in the regression model. The VIF values, ranging from 1.17 to 3.76, further support the non-existence of multicollinearity among the variables under study. The data set passed the VIF test for multicollinearity and the Breusch pagan test for heteroskedasticity in Table 3, indicating that the data meets the assumptions for regression analysis.

Table 3 Model 1 Regression diagnostic and specification test results (EM)

Test	P-val.	Comments
F-test	0.0003	Pooled OLS is not appropriate for this study. Panel regression was appropriate.
Breusch pagan Heteroscedasticity test	0.523	There is no heteroscedasticity
Hausman Test	0.305	Random Effect is most Preferred

Source: Authors' Computation (2024)

The p-value of 0.0003 is highly significant, meaning the variables have significant effects. This implies that pooled OLS is not appropriate because it assumes no unobserved heterogeneity.

Panel regression results

Hypothesis: Environmental accounting disclosure does not have any influence on the (FP) financial performance of quoted Nigerian industrial firms.

Table 4 Estimated panel regression analysis results

Variables	Coeff.	Std. Error	T-stat.	Prob.
C	-0.560	0.262	-2.14	0.033
EPY	3.502	2.225	5.54	0.0001
EHS	4.904	3.934	4.02	0.016
EPCP	-0.533	0.377	-1.41	0.157
WTP	1.394	0.302	4.62	0.000
CLR	0.847	0.235	3.61	0.000
FAG	0.027	0.006	4.56	0.000
R^2	0.87			
F-Stat.	135.7			
Prob>F	0.0000			

Source: Authors' Computation (2024)

The Hausman Test p-value of 0.305 in Table 4 suggests that the random effects model is the more favorable. The model is considered fit and significant at the 5% level with a probability value of less than 0.05 and an F-stat. of 135.7, indicating that the variables were chosen and incorporated appropriately. This suggests that in the studied listed industrial products firms, environmental accounting disclosures has a noteworthy effect on the financial performance of the sampled organizations (FP). According to the R^2 value, the explanatory variables account for roughly 87% of the variation in ROA, with the error term accounting for the remaining 13%. Table 4's random effects panel regression results show that EPY, EHS, CLR and WTP significantly and positively impacts the Nigerian industrial firm FP, with a 5% level of significance ($t = 5.54, 4.02, 4.62, 3.61$; $p < 0.05$) correspondingly.

On the other hand, EPCP has a negative but insignificant influence (t-stat = -1.41; $p > 0.05$) while the control variable FSZ has a positive and noteworthy effect on ROA (t-stat = 4.56; $p > 0.05$). These findings imply that the disclosures of EPY, EHS, CLR and WTP will lead to increase in the financial performance of the organizations whereas the disclosure of ECPC was discovered to have an adverse insignificant influence on ROA.

Discussion of findings

Environmental cost data produced by environmental accounting can support business expansion (Rufelawaty & Budi, 2010). Lack of such information puts managers under more stress when it comes to tracking expenses and trying to cut costs. According to Chambers and García-Blandón (2019), revealing environmental expenditures can boost a company's earnings by improving its image and drawing in eco-aware investors and clients. This study examined the effect of environmental accounting disclosures on the financial performance of quoted Nigerian industrial goods firms. Findings from this study revealed that environmental accounting disclosure have a noteworthy impact on financial performance. Energy policy, employee health and safety, compliance to regulation, waste disclosure were all found to have a positive significant effect on ROA whereas only environmental pollution and control was found to have no significant impact on ROA. This suggests that the disclosures of EPY, EHS, CLR and WTP by firms will bring about an improved financial performance. Whereas disclosure of EPCP will not have any impact on firms' performance. To buttress the discoveries of this study that majority of environmental disclosures proxy have effect on firm financial performance, Charms and Garcia-Blandon (2019) opined that disclosure of environmental costs can improve financial performance by enhancing the firm's reputation, thereby attracting environmentally conscious investors and customers. Naimo (2020) also attested to these that environmental costs such as WMC, community development costs and EHS costs have the tendency to positively influence profitability. In the long run, environmentally friendly businesses benefit from lower environmental costs and a competitive advantage when they share enough information about the environment.

However, in support of these findings, Tze et al. (2014) revealed that EPY has a positive and noteworthy effect on ROA. Oshiole et al. (2020), Nwaimo (2020) also Odesa et al. (2016) also found a favourable effect of EHS on ROA. Contra wise, Nwambeke et al. (2019) discovered an adverse effect of EHS on ROA whereas, Adeniyi and Adebayo (2020), Ilelaboye and Alade (2022) found that EHS does not have any noteworthy effect on ROA. Also, the studies of Ofurum and Iwunna (2022), Okeke et al. (2021), Okore (2021) and Oshiole et al. (2020) disclosed that WTP have a favourable substantial effect on ROA. In contrary, the studies of Maleka et al. (2017); Nwaiwu and Oluka (2018) discovered that no relationship exists between WTP and ROA. In addition, to buttress this study findings that CLR has a positive noteworthy impact on ROA, Chiamogu and Okoye (2020) and Tochukwu (2018) discovered that CLR has a favourable substantial impact on ROA. Researchers such as Pingli and Zhuang (2014), Nwaiwu and Oluka (2018), Iheduru and Chukwuma (2019), Ahmed et al. (2017) have also attested to the discoveries of this study that EVD have the tendency to improve the FP of listed Nigerian industrial firms. Contra wise, Ezejiofor et al. (2016) found that EVD have no significant effect on FP.

Conclusion and recommendation

This study thoroughly examined the effect of environmental accounting disclosures on the financial performance of quoted industrial goods firms in Nigeria. The study found that the disclosures of environmental matters such as energy policy, employee health and safety disclosure cost, compliance with environmental law and regulations, waste management policy all have a favourable substantial impact on the quoted Nigerian industrial goods firm's financial performance. Only environmental pollution and control policy was found to have no statistically significant effect on financial performance. This suggest that EPCP may have no statistically impact on ROA but it have the tendency to impact firms financial performance in the real world as stated by (Tochukwu, 2018). The conclusion drawn from this study findings implies that environmental accounting disclosures have a noteworthy influence on the financial performance of quoted industrial goods firms in Nigeria because most of these companies that incurred expenses on environmental matter will attract investors both locally and internationally, this will invariably contribute to the firms ROA. Based on these findings, the study recommends that industrial goods firms should provide detailed reports on environmental impact, waste management, energy efficiency, employee, health and safety, environmental pollution and control in other to build investor trust. Industrial firms should ensures they continually seek and disclose environmental strategies that reduce costs and improve profitability.

Future research implications

The study focused exclusively on listed industrial firms, which may limit the generalizability of findings to other sectors such as financial services, oil and gas, or consumer goods. Future research could expand the scope to include a multi-sectoral analysis or comparative studies across industries to better understand sector-specific dynamics in environmental disclosure practices.

References

Adagye, D. I., & Abubakar, S. B. (2018). Developments in accounting education and research: the environmental accounting - an insight. *African Journal of Accounting and Financial Research*, 1(1): 19-32 https://abjournals.org/ajafr/wp-content

Adeniyi, S. I., & Adebayo, H. O. (2020). Green management cost and financial performance of listed firms in Nigeria: Oil and gas industry experience. *Journal of Academic Research in Economics, 12*(2)*,* 358-369.

Agboola, O. S. & Orogbe, C. A. (2019). Environmental costs and financial performance: Analysis of cement companies in Nigeria. *International Journal of Academic and Applied research. 3* (8), 60-65.

Ahmed, M., Muhammed, S. T., & Jubril, Y. (2017). Environmental cost and corporate performance of oil and gas companies in Nigeria. Unpublished but available online at https://www.researchgate.net/publication/337113682

Aliamutu, K. F., Bhana, A., Suknunan, S. (2023). The impact of environmental costs on financial performance: An explorative analysis of two plastic companies. *Environmental Economics, 14* (1), 13-23. doi:10.21511/ee.14(1).2023.02

Chams, N., & García-Blandón, J. (2019). On the importance of sustainable human resource management for the adoption of sustainable development goals. Resources, Conservation and Recycling, 141, 109-122. https://doi.org/10.1016/j.resconrec.2018.10.006

Charles, E. E., John-Akamelu C. R. & Umeoduagu, C. (2017). Environmental Accounting disclosures and financial performance: a study of selected food and beverage companies in Nigeria. *International Journal of Academic Research in Business and Social Sciences* 7(9), 162-173.

Chiamogu, A., & Okoye, J. N. (2020). Environmental cost and financial performance of oil and gas companies in Nigeria. *International Journal of Advanced Academic Research (Social and Management Sciences), 6*(10), 1- 24.

Dikgang, J., Leiman, A., & Visser, M. (2012). Analysis of the plastic bag levy in South Africa. Resources, Conservation and Recycling, 66, 59-65. https://doi.org/ 10.1016/j. resconrec.2012.06.009

Ezejiofor, R.A., John-Akamelu, R.C., Chigbo, B.E. (2016). Effect of sustainability environmental cost accounting on financial performance of Nigerian corporate organizations. *International Journal of scientific research and management (IJSRM) 4(08), 4536-4549.*

Falope, F. J., Offor, N. T. & Ofurum, D. I. (2019). Environmental cost disclosure and corporate performance of quoted construction firms in Nigeria. *International Journal of Advanced Academic Research Social and Management Sciences. 5(8)* ISSN: 2488-9849.

Folayan, O. D., (2016) The effects of environmental accounting disclosure on performance of manufacturing companies in Nigeria. *Msc Thesis submitted to Department of Accounting, Olabisi Onabanjo University, Ako-iwoye, Ogun state, Nigeria.*

Hamidi. (2019). Analisis penerapan green accounting terhadap kinerja keuangan perusahaan. Equilibrium, 6(2), 23–36.

Herny, H. & Herawaty, V. (2024). The effect of green accounting implementation, environmental performance and sustainability growth on financial reporting quality with profitability as a moderating variable. *Golden Ratio of Finance Management*, 4 (2), 151–160.

Hummel, K., & Schlick, C. (2016). The relationship between sustainability performance and sustainability disclosure–Reconciling voluntary disclosure theory and legitimacy theory. *Journal of Accounting and Public Policy, 35* (5), 455-476. https://doi.org/10.1016/j.jaccpubpol.2016.06.001

Idowu, A. & Agboola, O.S. (2021). Environmental costs and financial performance in Nigeria's selected extractive industry.*KIU Interdisciplinary Journal of Humanities and Social Sciences, 2*(3), 134-155

Iheduru, N. G. & Chukwuma, I. R. (2019). Effect of environmental and social cost on performance of manufacturing companies in Nigeria. *International Journal of Accounting & Finance Review.* 4(2).

Ilelaboye, C. S., & Alade, M. E. (2022). Environmental accounting and financial performance of listed family-owned companies in Nigeria. *International Review of Business and Economics, 6*(1)*,* 71-82.

Jones, T.M. (1995). Instrumental stakeholder theory: A Synthesis of Ethics and Economics. Academy of Management Review, 20: 404-437.

KPMG. (2012). *Sustainability reporting-What you should know.* KPMG.

Lawrence, U. E., & Bernard, E. E. (2023). Environmental costs and financial performance of selected industrial goods firms in Nigeria: A moderated regression analysis approach. *Fuoye Journal of Finance and Contemporary Issues, 4*(1), 83-97.

Liesen, A., Hoepner, A. G., Patten, D. M., & Figge, F. (2017). Does stakeholder pressure influence corporate GHG emissions reporting? Empirical evidence from Europe. *Accounting, Auditing & Accountability Journal, 30* (3), 470-494. https://doi.org/10.1108/AAAJ-07-2015-2135.

Karambu, K. G., & Joseph, M. W. (2016). Effect of corporate environmental disclosure on financial performance of firms listed at Nairobi Securities Exchange, Kenya. *International Journal of Sustainable Management and Information Technologies*, 2(1): 1-6. DOI:10.11648/J.IJSMIT.20160201.11 Corpus ID: 55257350

Luo, L., & Tang, Q. (2022). Corporate environmental responsibility disclosures and financial performance: Do corporate strategies matter? *Business Strategy and the Environment*, *31*(5), 2059-2074. https://doi.org/10.1002/bse.2988

Maleka, T. G., Nyirenda, G., & Fakoya, M. B. (2017). The relationship between waste management expenditure and waste reduction targets on selected JSE Companies. *Sustainability 9*, 1528, 1- 20.

Nwaimo, S. C. (2020). Effect of environmental cost on performances of quoted firms in sub-Saharan Africa, 2007-2016. *European Journal of Accounting, Auditing and Finance Research, 8*(7), 97-120.

Nwaiwu, N. J., & Oluka, N. O. (2018). Environmental cost disclosure and financial performance of oil and gas in Nigeria. *International Journal of Advanced Academic Research Financial Management, 4*(2) 1-23.

Nwambeke, G. C., Udama, D. U., & Oko, R. A. (2019). Impact of environment accounting disclosure on financial performance in cement companies in Nigeria from 2006-2017. *IDOSR Journal of Arts And Humanities, 4*(1), 63-76.

Odesa, J., Igbru, O., & Agbasi, E. N. (2016). Effect of environmental cost on firm performance: A study of selected manufacturing and oil and gas companies in Nigeria. *Journal of Accounting, Business and Social Sciences, 1*(1), 1-10.

Ofurum, C. O., & Iwunna, A. S. (2022). Environmental cost disclosure and financial performance of listed oil and gas companies in Nigeria. *IOSR Journal of Business and Management, 24*(7), 67-74.

Ojo, O. (2012). Appraisal of the practice of social responsibility by business organization in Nigeria. Retrieved from http:// www.google.com.ng

Okore, A. O. (2021). Effect of environmental cost on performance of manufacturing firms in Nigeria. *Journal of Accounting and Financial Management, 7*(5)*,* 19-33.

Olowookere, J. K., Olagunju, A., Afolayan, T. I., Adenle O. E. (2023) The effects of managerial ownership structure and profitability on capital structure of quoted Nigeria consumer goods firms. *Economics Management Innovation*. 2, 16-26.

Oraka, A. O. (2021). Environmental costs and financial performance of oil and gas companies in Nigeria. *Research Journal of Management Practice, 1*(5), 1-18.

Osemene, O.F. (2010). Environmental Accounting in the Management of Small and Medium Scale Enterprises in Oyo State, Nigeria. An unpublished PhD thesis submitted to University of Ilorin, Nigeria.

Osemene, O.F., Kasum, A.S., & Yahaya, K.A. (2012). Environmental Audit Practices in Small and Medium Scale Enterprises in Nigeria. Annals of Management Sciences. *International Centre for Business and Management Excellence*, 1(1), 10-40.

Oshiole, S., Elamah, A. F., Ndubuisi, A. N. (2020). Effect of environmental cost disclosure on profitability of listed oil and gas firms in Nigeria *International Journal of Academic Research in Accounting, Finance and Management Sciences 10*(2), 157-170.

Oyedokun, G.E., Egberioyinemi,.E., & Tonademukaila, A. (2019).Environmental Accounting Disclosure and Firm Value of Industrial Goods Companies in Nigeria IOSR Journal of Economics and Finance (IOSR-JEF) 10, (1)07-27

Peter, A. O., & Mbu-Ogar, G B. (2018) Analysis of Environmental and Social Disclosure and Financial Performance of Selected Quoted Oil and Gas Companies in Nigeria (2012-2016). *Journal of Accounting and Financial Management*. 4 (2), 1-12

Saman, U. P (2019). Environmental Accounting and Financial Performance of Oil and Gas Companies in Nigeria. Research Journal of Finance and Accounting 10(10)192-202

Setiawan, M. A. & Honesty, F. F. (2020). Environmental performance, environmental cost and financial performance. Padang International Conference on Economics Education. 179, 85-88.

Tochukwu, G. O. (2018). Environmental costs accounting and reporting on firm financial performance: A survey of quoted Nigerian oil companies. *International Journal of Finance and Accounting, 7* (1), 1-6.

Tze, S.O., Boon, H.T., &Yee, W.A. (2014). The impact of environmental improvements on the financial performance of leading companies listed in Bursa Malaysia. *International Journal of Trade, Economics and Finance,* 5(5), 386-391.

Yahaya, O. A., Kutigi, U. M., & Ahmed, M. (2014). Country-specific characteristics as determinants of financial performance: Evidence from listed deposit money banks in Nigeria. Journal of Accounting, 3(2), 77-101.

Yahaya, O. A., & Lamidi, Y. (2015). Empirical examination of the financial performance of Islamic bank in Nigeria: A case study approach. *International Journal of Accounting Research*, 2(7), 1-13.

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

Work-Related Attitudes and Work-Induced Stress: Their Influence on Organizational Effectiveness Among LGU Libacao Employees

Received: 15.05.2025
Revised: 19.06.2025
Accepted: 15.07.2025

Jessa Mae Villareal Inosanto
Master in Business Administration, Aklan Catholic College, Kalibo, Aklan, Philippines
jessamaevillorente1@gmail.com

Abstract

In pursuit of understanding organizational effectiveness within a local government setting, this study examined the influence of work-related attitudes and work-induced stress on organizational effectiveness among permanent employees of the LGU Libacao. A descriptive-correlational research design was used along with the quantitative analysis. Using Parel's formula, a total of 84 respondents were selected through proportional stratified random sampling from a population of 106 employees across 14 offices. Findings revealed that employees generally exhibited good work-related attitudes, experienced low levels of work-induced stress, and demonstrated good organizational effectiveness. No significant differences were found in work-related attitudes, work-induced stress, or organizational effectiveness when grouped by age, sex, civil status, or length of service. However, job position significantly influenced the financial perspective of organizational effectiveness. A strong positive correlation was observed between work-related attitudes and organizational effectiveness, indicating that as positive attitudes increase, organizational effectiveness also increases. Conversely, a strong negative correlation was found between work-induced stress and organizational effectiveness, suggesting that higher stress levels correspond with reduced organizational effectiveness.

Keywords: Local Government Unit, Work-related Attitudes, Work-induced Stress, Organizational Effectiveness, Work Environment, Stress Management, Government Employees

Introduction

The Local Government Units (LGUs) plays a crucial role in building the community by providing services and facilities which are essential to the promotion of the general welfare (Pimentel, 1993). As emphasized by Civil Service Commission (2010), employees are crucial to the operation of a successful and healthy LGUs. Consequently, as employees encounter increasing pressures worldwide (Gallup, 2023 and Remote, 2024), factors such as work-related attitudes and work-induced stress are the critical areas to be considered. Employee attitudes have a substantial impact in an organization's success or failure and poor employee performance can directly hinder organizational effectiveness (Codilla & Quinal, 2019). While, work-induced stress encompasses the negative effects employees experience due to detrimental aspects of their job and have been connected to burnout, decreased motivation, and reduced work performance resulting in negative organizational effectiveness (Mirela & Adriana, 2011; Leka & Griffiths, 2003; Bewell et al., 2014). While there is significant research in private sector, less attention has been paid to public sector employees, particularly in small municipalities like Libacao. The researcher was motivated to conduct this study due the growing importance of employee well-being in achieving organizational goals. By investigating the relationship between these factors, this study aims to offer valuable insights that could help the Libacao LGU enhance its organizational performance. Tackling these challenges will not only boost employee well-being but also elevate the LGU's overall efficiency and effectiveness, enabling it to achieve its long-term goals of sustainable growth and community welfare.

Research objectives

The main objective of the study was to determine the influence of the level of work-related attitudes and the level of work-induced stress on the level of organizational effectiveness among employees of LGU Libacao. It specifically examined the respondents' profiles—age, sex, civil status, length of service, and job position—and assessed their levels of work-related attitudes (affective, behavioral, and cognitive), work-induced stress (job demands, job control, and job resources), and organizational effectiveness (financial, service delivery, internal processes, and learning and growth perspectives). The study further explored whether significant differences existed in these variables when grouped according to profile characteristics, and whether significant relationships existed between work-related attitudes and organizational effectiveness, and between work-induced stress and organizational effectiveness.

Theoretical framework

ABC theory of attitude. The theory explained how attitudes are formed and how they influence the behavior and organizational effectiveness employees. Robbins and Judge (2013) posited that an individual's attitude can be better understood by examining its three (3) components namely, affective, behavioral, and cognitive, which are interconnected and each can influence the others. The *affective component* described as the "emotional or feeling segment of an attitude" (Maio & Haddock, 2010). If an employee has positive feelings about their work, they were likely to show a positive attitude. Conversely, negative feelings are likely to show a negative attitude. These emotional reactions often develop subconsciously and can significantly influence behavior that can hinder organizational effectiveness. The *behavioral component* described as "the intention to act in a specific way toward someone or something" (Maio & Haddock, 2010). If an employee has a positive attitude, they may show behaviors such as increased motivation and engagement. Conversely, negative attitudes often result in behaviors like disengagement and absenteeism. In essence, the behavioral component demonstrates how attitudes guide actions and intentions, either reinforcing or changing the attitude based on the resulting behavior. The *cognitive component* explains the opinion, beliefs, and attributes segment of an attitude (Maio & Haddock, 2010). It shapes attitudes by involving rational evaluations that affect how an individual develops/adjusts one's attitude. If an employee's beliefs align with the organization, they are likely to show a favorable attitude. Conversely, if their beliefs are misaligned, they may show an unfavorable attitude. It helps individuals assess situations rationally, often serving as the foundation for their emotional responses and behavioral intentions (Robbins and Judge, 2013).

Job demands-resources model. Introduced by Bakker and Demerouti (2017), was related to this study by providing an integrated framework for understanding the relationship between job demands, resources, and employee well-being. The model suggests that every job has characteristics--job demands and job resources. It also incorporates two (2) diverse research traditions specifically the stress research tradition and the motivation research tradition, which are frequently used to examine how the work environment influences an individual's performance (Schaufeli & Bakker, 2004). *Job demands* includes excessive work pressures, role ambiguity, work overload, and other demands that has detrimental impact on employee well-being. In contrast, *job resources* includes social support, rewards and recognition, or autonomy, rewards and recognition, and other resources that allows an individual to combat their job demands. (Bakker & Demerouti, 2017). When job demands are high and job resources are limited, it creates a harmful work environment that can significantly affect the employee's organizational effectiveness. The model emphasized the importance of balancing an individual's occupation demands and resources to sustain their health and wellness and to optimize organizational effectiveness.

The balance scorecard (BSC). The Balanced Scorecard assessed effectiveness through four (4) perspectives namely *financial, customer, internal processes, and learning and growth perspectives.* It addresses critical strategic areas, including the organization's positioning to achieve financial success from the perspective of shareholders (financial perspective), its image and performance as perceived by customers (customer perspective), the key internal processes in which it must excel (internal business processes), and its capacity to sustain improvement and foster innovation for long-term value creation (learning and growth perspective) (Kaplan & Norton, 1992). The *financial perspective* focuses on ensuring proper management of funds (Fatile et al., 2019). It indicates whether the organization's strategies effectively drive financial success, often measured through profitability, growth, or increasing shareholder value (Kaplan & Norton, 1992). However, in public organizations, this is assessed by how efficiently they achieve their goals and meet the needs of their constituencies (Khomba, 2011). The *customer perspective* highlights the value of customer focus and satisfaction in current management practices. It addresses the key question of how an organization should act toward its customers to achieve its goals (Kaplan & Norton, 1997; Isoraite, 2008). In the context of LGU, this perspective is better framed as the service delivery perspective, focusing on how they provide public service delivery to clients and other stakeholders who rely on government services. The *internal processes perspective* concentrates on identifying and improving areas within the organization that affect service delivery. It highlights the expectations of shareholders, clients, and customers, emphasizing the need to strategically redefine key processes for greater efficiency (Fatile et al., 2019). This perspective addresses the key question of which areas need improvement and which processes the organization should excel in to meet and exceed public expectations (Isoraite, 2008). The *learning and growth perspective* concentrates on employee development, training, and growth as the foundation for organizational success. Training programs and organizational attitudes that prioritize both employee and organizational learning are critical to achieving long-term goals (Kaplan & Norton, 1997; Isoraite, 2008). This perspective addresses the key question of how an organization can sustain employees' ability to evolve and improve in order to achieve its objectives (Isoraite, 2008).

Methodology

The study employed both descriptive and correlational research designs. Parel's formula (Parel et al., 1985) was utilized, resulting in the random selection of eighty-four (84) permanent employees as respondents. A researcher-developed questionnaire was used as the primary data-gathering instrument. Each office was personally visited, and formal permission was secured from the respective department heads through the presentation of an approved letter prior to the distribution of the questionnaire. The questionnaires were administered individually, retrieved after completion, and subsequently tallied, analyzed, and interpreted. All responses were treated with strict confidentiality.

Results and discussions

Table 1 Profile of the respondents.

Profile Variables	Frequency (f)	Percentage (%)
Entire Group	**84**	**100%**
Age (Years)		
24-36 years old	39	46
37-49 years old	19	23
50-65 years old	26	31
Sex		
Male	28	33
Female	56	67
Civil Status		
Single	32	38
Married	52	62
Length of Service (Years)		
0 to 10 years	46	54
11 to 20 years	19	23
21 years and above	19	23
Job Position		
Key Personnel	12	14
Technical Personnel	20	24
Administrative Personnel	18	21
Support Personnel	34	41

Table 1 showed that majority of the LGU Libacao employees were female, aged 24-36 years old, married, have been employed for 0 to 10 years, and belong to the support personnel category.

Table 2 Level of work-related attitudes of the respondents

Work-related Attitudes	Mean	Rank	Description
Affective Component	3.28	3	Good
Behavioral Component	3.38	1	Good
Cognitive Component	3.30	2	Good
Overall Level of Work- related Attitudes	**3.32**	**Good Work-related Attitudes**	

1.00 – 1.49 Poor; 1.50 – 2.49 Fair; 2.50 – 3.49 Good; 3.50 – 4.00 Very Good

Table 2 showed the level of work-related attitudes of the respondents as a whole was good (M = 3.32). This result indicated that the respondents regularly exhibit positive workplace behaviors, with the behavioral component being the highest. This means that the respondents' actions are crucial in influencing their overall attitudes, highlighting the strong influence of observable behavior on their work-related disposition.

Table 3 Level of work-induced stress of the respondents

Work-induced Stress	Mean	Rank	Description
Job Demands	1.96	1	Low
Job Control	1.94	2	Low
Job Resources	1.88	3	Low
Overall Level of Work-induced Stress	**1.93**	**Low Work-induced Stress**	

1.00 – 1.49 Very Low; 1.50 – 2.49 Low; 2.50 – 3.49 Moderate; 3.50 – 4.00 Severe

Table 3 represents the level of work-induced stress of the respondents as a whole was low (M = 1.93). The result indicates that respondents experience low levels of stress across job demands, job control, and job resources, indicating manageable workloads, appropriate autonomy, and sufficient access to necessary resources in their work environment.

Table 4 Level of organizational effectiveness of the respondents

Organizational Effectiveness	Mean	Rank	Description
Financial Perspective	2.92	4	Good
Service Delivery Perspective	3.51	1	Very Good
Internal Processes Perspective	3.19	2	Good
Learning & Growth Perspective	3.13	3	Good
Overall Level of Organizational Effectiveness	**3.19**	**Good Organizational Effectiveness**	

1.00 – 1.49 Poor; 1.50 – 2.49 Fair; 2.50 – 3.49 Good; 3.50 – 4.00 Very Good

Table 4 represents the level of organizational effectiveness of the respondents as a whole was good (M = 3.19). This means that the respondents prioritize public satisfaction by providing effective and efficient public service delivery to clients and other stakeholders that rely on government services. They focus on meeting the needs of clients through service competence and quality.

Table 5 Significant differences of work-related attitudes of the respondents when grouped according to their profile variables using Mann-Whitney U Test

Profile Variables	Affective			Behavioral			Cognitive		
	Mean Rank	**U**	**p**	**Mean Rank**	**U**	**p**	**Mean Rank**	**U**	**p**
Sex									
Male	45.34	704.50	0.45	42.32	779.00	0.96	42.55	782.50	0.99
Female	41.08			42.59			42.47		
Civil Status									
Single	41.75	808.00	0.82	41.22	791.00	0.70	38.30	697.50	0.21
Married	42.96			43.29			45.09		

**Level of Significance = 0.05*

As to *sex*, male respondents exhibited a good levels of work-related attitudes across affective (Mean Rank = 45.34) and cognitive (Mean Rank = 42.55) components. This may be due to their tendency to manage emotions independently and focus more on achieving organizational goals. Meanwhile, female respondents exhibited a good level of work-related attitudes across behavioral (Mean Rank = 42.59) component. This indicated that they are more collaborative in nature and possess strong interpersonal skills, as they tend to focus on cultivating a positive relationship with colleagues and fostering teamwork and supportive work environment. The test of significance revealed no significant difference across all components of work-related attitudes.

As to *civil status*, married respondents exhibited a good level of work-related attitudes across all components: affective (Mean Rank = 42.96), behavioral (Mean Rank = 43.29), and cognitive (Mean Rank = 45.09). This may be due to their heightened sense of responsibility, which they tend to be more committed to their roles and prioritize job security and career growth to support their families. They may be willing to work harder and maintain positive work-related attitudes, as they seek stability and long-term career growth. The test of significance revealed no significant difference across all components of work-related attitudes.

Table 6 Significant differences of work-related attitudes of the respondents when grouped according to their profile variables using Kruskal-Wallis H Test

Profile Variables	Affective			Behavioral			Cognitive		
	Mean Rank	x^2	p	Mean Rank	x^2	p	Mean Rank	x^2	p
Age (Years)									
24 – 36	42.49			40.49			41.40		
37 – 49	41.45	0.06	0.97	43.00	0.59	0.75	41.18	0.45	0.80
50 – 65	43.29			45.15			45.12		
Length of Service (Years)									
0 – 10	41.29			40.98			42.42		
11 – 20	44.82	0.30	0.86	40.39	1.41	0.49	35.18	3.65	0.16
21 years & above	43.11			48.29			50.00		
Job Position									
Key Personnel	55.83			57.08			54.21		
Technical Personnel	39.45	4.32	0.23	41.18	5.19	0.16	40.25	3.37	0.34
Administrative	41.81			40.83			40.64		
Support Personnel	39.96			39.01			40.68		

As to *age*, the respondents within the 50-65 age bracket exhibited a good level of work-related attitudes across all components: affective (Mean Rank = 43.29), behavioral (Mean Rank = 45.15), and cognitive (Mean Rank = 45.12). This may be due to their new perspective that as they age, they tend to display more positive outlook toward their work. This aligns with the Socioemotional Selectivity

Theory (Carstensen, 2003), which emphasized that as employee age, they start to focus more on maintaining positive emotions and psychological well-being, whether in the affective, behavioral or cognitive component. The test of significance revealed no significant difference across all components of work-related attitudes.

As to *length of service*, respondents who have been employed for 11-20 years exhibited a good level of work-related attitudes across affective (Mean Rank = 44.82) component. This may be due to their mid-career status, where they have accumulated substantial experience and expertise. They may have already reached their career advancements and has likely fostered a strong sense of loyalty, belongingness, and emotional investment. Meanwhile, respondents who have been employed for 21 years and above exhibited a good level of work-related attitudes across behavioral (Mean Rank = 48.29) and cognitive (Mean Rank = 50.00) components. This indicated that their long tenure has allowed them to developed a deep understanding of their work environment. Their extensive experience, accumulated knowledge, and expertise have enhanced their ability in handling different workplace situations. The test of significance revealed no significant difference across all components of work-related attitudes.

As to *job position*, key personnel exhibited a good level of work-related attitudes across all components: affective (Mean Rank = 55.83), behavioral (Mean Rank = 57.08), and cognitive (Mean Rank = 54.21). This may be due to their critical role in performing essential duties and ensuring a smooth and efficient delivery of public services. The test of significance revealed no significant difference across all components of work-related attitudes.

Table 7 Significant differences of work-induced stress of the respondents when grouped according to their profile variables using Mann-Whitney U Test

Profile Variables	Job Demands			Job Control			Job Resources		
	Mean Rank	U	p	Mean Rank	U	p	Mean Rank	U	p
Sex									
Male	48.04	629.00	0.14	41.54	757.00	0.80	43.50	756.00	0.79
Female	39.73			42.98			42.00		
Civil Status									
Single	46.11	716.50	0.29	45.91	723.00	0.31	43.47	801.00	0.78
Married	40.28			40.40			41.90		

As to *sex*, male respondents experienced a higher level of work-induced stress in terms of job demands (Mean Rank = 48.04) and job resources (Mean Rank = 43.50). This may be due to their tendency to take on additional workload beyond their job descriptions. They are also expected to perform extra responsibilities, including physically demanding tasks or being assigned in an unsafe and uncomfortable settings. Meanwhile, female respondents experienced a higher level of work-induced stress in terms of job control (Mean Rank = 42.98). This indicated that female employees have limited control over their jobs, they may feel constrained by gendered expectations that limit their ability to influence work-related decisions, particularly in male-dominated offices. The test of significance revealed no significant difference across all aspects of work-induced stress.

As to *civil status*, single respondents experienced a higher level of work-induced stress across all aspects: job demands (Mean Rank = 46.11), job control (Mean Rank = 45.91), and job resources (Mean Rank = 43.47). This may be due to workload distribution and tasks assignment as they are often expected to take on new/additional responsibilities including overtime, since they do not have family obligations. The test of significance revealed no significant difference across all aspects of work-induced stress.

Table 8 Significant differences of work-induced stress of the respondents when grouped according to their profile variables using Kruskal-Wallis H Test

Profile Variables	Job Demands			Job Control			Job Resources		
	Mean Rank	x^2	p	Mean Rank	x^2	p	Mean Rank	x^2	p
Age (Years)									
24 - 36	46.46			45.47			43.91		
37 - 49	40.08	1.99	0.37	42.34	1.41	0.49	47.32	2.27	0.32
50 - 65	38.33			38.15			36.87		
Length of Service (Years)									
0 - 10	44.93			44.00			43.78		
11 - 20	43.05	1.81	0.40	47.92	3.75	0.15	47.34	2.91	0.23
21 years & above	36.05			33.45			34.55		
Job Position									
Key Personnel	42.58			27.38			30.58		
Technical Personnel	46.78	1.49	0.68	47.38	5.68	0.13	44.55	3.79	0.29
Administrative	44.50			43.72			41.44		
Support Personnel	38.90			44.32			46.06		

As to *age*, respondents within the 24-36 age bracket experienced a higher level of work-induced stress in terms of job demands (Mean Rank = 46.46) and job control (Mean Rank = 45.47). This may be due to high expectations placed on them as the youngest member in the organization, requiring them to perform efficiently and prove their capabilities. Meanwhile, respondents within the 37-49 age bracket experienced a higher level of work-induced stress in terms of job resources (Mean Rank = 47.32). This indicated that they have limitation in accessing job resources, this may be due to reaching a career plateau and feeling like they have limited opportunities for professional growth, particularly if they lack further career advancement. The test of significance revealed no significant difference across all aspects of work-induced stress.

As to *length of service*, respondents who have been employed for 0-10 years, experienced a higher level of work-induced stress in terms of job demands

(Mean Rank = 44.93). This may be due to being new employees in the organizations, that they may experience greater pressure such as adjusting to new responsibilities, familiarizing to new environment, meeting performance expectations, and establishing boundaries in workload distribution. Meanwhile, respondents who have been employed for 11-20 years, experienced a higher level of work-induced stress in terms of job control (Mean Rank = 47.92) and job resources (Mean Rank = 47.34). This indicated that they face situations where they have limited autonomy and insufficient resources to perform their tasks effectively, this may be due to the increasing responsibilities as they gain more experience, along with the frustration of having long tenure without further career advancement. The test of significance revealed no significant difference across all aspects of work-induced stress.

As to *job position*, technical personnel experienced a higher level of work-induced stress in terms of job demands (Mean Rank = 46.78) and job control (Mean Rank = 47.38). This may be due to the intensity and complexity of their workload, requiring in-depth knowledge and expertise in their field. Meanwhile, support personnel exhibited a higher level of work-induced stress in terms of job resources (Mean Rank = 46.06). This indicated that support employees may experience limited access to essential resources, particularly opportunities for learning and skill development, promotions, and compensation and benefits. The test of significance revealed no significant difference across all aspects of work-induced stress.

Table 9 Significant differences of organizational effectiveness of the respondents when grouped according to their profile variables using Mann-Whitney U Test

Profile Variables	Financial			Service Delivery			Internal Processes			Learning & Growth		
	Mean Rank	U	p	Mean Rank	U	p	Mean Rank	U	p	Mean Rank	U	p
Sex												
Male	41.70	761.50	0.83	39.64	704.00	0.44	42.32	779.00	0.96	48.34	620.5	0.12
Female	42.90			43.93			42.59			39.58		
Civil Status												
Single	39.61	739.50	0.39	37.64	676.50	0.15	41.02	784.50	0.66	45.2	745.50	0.42
Married	44.28			45.49			43.41			40.84		

As to *sex*, female respondents demonstrated good organizational effectiveness across financial perspective (Mean Rank = 42.90), service delivery perspective (Mean Rank = 43.93), and internal processes perspective (Mean Rank = 42.59). This may be due to their particularity in budgeting, drawing from their expertise in managing personal finances which ensures that financial resources are well allocated and effectively utilized. Meanwhile, male respondents demonstrated good organizational effectiveness across learning and growth perspective (Mean Rank = 48.34). This indicated that males are also highly engaged in continuous learning and skill development. The test of significance revealed no significant difference across all perspectives of organizational effectiveness.

As to *civil status*, married respondents demonstrated good organizational effectiveness across financial perspective (Mean Rank = 44.28), service delivery perspective (Mean Rank = 45.49), and internal processes perspective (Mean Rank = 43.41). This may be due to their greater sense of responsibility in their personal lives, which they may also apply in their professional roles. Meanwhile, single respondents exhibit a good organizational effectiveness across learning and growth perspective (Mean Rank = 45.20). This indicated that they may have more flexibility and availability to attend series of trainings or workshops, as well as pursue higher education. The test of significance revealed no significant difference across all perspectives of organizational effectiveness.

Table 10 Significant differences of organizational effectiveness of the respondents when grouped according to their profile variables using Kruskal-Wallis H Test

Profile Variables	Financial			Service Delivery			Internal Processes			Learning & Growth		
	Mean Rank	x^2	p	Mean Rank	x^2	p	Mean Rank	x^2	p	Mean Rank	x^2	p
Age (Years)												
24 - 36	41.40			38.19			38.90			44.79		
37 - 49	43.82	0.16	0.92	46.97	2.34	0.31	45.68	1.61	0.45	42.13	0.80	0.67
50 - 65	43.19			45.69			45.48			39.33		
Length of Service												
0 - 10	40.89			40.26			39.74			45.39		
11 - 20	40.45	1.49	0.48	45.39	0.87	0.65	46.16	1.33	0.51	38.32	1.47	0.48
21 years & above	48.45			45.03			45.53			39.68		
Job Position												
Key	63.63			54.71			52.63			55.67		
Technical	32.60	12.62	0.01*	38.43	4.76	0.19	41.73	2.55	0.47	47.15	6.55	0.09
Administrative	40.61			45.86			39.36			35.47		
Support	41.87			38.81			41.04			38.84		

As to ***age***, respondents within the 37-49 age bracket demonstrated good organizational effectiveness in terms of financial perspective (Mean Rank = 43.82), service delivery perspective (Mean Rank = 46.97), and internal processes perspective (Mean Rank = 45.68). This may be due to their gained professional experience, which developed them to be more familiar or refined. Meanwhile, respondents within the 24-36 age bracket demonstrated good organizational effectiveness in learning and growth perspective (Mean Rank = 44.79). This indicated that they are more engaged in continuous learning and skill development. They tend to be more open to acquiring new knowledge, adapting to new technologies, and expanding their capabilities. The test of significance revealed no significant difference across all perspectives of organizational effectiveness.

As to ***length of service***, respondents who have been employed for 21 years and above demonstrated good organizational effectiveness in the financial perspective (Mean Rank = 48.85). This may be due to their significant experience and accumulated expertise. They may be familiar already with financial planning, budget management, and resource allocation, allowing them to make informed decisions that enhances the organization's financial stability. Meanwhile, respondents with 11-20 years of service, demonstrated good organizational effectiveness in the service delivery perspective (Mean Rank = 45.39) and internal processes perspective (Mean Rank = 46.16). This may also be due to familiarity that enables them to streamline internal workflows and improve operational efficiency. Moreover, respondents with 0-10 years of service, demonstrated good organizational effectiveness in the learning and growth perspective (Mean Rank = 45.39). This indicated that the respondents are more engaged in continuous learning and skill development. The test of significance revealed no significant difference across all perspectives of organizational effectiveness.

As to ***job position***, key personnel demonstrated good organizational effectiveness across all perspectives: financial (Mean Rank = 63.63), service delivery (Mean Rank = 54.71), internal processes (Mean Rank = 52.63), and learning and growth (Mean Rank = 55.67). This may be due to their leadership role and key involvement in decision making, which require them to actively work toward across all perspectives. The test of significance revealed no significant difference across service delivery (x^2 = 4.76, p = 0.19, internal processes (x^2 = 2.55, p = 0.47), and learning and growth perspectives (x^2 = 6.55, p = 0.99). However, a significant difference was found as to job position (x^2 = 12.62, p = 0.01) in financial perspective. Therefore, job position was a determining factor affecting financial perspective of organizational effectiveness.

Table 11 Relationship between the level of work-related attitudes of the respondents and their level of organizational effectiveness

Variable	Spearman's Correlation Coefficient (r)	p – Value	Relationship	Interpretation
Level of Work-related Attitudes Level of Organizational Effectiveness	0.700	0.000*	**Significant**	**High Positive Correlation**

**Level of Significance = 0.05*

The Statistical test using Spearman's Correlation Coefficient yielded a value of 0.700, indicating a highly positive correlation between the two variables. Furthermore, the p-value was 0.000, which is less than the alpha level of 0.05. This indicates that as positive work-related attitudes increases, organizational effectiveness also increases, and vice versa. Therefore, the relationship of the two variables is significant.

Table 12 Relationship between the level of work-induced stress of the respondents and their level of organizational effectiveness

Variable	Spearman's Correlation Coefficient (r)	p – Value	Relationship	Interpretation
Level of Work-induced Stress Level of Organizational Effectiveness	-0.710	0.000*	**Significant**	**High Negative Correlation**

**Level of Significance = 0.05*

The Statistical test using Spearman's Correlation Coefficient yielded a value of -0.700, indicating a highly negative correlation between the two variables. Furthermore, the p-value was 0.000, which is less than the alpha level of 0.05. This indicates that as work-induced stress increases, organizational effectiveness decreases, and vice versa. Therefore, the relationship of the two variables is significant.

Conclusions

The level of work-related attitudes of the respondents indicated that the respondents regularly exhibit positive workplace behaviors. This means that the respondents' actions are crucial in influencing their overall attitudes, highlighting the strong influence of observable behavior on their work-related disposition. These findings aligned with the Self-Perception Theory (Bem, 1972), which asserted that an individual's behavior plays a crucial role in shaping the attitudes they develop. Supporting this, Abun et al. (2021) emphasized that attitude and behavior are inseparable and exhibit a reciprocal relationship. However, these results contradicted with the findings of Wicker (1969), who argued that there is no correlation between attitudes and behaviors. Overall, Millar and Tesser (1986) accentuated the significance of understanding attitudes as dynamic interactions among cognitive, affective, and behavioral components. Neglecting these interrelated dimensions diminishes the complexity of the attitude concept and limits its effectiveness to reliably predict behavior.

The level of work-induced stress of the respondents as a whole was low which indicates that respondents experience low levels of stress across job demands, job control, and job resources, indicating manageable workloads, appropriate autonomy, and sufficient access to necessary resources in their work environment. The result aligned with the Job Demand-Control Model (Karasek, 1979), placing the respondents in the 'low-strain' group, which is characterized by relatively manageable work coupled with a moderate degree of decision-making control and freedom. This was further reinforced by the Job Demands-Resources Model (Bakker & Demerouti, 2017), which underscored the importance of maintaining a balance between job demands and resources to promote employee well-being and optimize organizational effectiveness.

The level of organizational effectiveness of the respondents as a whole demonstrated good organizational effectiveness. The service delivery perspective obtained the highest mean score which means that the respondents prioritize public satisfaction by providing effective and efficient public service delivery to clients and other stakeholders that rely on government services. They focus on meeting the needs of clients through service competence and quality. The results aligned with the study of Drucker (2007), which highlighted that an organization’s primary task is to create and keep their clients. Thus, top management are always reminded that in any organizational setting, clients hold the utmost importance, as they shape the organization’s success. In line also with the Balanced Scorecard Model (Kaplan & Norton, 1992), acknowledging service delivery perspective as one of the key perspectives in measuring organization success.

There was a significant relationship between the level of work-related attitudes and the level of organizational effectiveness, which revealed a highly positive correlation that indicates that as positive work-related attitudes increases, organizational effectiveness also increases, and vice versa. The findings align with the study of Das and Haider (2020), which emphasizes the role of positive employee attitudes in optimizing the full potential of human resources within an organization, which potentially contributes to improved organizational outcomes. This is further supported by the studies of Gopinath (2020), Yadav (2022), Kaushik (2023), and Jaurigue et al. (2023), who linked positive employee attitudes to increased productivity and performance, shaping the overall work environment, and serving as a vital asset for organizational success. Moreover, Abun et al. (2021) and Sarkauskaitė and Marmiene (2020), demonstrated how affective, behavioral, and cognitive components can influence workplace behavior, further influencing organizational effectiveness.

There was a significant relationship between the level of work-induced stress and the level of organizational effectiveness, which revealed a highly negative correlation that indicates that as work-induced stress increases, organizational effectiveness decreases, and vice versa. The findings align with the studies of Manalo (2019), which emphasizes that employees experiencing higher level of stress are those with lower organizational effectiveness. This is further supported by the studies of Iskamto (2021), Tesfaye (2022) and Chico et al. (2023), who highlighted that organizational effectiveness depends on the ability of employees to manage their work-induced stress. Moreover, elaborated by the studies of Altindag (2020) and Sardouk and Ali (2022), suggesting that that when employees work in a stressful environment, their performance is negatively affected, thus underscoring the importance of fostering a stress-free workplace to enhance both employee and organizational effectiveness.

Recommendations

To enhance work-related attitudes, the LGU should conduct regular training and team-building activities to promote a positive mindset, improve workplace relationships, and foster inclusivity. Recognition programs, integrated into regular events such as the Monday Flag Ceremony or Employees’ Night, are also encouraged to boost morale and engagement. To reduce work-induced stress, the LGU should implement stress management programs through mental health seminars and wellness activities in collaboration with the GAD and MHO. Clear policies on limiting after-hours communication and respecting leave should be enforced to support work-life balance. Additionally, proper orientation on workload distribution and fair compensation should be provided to ensure employees understand their responsibilities and feel supported.

Future research implications

Future studies may explore other moderating variables of individual characteristics such as personality traits, coping strategies, or organizational culture in the relationship between work-related attitudes, work-induced stress, and organizational effectiveness. Researchers are also encouraged to consider both permanent and contractual employees to capture a more comprehensive understanding of workplace dynamics. Additionally, longitudinal research could provide deeper insights into how these variables evolve over time.

Management implications

The findings highlight the need for LGU management to develop targeted programs that promote positive work attitudes and address work stressors. By investing in training, wellness programs, and support systems, the LGU can create a more supportive and efficient work environment that improves employee performance and contributes to the overall effectiveness of the organization.

References

Abun, D., Magallanes, T., Marlene, N., Fredoline, J., & Madamba, M. (2021). Effect of Attitude Toward Work, Work Environment on the Employees' Work Self-Efficacy.

Abun, D., Ubasa, A., Magallanes, T., Encarnacion, M., & Ranay, F. (2021). Attitude Toward the Work and Its Influence on the Individual Work Performance of Employees: Basis for Attitude Management (April 8, 2021). Technium Social Sciences Journal, Vol. 18, 378-394, April, 2021, Available at SSRN: https://ssrn.com/abstract=3822054.

Altindag, O. (2020). Relationship Between Stress Management and Job Performance in Organizations. International Journal of Research in Business and Social Science (2147- 4478), 9(2), 43–49. https://doi.org/10.20525/ijrbs.v9i2.636.

Anoraga, P. (2011). Occupational Psychology. Jakarta: Rineka Cipta Publisher.

Bakker, A. B., and Demerouti, E. (2017). Job Demands-Resources Theory: Taking Stock and Looking Forward. J. Occup. Health Psychol. 22, 273–285.

Bem, D. (1972). Self-perception Theory. In L. Berkowitz (Ed.), Advances in Experimental Social Psychology (pp. 1-62). New York: Academic Press.

Carstensen, L., Fung, H., & Charles, S. (2003). Socioemotional Selectivity Theory and the Regulation of Emotion in the Second Half of Life. Motivation and Emotion, 27(2), 103–123.

Chico, A., Asilom, A., Bulicatin, Q., & Nalam, C. (2023). Workplace Stress Management and Job Performance among Employees of New Visayas Elementary School. International Journal of Research and Innovation in Social Science. VII.

Chico, A., Guartico, R., Igcalinos, S., & Yagonia, M. (2023). Impact of Stress and Job Performance among Employees in DOLE Philippines in Panabo City.

Civil Service Commission (2010). A Guide for Local Chief Executives on Public Personnel Administration.http://downloads.caraga.dilg.gov.ph/LGU%20Downloads/a-guide-for-local-chief-executives-on-public-personnel-admin.pdf Retrieved 2023).

Codilla, K., & Quinal, J. (2019). Work Attitudes Among Office Personnel at MSU-Iligan Institute of Technology, Iligan City Philippines. Journal of Governance and Public Policy. 6. 10.18196/jgpp.61105.

Das, S. & Haider, A. (2020). A Study on Employee Attitude at the Workplace and Its Relationship with Organizational Outcome with Special Reference to the Iron and Steel Industries. Elementary Education Online, 19(4), 1008–1019.

Drucker, P. (2007). The Practice of Management. Butterworth-Heinemann, Cambridge.

Esguerra, I. (2020). Work-Life Balance and Job Stress of Employees of a Lone Agricultural College in Bulacan, Philippines. Journal of Business on Hospitality and Tourism. 6. 61. 10.22334/jbhost.v6i2.229.

Fatile, J., Yemisi, O., Tomilayo, A.I., & Sanni, O.K. (2019). Improving Public Agency Performance Using Balanced Scorecard in Lagos Internal Revenue Service (LIRS). Journal of Research in Emerging Markets.

Gallup (2023). Southeast Asia Countries Stress Levels. Retrieved from https://seasia.co/2023/11/15/philippine-workers-most-stressed-indonesians-most-relaxed-gallup.

Gopinath, R. (2020). Role on Employees' Attitude in the Place. GEDRAG & Organisatie Review, 33(2), 1461-1475.

Iskamto, D. (2021). Stress and Its Impact on Employee Performance. 3. 142 - 148.

Kaplan, R.S. and Norton, D.P. (1992). The Balanced Scorecard: Measures that Drive Performance. Harvard Business Review.

Karasek Jr., R. A. (1979). Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. Administrative Science Quarterly, 24, 285-308.http://dx.doi.org/10.2307/2392498.

Kaushik, S. (2023). A Study on Unraveling the Impact of Employees' Attitudes Towards the Organization on Organizational Outcomes: A Comprehensive Analysis. Quest Journals. Journal of Research in Business and Management. Volume 11 ~ Issue 6 (2023) pp: 143-146.

Khomba, J. (2011). Redesigning the Balanced Scorecard Model: An African Perspective (Doctoral dissertation, University of Pretoria).

Leka, S. & Griffiths, A. (2003). Work Organization & Stress: Systematic Problem Approaches for Employers, Managers and Trade Union Representatives. Protecting Workers' Health Series: No. 3. Geneva, Switzerland: World Health Organization.

LGU Libacao (2024). Municipal Profile. Comprehensive Land Use Plan (CLUP) 2019-2028.

Maio, G. & Haddock, G. (2007). Attitude Change. In A. W. Kruglanski & E. T. Higgins (Eds.), Social Psychology: Handbook of Basic Principles (2nd ed., pp. 565–586). The Guilford Press.

Maio, G. & Haddock, G. (2010). The Psychology of Attitudes and Attitude Change. SAGE Publications Ltd, https://doi.org/10.4135/9781446214299.

Manalo R. (2019). Occupational Stress, Organizational Commitment, Work Engagement of STEM Track Public School Teachers: A Proposed Employee Welfare Program. Letran Business and Economic Review 2019; 1(1).

Millar, M. & Tesser, A. (1986). Effects of Affective and Cognitive Focus on the Attitude-Behavior Relation. Journal of Personality and Social Psychology. 51. 270-276.

Mirela, B. & Mădălina-Adriana, C. (2011). Organizational Stress and its Impact On Work Performance. Annals of the University of Oraddea, Economi Science Series, 333-337.

Pimentel, A. (1993). The Local Government Code of 1991: The Key to National Development. Metro Manila, Cacho Pub. House.

Remote (2024). Global Life-Work Balance Index 2024. Retrieved from https://remote.com/resources/research/global-life-work-balance-index.

Robbins, S., & Judge, T. (2013). Organizational Behavior. 15th Edition, Pearson, Boston.

Sardouk, S. and Ali, H. (2022). Job Stress Impact on Job Motivation and Performance (Dissertation). Retrieved from https://urn.kb.se/resolve?urn=urn:nbn:se:hig:diva-38017.

Schaufeli, W. & Bakker, A. (2004). Job Demands, Job Resources, and Their Relationship with Burnout and Engagement: A Multi-Sample Study. Journal of Organizational Behavior, 25(3), 293–315. https://doi.org/10.1002/job.248.

Tesfaye, N. (2022). The Effect of Job Stress on Employee Performance, The Case of Equatorial Business Group PLC. [Master's Thesis, St. Mary's University].

Wicker, A. W. (1969). Attitudes Versus Actions: The Relationship of Verbal and Overt Behavioral Responses to Attitude Objects. Journal of Social Issues, 25(4), 41–78.

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

Infrastructure Resilience and Performance of Small and Medium Scale Enterprises in Anambra State, Nigeria

Received: 24.12.2024
Revised: 03.03.2025
Accepted: 08.04.2025

Ojukwu Henry Sonna[1*], Iruogu Chinedu[2] and Anyika Michael Ikenna[3]
[1,2] Department of Business Administration, Nnamdi Azikiwe University
[3] Unizik Business School
[1,2,3]Along Onitsha - Enugu Expy, Ifite Road, Awka 420110, Anambra, Nigeria.
[2]iruoguc@gmail.com, [3]anyiksm@yahoo.com
**Corresponding author:* hs.ojukwu@unizik.edu.ng

Abstract

Small and Medium Enterprises (SMEs) often struggle to maintain competitiveness due to infrastructural deficiencies that cannot withstand external shocks and threats. This study examines the impact of infrastructure resilience on the performance of SMEs in the Anambra East Local Government Area of Nigeria. A descriptive research design was utilised, and data were collected from 207 SMEs using a structured questionnaire. Hypothesis testing was conducted through regression analysis, employing E-Views version 10. Cyber resilience significantly influenced operational security, indicated by a coefficient of 1.060231 and an R-squared value of 95.45%, highlighting its role in protecting operational integrity. Furthermore, institutional resilience greatly impacted economic sustainability, with a coefficient of 1.078565 and an R-squared value of 95.72%, underscoring the necessity of resilient institutional structures for economic stability. These findings confirm that cyber and institutional resilience are critical to SME performance in Anambra East. Consequently, the study recommends adopting advanced time management tools, enhancing cybersecurity measures, and establishing robust institutional frameworks to ensure long-term sustainability and operational efficiency. The study provides valuable insights for policymakers and business leaders aiming to enhance infrastructure resilience and support the growth of SMEs in Nigeria.

Keywords: Infrastructure resilience, Cyber Resilience, Institutional Resilience, Time Efficiency, Operational Security, Economic Sustainability.

Introduction

Countries' developmental progress is influenced by the available infrastructure supporting sustainable business growth and enhancing quality of life. Embedded in the infrastructure is an inherent resiliency that enables it to serve the population without revisiting or rebuilding. Infrastructure is the backbone of communities by providing critical services- such as water, transportation, electricity, and communications- and laying a foundation for health, safety, and economic growth to thrive (Cybersecurity & Infrastructure Security Agency, 2025).

Historical events are significant contributors to the study of Infrastructure Resiliency (IR), including the 9/11 attacks in 2001, Hurricane Katrina in 2005, the Fukushima Daiichi nuclear disaster in 2011, Superstorm Sandy in 2012, and the COVID-19 pandemic in 2020 (UNDRR, 2023). IR refers to the ability of infrastructure systems to withstand, adapt to, and recover from natural disasters, cyber-attacks, physical attacks, and other disruptions. It involves designing and building robust, flexible infrastructure that remains functional even when damaged or stressed (OECD, 2024). " The history of IR is characterised by continuous evolution, technological advancements, lessons learned from past failures, and the growing need to adapt to a changing world (Capacci et al., 2022). IR safeguards public health and safety while supporting economic growth and development (Resilience Rising, 2024). Enhancing infrastructure resilience can be achieved by mitigating the exposure of infrastructure assets to natural hazards, reducing their vulnerability, designing systems for continued service delivery when damaged, ensuring that infrastructure prevents catastrophic failure, and enabling users of infrastructure services to manage service disruptions better (Zhao et al., 2022). Resilience demands tackling immediate infrastructure challenges by maintaining and constructing sustainable infrastructure for the future (OECD, 2025). Addressing the complex challenges and opportunities of infrastructure resilience and maintenance requires a multidimensional approach that considers local and global factors, optimises asset performance throughout its lifecycle and network functions, and employs new technologies and nature-based solutions. (OECD, 2025). America’s infrastructure is an interconnected system of highways, streets, public buildings, mass transit, ports, airports, inland waterways, water systems, waste facilities, the electric grid, broadband networks, dams, levees, and other public and private facilities (American Society of Civil Engineers, 2025). Maintaining these networks has an impact on public safety and economic prosperity.

In this digital era, cyber resiliency (Cirera et al., 2024) and institutional resiliency (Barin et al., 2015) are expected to be integrated into infrastructure for more sustainable business development. Corruption in Nigeria, evidenced by its low 2023 Transparency Index score of 25 and a ranking of 145 out of 180, has significantly hindered infrastructural growth and can be directly linked to the country's persistent infrastructure deficit (Oladipo, 2024). The developed infrastructures in Nigeria often lack the resilience to endure beyond the tenures of the administrations that initiated them. This has a daunting negative effect on Nigeria's business performance, particularly among small and medium-sized enterprises (SMEs). The absence of built-in resiliencies in cyber and institutional settings among existing infrastructures undermines the sustainability of SMEs in Nigeria and several other states. With the advancement of artificial intelligence, threat actors continue to perpetrate cyber-attacks on vulnerable businesses that cannot defend themselves against these threats. Key aspects of this problem include the interdependence of physical and cyber systems, the increasing sophistication of cyber threats, limited visibility and control over cyber assets, and insufficient cybersecurity talent and resources (Chatham House, 2024). Institutional resiliency challenges organisations and governmental agencies to uphold the resilience of critical infrastructure systems. These challenges include gaps in governance and leadership, insufficient policies and procedures, inadequate risk management and contingency planning, a weak culture and employee engagement, limited capabilities for learning and improvement, inflexibility, and a lack of adaptability (Barasa, 2018). When focusing on institutional resiliency, attention should be directed toward risk assessment, access to finance, capacity building, business support services, regulatory environment, and infrastructure development (Nkechi et al., 2022).

A historical context that further justifies this study is the impact of the Biafra Civil War (1967–1970) on southeastern Nigeria. This war remains one of the most significant conflicts in Nigeria's history, with far-reaching consequences for infrastructure, economic development, and business sustainability. The devastation wrought by the war was immense, resulting in a fractured economy, destroyed infrastructure, and a marginalized population. However, beyond the immediate destruction, post-war neglect, insufficient government investment, and systematic policy failures have perpetuated the region's infrastructural challenges, further entrenching economic stagnation and business difficulties. The lingering effects of the war continue to shape the economic trajectory of the southeast, making it one of the most underdeveloped and politically marginalised regions in Nigeria. The region's lack of robust infrastructure underscores the need for a comprehensive approach to infrastructure planning, development, and sustainability, ensuring that historical lessons inform future infrastructural advancements.

Small and Medium Enterprises (SMEs) in Anambra East face significant barriers to cyber and institutional resilience. These challenges include weak digital infrastructure, limited cybersecurity awareness, and fragile institutional support systems, all exposing businesses to cyber threats, disrupting operations, and undermining their capacity to adapt and sustain growth in a digital economy. The legacy of the Biafra Civil War (1967–1970) continues to impact the region, as post-war neglect has resulted in underdeveloped infrastructure and limited business opportunities. Compared to other regions of Nigeria, SMEs in northern Nigeria encounter security threats from insurgency and banditry, which disrupt business activities and deter investment. In contrast, SMEs in urban centres like Lagos and Abuja benefit from better infrastructure and financial opportunities but struggle with high operational costs, regulatory burdens, and severe traffic congestion. Meanwhile, businesses in the South-South region contend with environmental degradation caused by oil exploration, adversely affecting agriculture and fishing industries. Despite these variations, Nigeria's lack of resilient infrastructure that supports long-term business sustainability and economic growth remains a common issue.

Given this background, the study examines the impact of cyber and institutional resilience on the performance of small and medium-sized enterprises (SMEs) in the Anambra East Local Government Area. Addressing these challenges in Anambra East requires adopting global best practices while customising solutions to local conditions, ensuring resilient infrastructure, enhanced financial access, and more substantial institutional support for SMEs. Moreover, the findings from this study can guide policies and practices in other regions facing similar challenges by emphasising the significance of adaptive infrastructure planning, promoting public-private partnerships, and strengthening institutional frameworks to support SME growth and resilience.

Literature review

Infrastructure resilience

Indian Prime Minister Hon. Shri Narendra Modi remarks on infrastructure: "Infrastructure is not only about returns but also about reach and resilience. It must leave no one behind and serve the people even during times of crisis" (Coalition for Disaster Resilient Infrastructure 2024). The European Commission defines resilience as the capacity of a country or region to withstand, adapt to, and swiftly recover from stresses and shocks such as drought, violence, conflict, or natural disasters (Sparf, 2019). Similarly, The National Security Memorandum on Critical Infrastructure Security and Resilience (2024) defines resilience as "the ability to prepare for threats and hazards, adapt to changing conditions, and withstand and recover rapidly from adverse conditions and disruptions.

Resilient infrastructure (IR) is an essential foundation for sustainable development (UNDER, 2024). As the intensity and frequency of hazards continue to rise, disruptions in infrastructure systems become more common, leading to significant economic and societal costs (UNDRR, 2024). Achieving and maintaining developmental gains requires substantial investment in the resilience of infrastructure systems to withstand shocks and effectively manage severe weather events such as floods, droughts, and extreme temperatures (Ward, 2020). Wu (2024) emphasises that constructing resilient infrastructure systems is estimated to increase the total investment cost by only 3% while ignoring this will be detrimental to business health and job creation. The Principles for Resilient Infrastructure outline a series of principles, essential actions, and guidelines aimed at achieving national-scale net resilience gains while enhancing the continuity of critical services, including energy, transport, water, wastewater, waste, and digital communications, which support the effective functioning of health and education systems (UNDRR, 2023). These principles include Continuous Learning, which involves developing understanding and insight into infrastructure resilience through monitoring, analysis, learning from past events, stress testing, and adaptation; Proactively Protected, which ensures that infrastructure is designed, built, and maintained to withstand known and emerging hazards through enhanced safety standards and emergency preparedness; Environmentally Integrated, aligning infrastructure development with environmental sustainability and natural systems, leveraging nature-based solutions while minimising ecological impact; Socially Engaged, which involves communities and stakeholders in infrastructure planning and resilience efforts to ensure inclusivity, equity, and local relevance; Shared Responsibility, enhancing infrastructure resilience through coordinated roles and shared accountability, promoting collective action and governance across sectors, organisations, and society; and Adaptively Transforming, where flexible, forward-looking strategies and innovations enable infrastructure systems to evolve in response to changing risks and contexts.

Cyber resilience

The patterns of cyber-attacks are multi-dimensional. Even in technologically advanced countries, businesses are often targeted by cybercriminals, let alone Nigeria, where digital literacy is at its lowest. The United Kingdom government revealed that cybersecurity breaches and attacks remain a common threat, as just over four in ten businesses (43 per cent) reported experiencing some cybersecurity breach or attack in the last 12 months (Ribiero, 2025). Rubin (2025) warns that companies poised to thrive in the next decade will integrate cyber resilience into their core, ensuring security, continuity, and market leadership amid ongoing digital disruption. Cyberattacks in Nigeria are increasing, affecting both public and private sectors. The financial industry is frequently targeted, with banks and fintechs facing threats such as phishing, ransomware, and business email compromise (BEC), during which attackers impersonate executives to mislead employees. Cybercrime continues to be a significant challenge for Nigeria and Africa, where organizations encounter nearly 3,200 attacks each week—73% higher than the global average—with eight African nations listed among the top 20 global hotspots for cyber threats, according to Check Point Software Technologies (Lemos, 2025). As these waves of attacks continue to rise, the need to become cyber resilient becomes pressing.

Cyber resilience is the capacity of organisations to respond to cyber-attacks and to build new robustness following successful breaches (Nnarelli et al., 2020). With recent advancements in artificial intelligence through machine and deep learning, cyber-attacks have become inevitable. To emphasise this point, KPMG (2020) asserts that the era of an efficient, well-tested cybersecurity system rendering a successful cyber-attack unlikely has ended, as cyber breaches are now unavoidable for any technology-driven business. Therefore, enhancing cyber resilience is crucial for SMEs, which often face unique vulnerabilities due to limited cyber defence capabilities. Additionally, due to resource constraints, a lack of awareness, and inadequate cybersecurity measures, SMEs are particularly susceptible to cyber threats such as phishing, malware, data breaches, and ransomware (Bamidele et al., 2024). By adopting cyber resilience strategies, SMEs can protect their information assets and ensure they can quickly recover from incidents, thus maintaining operational continuity and customer trust.

Institutional resilience

Institutional resilience allows organisations to absorb and recover from external shocks while positively adapting and transforming to meet long-term changes and uncertainties (Haider, 2021). Investing in robust, well-functioning, and adaptable social systems, such as health, education, and social protection systems, can strengthen resilience, as these systems help cushion the adverse economic and social impacts of crises (Strupat & Marschall, 2020). Institutional resilience encompasses institutions' internal processes and structures, along with their relationships with external stakeholders and the environment in which they operate. In the context of SMEs, institutional resilience is vital for navigating regulatory environments and responding to market fluctuations. This resilience is significantly relevant to the study of infrastructure resilience and the performance of SMEs. When institutions demonstrate resilience, they can better support SMEs during crises, facilitating access to essential resources and information critical for sustaining operations. This, in turn, nurtures a more favourable environment for SME growth and infrastructure development. Resilient institutions can enhance collaboration among stakeholders, improving the overall infrastructure landscape. Additionally, institutional resilience can encourage partnerships between SMEs, government bodies, and other organisations, leading to coordinated infrastructure development and maintenance efforts.

SMEs performance

Performance is a measure of an organisation’s status. Opusunju, Akyuz, and Jiya (2017) noted that performance reflects the productivity of an enterprise's members measured in terms of revenue, profit, growth, development, and expansion of the organisation. With over 800 registered SMEs in Anambra state and more springing up almost daily, SMEs stand as one of the significant sources of the wealth Anambra state generates (Anekwe & Nwokediba, 2019). In Nigeria, SMEs constitute most of the business sector and contribute significantly. They will contribute far better to the country's economic growth if allowed and supported. Small and medium-sized enterprises (SMEs) are advocates of growth and public profitable development because they play a critical role in reducing poverty, increasing gross domestic product (GDP), diversifying, and creating jobs in both developed and developing countries (Okoli &Anugwu, 2022; Okoli, Nwakoby & Adani, 2023). There are more than 39.65 million registered SMEs in Nigeria, which account for about 87.9% of the total workforce, 46.31% of national GDP growth and 6.2% of international gross exports (National Bureau of Statistics, 2021). The National Bureau of Statistics (2021) realised that SMEs in Nigeria continue to face numerous challenges, making them perform below expectations. Infrastructure deficit and frequent changes in public policy are among the top list. In this regard, Adebiyi and Amole (2017) believe that innovation is a strategic issue as it will assist in reducing internal inefficiencies, improve processes, and enhance decision-making processes positively. Relating to this study, time efficiency, operational security, and economic sustainability are the measures of SMES performance. *Time efficiency* refers to the proper use of time by focusing on essential tasks, avoiding distractions, and organising work to accomplish more with less effort without compromising quality (Sreejitha, 2024). Furthermore, improved time efficiency can increase customer satisfaction and loyalty, which is critical for SMEs' long-term success. *Operational security*, commonly called OPSEC, is a risk management strategy and process that helps identify critical information adversaries could use to inflict business (Proof point, 2024). When businesses prioritise security, they protect their assets and contribute to the overall stability of the business environment. *Economic sustainability* refers to practices supporting a company's or nation's long-term economic development while protecting environmental, social, and cultural elements (Bish, 2021). Furthermore, as SMEs become more economically sustainable, their ability to pay taxes and contribute to local economies increases, thereby attracting further investment into infrastructure.

Hypotheses development

H_{01}: The effect of cyber resiliency on the operational security of SMEs in the Anambra East Local Government Area is insignificant.

H_{02}: Institutional resiliency does not affect the economic sustainability of SMEs in the Anambra East Local Government Area.

Methodology

Research design and study area

This study adopted a descriptive research design. The study was conducted in Anambra East Local Government Area of Anambra state, one of the five south-eastern states in Nigeria. The state was created in 1991, and the state capital is Awka. It presently has 21 local governments and three senatorial districts, just like other states of Nigeria. Anambra is bounded by the state of Kogi in the north, Enugu in the east, Abia in the southeast, Imo and rivers in the south, and Delta and Edo in the west. It includes the valley of the lower Anambra River, which is a tributary of the Niger River. The southern part consists of a tropical rainforest along the eastern bank of the

Niger River, which forms Anambra's western boundary. Overall, the people of Anambra state are known for their cultural richness, entrepreneurial spirit and a strong sense of community. They have made significant contributions to various fields and continue to play an important role in Nigeria's social, economic and political landscape.

Study scope

The scope of this study encompasses vital aspects, and they are discussed below: Geographic Scope: The study focuses specifically on Anambra state SMEs. It aims to investigate the relationship between infrastructure resilience and the performance of these micro-businesses within the geographical boundaries of Anambra state, Nigeria. Sector Scope: The study focuses on SMEs, encompassing various micro businesses and institutions operating in Anambra East Local Government Area. It includes organisations involved in service delivery, policy-making, governance, and other relevant areas within the micro sector. Variable Scope: The study concentrates on the effect of infrastructure resilience initiatives within SMEs. It explores adopting and implementing infrastructure technologies, tools, and platforms to enhance organisational processes, service delivery, decision-making, and transparency. While the scope of this study is specific to Anambra state, the research findings and insights can potentially be applied to other similar regions or public sector organisations facing similar infrastructure resilience challenges or priorities.

Study population, sample size determination, and sampling technique

Only tax-paying SMEs were considered in this study to promote due diligence and compliance with state regulations. Accordingly, the list of registered business names with valid tax clearance was obtained from the Anambra State Internal Revenue Service (2024), ensuring the inclusion of legally recognised enterprises. The population frame which emanated from the governmental agency was four hundred thirty (430) small and medium enterprises in the Anambra East Local Government Area. In conducting this research, the sample size was determined using the Taro Yamane sample technique, as shown below;

$$n = \frac{N}{1+N\,(e)^2}$$

Where 1 = constant
N = sample size
N = total population = 430
E = error limit (0.05 or 5%)
n = 207 SMEs

The study adopted a simple random sampling technique, ensuring every SME had an equal chance of being selected. This method minimised selection bias and enhanced the sample's representativeness, reflecting the broader SME population. By giving each SME an equal probability of inclusion, the technique strengthened the validity of the findings and supported generalizability. Furthermore, to ensure the effective distribution of the questionnaire, the Bowley Proportional allocation formula was used, and the result is presented in Table 1 below:

Table 1 Bowley's Proportional Allocation

S/N	Towns	Population	Distributed Questionnaire
1	Aguleri	57	27
2	Umueri	61	29
3	Otuocha	52	25
4	Enugwu-Aguleri	49	24
5	Eziagulu-Otu	39	19
6	Anam	45	22
7	Igbariam	33	16
8	Nando	27	13
9	Nsugbe	28	13
10	Enugwu-Otu	39	19
	Total	**430**	**207**

Source: Field Survey, 2024

Data analysis method

The data analysis for this study involved using E-view version 10 statistical analysis to examine the effect of infrastructure resilience on the performance of SMEs in Anambra East LGA. To achieve this intent, data were analysed using simple regression.
Model Specification

Objective 1: To assess cyber resiliency's effect on SMEs' operational security in Anambra East Local Government Area.

Model Specification:

$OS=\beta 0+\beta 1CR+\epsilon$ -------------------2
Where:
OS = Operational Security of SMEs
CR = Cyber Resiliency
$\beta 0$ = Intercept (constant term)
$\beta 1$= Coefficients for respective variables
ϵ = Error term

Objective 2: To examine institutional resiliency's effect on the economic sustainability of SMEs in Anambra East Local Government Area.

Model Specification:

$ES=\alpha+\gamma 1IR+\epsilon$
Where:
ES = Economic Sustainability of SMEs
IR = Institutional Resiliency
α = Intercept (constant term)
$\gamma 1$ = Coefficient for Institutional Resiliency
ϵ = Error term

Analysis and presentation of findings

Data presentation

This study's sample size is 207; the researcher distributed 207 questionnaires to the target population. In the process, 189 were retrieved back in good order, on which the findings of this study are based.

Test of hypotheses

Hypothesis 1: The effect of cyber resiliency on the operational security of SMEs in the Anambra East Local Government Area is insignificant.

Table 2 Cyber Security and Operational Efficiency Regression
Dependent Variable: OPERATIONAL_SECURITY
Method: Least Squares
Date: 08/26/24 Time: 06:09
Sample: 1 189
Included observations: 189

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Cyber_Resiliency	1.060231	0.016928	62.63099	0.0000
C	-1.912025	0.357201	-5.352799	0.0000
R-squared	0.954497	Mean dependent var		19.73016
Adjusted R-squared	0.954254	S.D. dependent var		5.815990
S.E. of regression	1.243943	Akaike info criterion		3.284975
Sum squared resid	289.3628	Schwarz criterion		3.319280
Log-likelihood	-308.4302	Hannan-Quinn criteria.		3.298873
F-statistic	3922.642	Durbin-Watson stat		0.188041
Prob(F-statistic)	0.000000			

Source: E-view 10

Table 2 displays the regression analysis results, with operational security as the dependent variable and cyber resiliency as the independent variable. The coefficient for cyber resiliency is 1.060231, indicating a strong positive relationship between cyber resiliency and operational security. The t-statistic for cyber resiliency is 62.63099, with a p-value of 0.0000, showing that this relationship is statistically significant at the 1% level. The R-squared value of 0.954497 implies that about 95.45% of the variance in operational security is explained by cyber resiliency, indicating a highly reliable model.

The null hypothesis (H_0) suggests no relationship between cyber resiliency and operational security, implying the coefficient of cyber resiliency is zero. The alternative hypothesis (H_1) suggests a significant relationship, implying the coefficient is not zero. Given that the p-value for cyber resiliency is significantly less than 0.05 ($p = 0.0000$), we reject the null hypothesis and accept the alternative hypothesis, concluding that cyber resiliency significantly impacts the operational security of SMEs in Anambra East LGA.

Hypothesis 2: Institutional resiliency does not significantly affect the economic sustainability of SMEs in the Anambra East Local Government Area.

Table 3 Institutional Resiliency and Economic Sustainability

Dependent Variable: ECONOMIC_SUSTAINABILITY
Method: Least Squares
Date: 08/26/24 Time: 06:10
Sample: 1 189
Included observations: 189

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Institutional_Resiliency	1.078565	0.016679	64.66604	0.0000
C	-2.422814	0.353867	-6.846678	0.0000
R-squared	0.957195	Mean dependent var		19.72487
Adjusted R-squared	0.956967	S.D. dependent var		5.897932
S.E. of regression	1.223496	Akaike info criterion		3.251828
Sum squared resid	279.9284	Schwarz criterion		3.286132
Log-likelihood	-305.2978	Hannan-Quinn criteria.		3.265726
F-statistic	4181.697	Durbin-Watson stat		0.161321
Prob(F-statistic)	0.000000			

Source: E-views10

Table 3 provides the regression analysis results where economic sustainability is the dependent variable, and institutional resiliency is the independent variable. The coefficient for institutional resiliency is 1.078565, indicating a strong positive relationship between institutional resiliency and economic sustainability. The t-statistic for institutional resiliency is 64.66604, with a p-value of 0.0000, demonstrating that this relationship is statistically significant at the 1% level. The R-squared value of 0.957195 indicates that approximately 95.72% of the variance in economic sustainability is explained by institutional resiliency, suggesting that the model is highly reliable and effective in predicting economic sustainability based on institutional resiliency.

The null hypothesis (H_0) posits that there is no relationship between institutional resiliency and economic sustainability, implying the coefficient of institutional resiliency is zero. The alternative hypothesis (H_1) posits that there is a significant relationship, meaning the coefficient is not equal to zero. Given that the p-value for institutional resiliency is far below 0.05 ($p = 0.0000$), we reject the null hypothesis and accept the alternative hypothesis, concluding that institutional resiliency influences the economic sustainability of SMEs in Anambra East LGA.

Discussion of results

Hypothesis one indicates a significant positive impact of cyber resiliency on operational security, as shown by a coefficient of 1.060231. The relationship is statistically significant, with a t-statistic of 62.63099 and a p-value of 0.0000. The high R-squared value of 0.954497 suggests that 95.45% of the variance in operational security is explained by cyber resiliency, highlighting the critical importance of cyber resilience in safeguarding operational integrity. This finding aligns with the work of Akpan (2015), who observed and concluded that Nigeria has suffered dramatically in cyber – attacks and that cyber security and resilience have become valuable tools for checking and stopping cyber risks.

Hypothesis two demonstrates a robust positive relationship between institutional resiliency and economic sustainability, with a coefficient of 1.078565. The statistical significance is supported by a t-statistic of 64.66604 and a p-value of 0.0000, indicating a highly reliable model. The R-squared value of 0.957195 suggests that 95.72% of the variance in economic sustainability is explained by institutional resiliency, emphasising institutions' critical role in economic stability. This agrees with the findings of Eke and Eke (2024), who reveal that institutional quality was found to positively and significantly influence the effect of resilience on economic growth in countries within the region and thus recommends strengthening the institutional framework for countries in the region through the ECOWAS community strategy.

Conclusion, recommendations, and study implications

The findings of this study underscore the crucial role of infrastructural resiliency in SMEs' performance in Anambra State, Nigeria. These findings align with prior research emphasising the importance of resilient infrastructures in fostering business continuity and sustainability. The study further highlights the growing necessity for SMEs to protect their digital assets against cyber threats to maintain operational security. This study's strong positive correlation between cyber resiliency and operational security reinforces the understanding that cybersecurity measures are integral to preserving organisational integrity in an increasingly digital environment. Additionally, the relationship between institutional resiliency and economic sustainability resonates with the broader recognition of institutional frameworks' role in supporting economic stability and long-term growth. Institutional resiliency ensures that SMEs can navigate regulatory challenges and adapt to economic shifts, reinforcing the need to strengthen institutional support structures to bolster SME sustainability.

In conclusion, this study provides compelling evidence that infrastructural resiliency is a crucial determinant of SME performance in Anambra State. The significant relationships identified between cyber resiliency, and institutional resiliency with their respective outcomes emphasize the need for SMEs to prioritize the development of resilient infrastructures to enhance their overall performance and sustainability. As SMEs continue to face evolving challenges in the technological, cyber, and institutional landscapes, policymakers and business leaders must invest in strengthening these areas to secure the future growth and stability of SMEs in the region.

Among other things, the study suggested the under-listed;

Immediate actions for SMEs:

Adopting advanced time management tools is essential for SMEs to optimize operations and reduce downtime. Furthermore, implementing employee training programs can enhance technological competencies and strengthen system resiliency, contributing to a more efficient and adaptable workforce.

Small and medium-sized enterprises (SMEs) should perform regular vulnerability assessments to identify and mitigate security gaps. Furthermore, it is essential to provide employees with training on recognizing and responding to cyber threats. Implementing advanced security technologies is also crucial to enhancing protection against potential breaches.

SMEs must focus on implementing effective governance structures to enhance decision-making and accountability. Ensuring compliance with regulatory standards reduces legal risks and strengthens organisational credibility. Additionally, fostering strong stakeholder relationships is crucial for gaining support and promoting collaborative efforts in operational activities.

Long-term strategies for policymakers:

Supporting SMEs requires establishing institutional frameworks that enhance access to technology and training. Encouraging initiatives to improve technological infrastructure is equally vital for ensuring long-term business growth and resilience.

Enhancing SME cybersecurity involves creating customised guidelines and fostering public-private partnerships to improve access to security tools and training. Incentivising the adoption of strong cybersecurity measures can further bolster resilience.

Crafting policies that build resilient frameworks aligned with SME needs is essential for sustainable growth. Reinforcing regulatory structures and providing platforms for stakeholder collaboration can promote economic stability and trust.

Future research implication

Future studies could explore the long-term impact of infrastructural resiliency on SME performance across different regions, enabling comparative analysis. Investigating sector-specific resiliency strategies could offer tailored insights for diverse industries. Additionally, research on the effectiveness of public-private partnerships in enhancing cybersecurity resilience would be valuable. Examining the role of digital literacy in strengthening technological resilience could further inform training initiatives. Finally, future work could assess the impact of evolving regulatory frameworks on institutional resilience and SME sustainability.

References

Adebiyi, S., & Amole, B. (2017). Innovation as a strategic tool for improving SME performance. International Journal of Business Innovation, 12(3), 150-165.

Anekwe, G., & Nwokediba, E. (2019). SMEs as a significant source of wealth in Anambra state: An empirical study. African Journal of Business and Economic Research, 15(4), 99-114.

American Society of Civil Engineers (2025). A Comprehensive Assessment of America's Infrastructure.https://infrastructurereportcard.org/wpcontent/uploads/2025/03/ Full-Report-2025-Natl-IRC-WEB.pdf

Bamidele, B., Ayodeji, A., Amajuoyi, P., Mayokun, D., & Kudirat, B. (2024). Digital transformation in SMEs: Identifying cybersecurity risks and developing effective mitigation strategies. Global Journal of Engineering and Technology Advances, 2024, 19(02), 134–153

Barasa, E., Mbau, R., & Gilson, L. (2018). What Is Resilience and How Can It Be Nurtured? A Systematic Review of Empirical Literature on Organizational Resilience. International journal of health policy and management, 7(6), 491–503. https://doi.org/10.15171/ijhpm.2018.06

Barin Cruz, L., Aguilar Delgado, N., Leca, B., & Gond, J.-P. (2015). Institutional resilience in extreme operating environments: The role of institutional work. Business & Society, 55(1), 10-43.

Bish, J. (2021). Economic Sustainability Examples that Inspire Change. https://www.populationmedia.org/the-latest/what-is-economic-sustainability

Capacci, L., Biondini, F., & Frangopol, D. M. (2022). The resilience of ageing structures and infrastructure systems with an emphasis on seismic resilience of bridges and road networks: Review, Resilient Cities and Structures. 1(2), 23-41.

Chatham House. (2024). The interdependence of physical and cyber systems. Retrieved from [https://www.chathamhouse.org] (https://www.chathamhouse.org)

Cirera, X., Comin, D., Cruz, M., Lee, K. M., & Torres, J. (2024). Technological and cyber resilience in critical infrastructure. Cyber Resilience Journal.

Coalition for Disaster Resilient Infrastructure (2024). PARTNERING FOR A RESILIENT FUTURE. https://cdri.world/upload/pages/1804258240189785_202407110512 cdri-booklet-2024.pdf

Cybersecurity & Infrastructure Security Agency (2025). Infrastructure Resilience Planning Framework (IRPF). https://www.cisa.gov/sites/default/files/2025-03/IRPF_3.17. 2025.pdf

Eke, I. C., & Eke, F. A. (2024). Institutional Quality and Economic Resilience: Panacea For Potential Long-Term Economic Growth In West Africa. Gusau Journal Of Economics And Development Studies, 5(1), 123–143. Https://Doi.Org/ 10.57233/ Gujeds.V5i1.08

Haider, H. (2021). Mainstreaming institutional resilience and systems strengthening in donor policies and programming. https://reliefweb.int/report/world/mainstreaming-institutional-resilience-and-systems-strengthening-donor-policies-and

Jaiswal, G. (2023). Understanding Technology Resilience: A Regulatory Focus for IT Leaders. https://medium.com/deloitte-uk-cloud-blog/understanding-technology-resilience-a-regulatory-focus-for-it-leaders-80fc167d3495

KPMG (2020). CyberResilience Guide. https://assets.kpmg.com/content/dam/kpmg/in/pdf/2020/03/cyber-resilience-guide.pdf

Lathabhavan, R. & Kuppusamy, T. (2024). "Examining the role of digital leadership and organisational resilience on the performance of SMEs during the COVID-19 pandemic", International Journal of Productivity and Performance Management, 73(8), 2365–2384. https://doi.org/10.1108/IJPPM-02-2023-0069

Lemos, R. (2025). Nigeria Touts Cyber Success, Even as Cybercrime Rises in Africa. https://www.darkreading.com/cyber-risk/nigeria-touts-cyber-success-african-cybercrime-rises

Liu, W. (2020). Quantitative measures of resilience in infrastructure systems. Quantitative Infrastructure Research.

National Bureau of Statistics. (2021). SME statistics and economic contributions report—National Bureau of Statistics, Nigeria.

National Security Memorandum on Critical Infrastructure Security and Resilience, The White House, (2024). https://bidenwhitehouse.archives.gov/briefing-room/presidential-actions/2024/04/30/national-security-memorandum-on-critical-infrastructure-security-and-resilience/

Nkechi, O. C., Akonu, S., & Ezemba, E. N. (2022). Challenges in institutional resilience and infrastructure development. African Journal of Development Studies.

Nnarelli, A., Nonino, F., & Palombi, G. (2020). Understanding the Management of Cyber Resilient Systems. Comput. Ind. Eng. 2020, 149,106829

OECD (2025). Why is this important? https://infrastructure-toolkit.oecd.org/infragov-theme/resilience/

Okafor, P. (2023). Benefits and Adoption of Internet of Things (IoT) to Nigeria's Small and Medium-Sized Enterprises (SMEs). https://www.researchgate.net/publication/372910392_Benefits_and_Adoption_of_Internet_of_Things_IoT_to_Nigeria's_Small_and_Medium-Sized_Enterprises_SMEs

Okoli, C., & Anugwu, A. (2022). SMEs and their role in economic growth and poverty reduction in Nigeria. Journal of Economic Perspectives, 36(1), 45-61.

Okoli, C., Nwakoby, E., & Adani, O. (2023). The contribution of SMEs to Nigeria's GDP and workforce. Nigerian Economic Review, 27(2), 77-91.

Oladipo, V. (2024). Corruption's Footprint on Infrastructure in Nigeria. https://www.verivafrica.com/insights/corruptions-footprint-on-infrastructure-in-nigeria

Opusunju, A., Akyuz, A., & Jiya, J. (2017). Performance measurement in enterprises reflects productivity, revenue, and growth. Journal of Business Research, 34(2), 56-73.

Organisation for Economic Co-operation and Development. (2024). Understanding infrastructure resilience. Retrieved from https://www.oecd-ilibrary.org

Proofpoint. (2024). What Is Operational Security (OPSEC)? https://www.proofpoint.com/us/threat-reference/operational-security-opsec#:~:text=Operational%20Security%2C%20commonly%20called%20OPSEC, controlling%20access%20to%20sensitive%20data.

Resilience Rising. (2024). The role of infrastructure resilience in economic growth. Retrieved from [https://www.resiliencerising.org] (https://www.resiliencerising.org)

Ribiero, A. (2025). UK Cyber Security Breaches Survey 2025 reveals persistent threats in evolving digital landscape, bats for enhanced cyber resilience. https://industrialcyber.co/reports/uk-cyber-security-breaches-survey-2025-reveals-persistent-threats-in-evolving-digital-landscape-bats-for-enhanced-cyber-resilience/

Rubin, S. (2025). The Rising Stakes of Cyber Resilience: What the 2025 Global Incident Response Report Means for Business Leaders. https://www.paloaltonetworks.com/perspectives/the-rising-stakes-of-cyber-resilience-what-the-2025-global-incident-response-report-means-for-business-leaders/

Sparf, J. (2019). Defining resilience: European perspectives. European Resilience Studies.

Sreejitha, A. (2024). What is Time Efficiency? Here are tips and proven strategies. https://desklog.io/blog/time-efficiency/

Strupat C, & Marschall P.(2020). Strengthening Social Systems. Development Co-Operation Report 2020 Learning from Crises, Building Resilience: Learning from Crises, Building Resilience. Vol. 195. OECD iLibrary; 2020. Available from: https://www.oecd-ilibrary.org/development/development-co-operation-report2020_5f8f7af9-en

United Nations Office for Disaster Risk Reduction. (2022). Investment in resilient infrastructure. Retrieved from https://www.undrr.org

United Nations Office for Disaster Risk Reduction. (2023). Overview of key historical events in infrastructure resiliency. Retrieved from https://www.undrr.org

UNDRR. (2023). Principles for resilient infrastructure. https://www.undrr.org/publication/principles-resilient-infrastructure

United Nations Office for Disaster Risk Reduction. (2024). The importance of infrastructure resilience for sustainable development. Retrieved from [https://www.undrr.org] (https://www.undrr.org)

Ward, P. J. (2020). Investment in resilient infrastructure for sustainable development. Journal of Sustainable Infrastructure.

World Bank. (2019). Economic impact of infrastructure disruptions. Retrieved from https://www.worldbank.org

Wu, D. (2024). Building Climate Resilience in Infrastructure Projects: A Brief for Investors. https://climate.axa/building-climate-resilience-infrastructure/#:~:text=Studies%20show%20that%20making%20infrastructure,in%20climate%20adaptation%20and%20resilience.

Zhao, X., Zhang, L., Li, H., & Wu, J. (2022). Enhancing infrastructure resilience: Strategies and recommendations. Infrastructure and Disaster Management.

Zio, E. (2016). Challenges in maintaining technological resilience. Systems Engineering Journal.

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

Factors Influencing Political Brand Preference Among First-Time Thai Voters in Bangkok and Metropolis Areas

Received: 29.08.2024
Revised: 07.11.2024
Accepted: 06.01.2025

Peerapat Srising[1*], Piraphong Foosiri[2] and Nirat Buchasuk[3]
[1,2,3]Business School, University of the Thai Chamber of Commerce, (UTCC)
126/1 Vibhavadi Rangsit Rd., Dindang, Bangkok 10400, Thailand
[2]piraphong_foo@utcc.ac.th, [3]nirat.b@hotmail.com
**Corresponding author:* peerapat.srising@gmail.com

Abstract

The growing level of rivalry among political party brands highlights the importance of connections between voters and political parties, particularly in Thailand's evolving landscape. In recent years, there has been a significant increase in political parties in Thailand, alongside a peak in new voters, creating a relatively unknown political environment. This study, therefore, aims to explore the influences of various factors on political brand preference and seeks to determine the impact of political brand preference on voting intention. Using a quantitative approach and an anonymous online questionnaire (n = 469), the study identifies significant influences on political brand preference, including political brand trust, political brand love, political brand loyalty, extroversion, friendliness/agreeableness, emotional stability/neuroticism, conscientiousness, openness to experiences, political party leadership, party manifestos or policies, political brand authenticity, social norms, local roots, and electronic word-of-mouth ($p<0.05$). The findings also show that political brand preference and perceptions of the prime ministerial candidate significantly influence voting intention.

Keywords: Political brand, Political brand trust, Political brand love, Political brand loyalty, Political brand preference, voting intention

Introduction

Voting behavior plays a crucial role in political decision-making and brand development, yet analyzing voting choices remains complex and dynamic. One key element influencing voting behavior is the preference for a particular political brand, shaped by a wide range of factors. The growing interest in political branding reflects concerns about valence issues (Thomassen, 2005), electoral volatility (Dalton, 2012), and the adoption of marketing strategies by political parties

(Nielsen, 2012). These factors encourage researchers to examine politics through the lens of branding (Nielsen & Larsen, 2014; Smith & Speed, 2011). Branding enables political parties to understand voter preferences and choices, helping them develop targeted political messages, advertising, and manifestos to increase support. It also provides voters with tools to evaluate political parties before making electoral decisions.

Political brands are often likened to commercial brands (Almohammad, 2014; Brennan & Henneberg, 2008; Peng & Hackley, 2009), deepening our understanding of the relationship between brands and voter behavior. Branding aligns political brands with voter needs, aiming to achieve favorable outcomes. In politics, branding holds practical and theoretical significance. Practically, it addresses the economic and social costs of electoral choices, as government policies impact national growth. Theoretically, it encourages scholars to explore the factors that shape voter behavior, guiding them toward specific political choices (O'Cass & Pecotich, 2005).

In Thailand, the relationship between voters and political parties has gained relevance due to the rise of new political parties, which has intensified competition. The 2019 general election, following a period of military rule, marked a major shift in Thailand's political landscape. Established parties like Prachatipat (Democrat Party) and Pheu Thai Party have faced competition from new parties appealing to younger generations who oppose military influence. Additionally, the dissolution of older parties has added to the uncertainties in Thai politics. Understanding political brand preferences among Thai voters is thus essential for gaining insights into the Thai political system and for comprehending the evolving dynamics of voter-party relationships.

Literature review

Political marketing employs marketing strategies to support political parties in achieving organizational goals (Ingram & Lees-Marshment, 2002). This approach encompasses three orientations: selling (focused on promoting party programs), instrument mix (aligned with voter needs), and connection building (addressing broader societal needs) (Vankov, 2013). A political brand can be viewed as an intangible bundle of values, requiring voters to assess candidates and parties based on an overall impression (Lock & Harris, 1996; Smith, 2005). Influential factors for political brand knowledge include a party's values, policies, leadership, candidate profiles, and service delivery (O'Cass, 2003; O'Shaughnessy & Henneberg, 2007). The relevance of a political brand often shifts in response to competition, leadership changes, and the party's ability to fulfill commitments (Smith & French, 2009). Branding helps build preference and loyalty by providing reassurance and a promise of quality (Feldwick, 2002), enabling political parties to differentiate themselves and influence voter choices (Banerjee & Ray Chaudhuri, 2016).

Intangible emotion

Emotional factors such as trust, love, and loyalty are integral to building strong political brand preference.

Political brand trust: Trust is crucial in relational marketing, fostering commitment and reducing perceived risk

(Garbarino & Johnson, 1999). In the political context, trust involves confidence in political institutions and brands, shaped by a party's leadership and its adherence to promises (French & Smith, 2010). Trust is often influenced by the credibility of information sources, with educational institutions generally perceived as more trustworthy than government-controlled media (Saarinen et al., 2019). Trust in political brands varies across demographics; younger voters prioritize competence, while older individuals and men tend to value integrity (Vagorosson et al., 2020).

Political brand love: Political brand love reflects a deep emotional connection between a voter and a party, often grounded in shared values, cultural ties, and positive experiences (Ahuvia, 2005). This love can manifest as "love for country" or "love for party," influencing loyalty and enhancing brand preference (Zmora, 2004). Recent studies suggest that strong affection for a political brand can increase both voter trust and preference, playing a crucial role in political loyalty (Banerjee & Goel, 2020).

Political brand loyalty: Brand loyalty simplifies voter choices and offers consistency, which is valuable in an evolving political environment (Needham, 2005). Despite the growth of political parties in Thailand, voters often remain loyal to familiar brands, underscoring the importance of loyalty in securing voter support. In the current Thai political context, where multiple new parties are emerging, maintaining strong brand loyalty is crucial for retaining voter preference (Thai PBS, 2023).
H1: Political brand trust has a positive influence on political brand preference.
H2: Political brand love has a positive influence on political brand preference.
H3: Political brand loyalty has a positive influence on political brand preference.

Personality characteristics

Understanding personality traits provides insights into political behavior. Early research linked traits like authoritarianism to extreme political identification (Adorno et al., 1950) and conservatism to dogmatism (Eysenck, 1954). The Five-Factor Model (FFM) now serves as a dominant framework, describing traits such as extroversion, agreeableness, emotional stability, conscientiousness, and openness to experiences (Digman, 1990; Wiggins, 1996). Research suggests these traits influence political brand preference. For instance, Italian voters high in energy and conscientiousness often support center-right parties, while those high in friendliness and openness favor center-left coalitions (Vittorio & Barbaranelli, 1999).

H4: Extroversion influences political brand preference.
H5: Friendliness/agreeableness influences political brand preference.
H6: Emotional stability/neuroticism influences political brand preference.
H7: Conscientiousness influences political brand preference.
H8: Openness to experiences influences political brand preference.

Perceived political party image

A party's image, encompassing its leadership, policies, and authenticity, significantly impacts voter preferences.

Political party leader: Political leaders shape a party's brand through symbolism, slogans, and personal attributes. Leaders use media to build public credibility, with their performance and personal image playing a key role in influencing brand preference (Jain & Fanesh, 2020; Surya & Jha, 2021).

Party manifestos and policies: Manifestos, outlining party promises and goals, are vital for voter satisfaction. Well-crafted manifestos tend to attract greater voter support and improve brand perception (Bara, 2005; Boonrat, 2019).

Political brand authenticity: Authenticity, which emphasizes consistency and a genuine connection with voters, enhances brand trust and loyalty, especially in crises. Authentic brands fulfill promises and uphold values, establishing a reliable relationship with voters (Beverland, 2006; Grohmann, 2016).

H9: The political party leader has a significant influence on political brand preference.
H10: Party manifestos and policies have a significant influence on political brand preference.
H11: Political brand authenticity has an influence on political brand preference.

Social influence

Social identity, local connections, and online discourse play critical roles in shaping political brand preference.

Social identity and norms: Voting often reflects social identity, with individuals supporting parties aligned with their social groups. Social norms, shaped by family, peers, and education, influence political behavior by establishing expectations within communities (Langner et al., 2013; Kleef et al., 2019).

Local roots: Candidates with strong local ties are often seen as better representatives of community interests. Local roots enhance credibility and are valued across different cultural contexts (Key, 1949; Arzheimer & Evans, 2012).

Electronic word of mouth (eWOM): eWOM, shared on social media and forums, influences voter perceptions and brand assessment. As eWOM is perceived as credible, it plays a direct role in shaping voter attitudes (Chu & Kim, 2011; Gensler et al., 2015).

H12: Social norms have a significant influence on political brand preference.
H13: Local roots have a significant influence on political brand preference through perceived political party image.
H14: Electronic word of mouth has a significant influence on political brand preference.

Political brand preference and intention to vote

Brand preference, strongly tied to brand identity, plays a key role in voting intention. Voters gravitate toward brands that resonate on sensory, emotional, and symbolic levels, translating preference into voting behavior (Sääksjärvi & Samiee, 2011; Ebrahim, 2013).

H15: Political brand preference has a significant influence on intention to vote.

Prime minister candidate and intention to vote

The 2023 Thai general election underscored the impact of prime ministerial candidates on voting intention. For instance, reactions to Pita Kimjaroenrat's disqualification and Pheu

Thai's nomination of Srettha Thavisin illustrate how candidate image and circumstances influence voter sentiment. Public protests against Pheu Thai's coalition with military-linked parties further demonstrate how candidate perceptions impact voting decisions (Ahler et al., 2017; Kotzaivazoglou et al., 2018).

H16: The prime ministerial candidate has a significant influence on voting intention.

Research framework

The framework for this study builds on political marketing and branding literature to identify factors influencing political brand preference. This model seeks to explore the root causes of political brand preference, establishing a foundation for analyzing the relationships between branding elements and voter behavior.

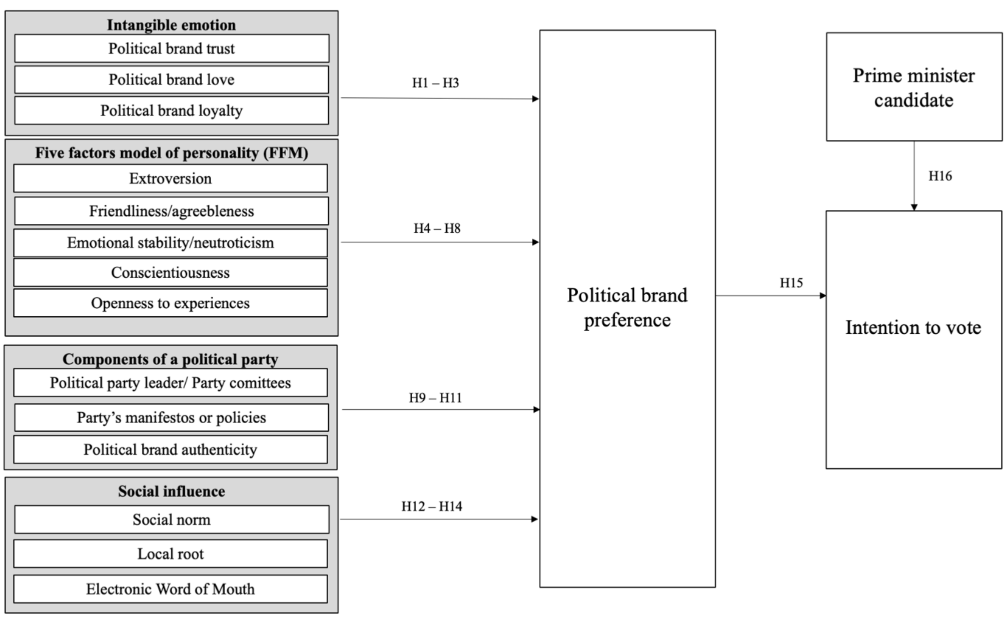


Figure 1 The Conceptual Model of Factors influencing political brand preference

Methodology

Research instrument

This study utilized a structured questionnaire as the primary research instrument to gather data on the political brand preferences of Generation Z voters in Thailand. The questionnaire was carefully developed based on a comprehensive review of existing literature on political marketing, branding, and voter behavior to assess key factors influencing political brand preference, including trust, love, loyalty, personality traits, and social influences.

The questionnaire was organized into several sections:

Demographic information: This section collected demographic data such as age, gender, education level, and income, ensuring respondents met the criteria for the target population and allowing for analysis of demographic influences on political brand preferences.

Political brand preference: Questions in this section measured respondents' preferences for political brands, including support level, loyalty, and perceptions of various political parties. Responses were captured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to quantify levels of political brand preference.

Personality traits: This section assessed respondents' personality traits according to the Five-Factor Model (FFM), which includes extraversion, agreeableness, conscientiousness, emotional stability (neuroticism), and openness to experience. The objective was to determine how these traits might influence political brand preference.

Social influences: Items in this part of the questionnaire examined the impact of social norms, local connections, and electronic word-of-mouth (eWOM) on political brand preference, capturing the extent to which social factors influenced political decisions.

Political brand trust, love, and loyalty: Questions in this section focused on the emotional and relational dimensions of respondents' political brand preferences, measuring the degree of trust, affection, and loyalty felt toward their preferred political brands.

Voting intention: Finally, this section assessed respondents' intention to vote for their preferred political brands in upcoming elections, providing insights into the link between political brand preference and actual voting behavior.

The questionnaire was pre-tested with a small group of respondents to ensure clarity, reliability, and relevance. Feedback from the pre-test was used to refine the instrument before broader distribution. The finalized questionnaire was administered online to facilitate easy access for the target demographic and ensure a prompt response rate.

Sample and data collection

The target population for this study comprised Generation Z voters in Thailand, specifically individuals aged 18 to 26 years, who represent a large proportion of new voters with emerging political preferences. According to Thai PBS, this demographic includes approximately 7.67 million eligible voters. To determine an appropriate sample size, the Taro Yamane formula was applied with a 5% margin of error and a 95% confidence level, resulting in an estimated sample size of 400 respondents. This sample size was considered sufficient to provide reliable insights into the target population.

Due to time constraints and the need for efficient data collection, the study employed a non-probability sampling method. The initial phase used convenience sampling to gather responses from the researcher’s immediate network, including family, friends, and colleagues. The questionnaire was distributed via online platforms such as social media, where the researcher shared a survey link on their personal Facebook page and sent direct invitations to contacts within their network.

To increase diversity and reach a broader demographic, snowball sampling was subsequently employed. This chain-referral method enabled respondents to refer others within the Generation Z voter group to participate. By encouraging participants to share the survey within their networks, this approach expanded the sample and enhanced representativeness.

The combination of convenience and snowball sampling allowed the study to efficiently gather a robust sample within a short timeframe. While non-probability sampling presents some limitations, it provided a reflective view of the target demographic's political brand preferences and yielded valuable insights into Thai voters' behaviors.

Data analysis procedure

Data analysis began with initial data cleaning and coding to ensure accuracy. Descriptive statistics, such as means and frequency distributions, were calculated to provide an overview of demographic trends and general patterns in political brand preference.

To assess the reliability of survey items, Cronbach's alpha was used, with values exceeding 0.70 indicating acceptable internal consistency. Convergent and discriminant validity were established through Exploratory Factor Analysis (EFA), confirming that the instrument measured the intended constructs accurately.

Following this, Confirmatory Factor Analysis (CFA) was conducted within a Structural Equation Modeling (SEM) framework to evaluate model fit and examine critical indices, such as the Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA). These indices ensured that the proposed model adequately represented the observed data.

Hypothesized relationships among variables were tested using SEM path analysis, with path coefficients evaluated for statistical significance to validate the relationships posited in the conceptual framework.

Lastly, multicollinearity was checked by examining Variance Inflation Factor (VIF) values, which remained within acceptable limits, indicating that the model's predictors did not exhibit high multicollinearity. The results were then interpreted in alignment with the research objectives, offering detailed insights into the factors influencing political brand preference and voting behavior in Thailand.

Data analysis

The data analysis for this study commenced with a detailed summary of basic data collection, focusing on a diverse sample of 469 valid responses from new voters aged 18-26 in Bangkok and surrounding areas. This robust sample set the stage for subsequent analyses.

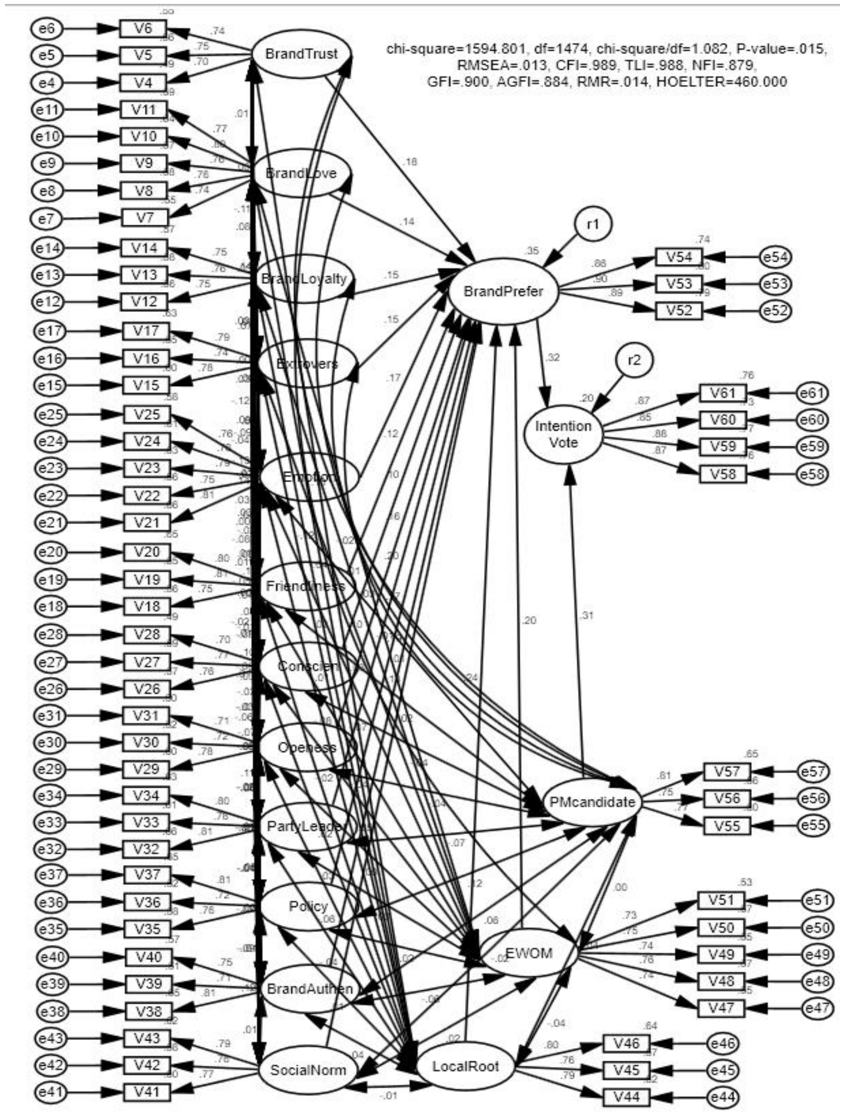
Reliability analysis

Reliability analysis was conducted using Cronbach's alpha, revealing all constructs had values above 0.7, confirming internal consistency. This indicated that the survey effectively measured the intended constructs. The high reliability suggested that the items within the questionnaire were well-aligned and contributed cohesively to the overall measurement.

	CR	AVE	MSV	MaxR(H)	Int	PBT	PBL	PBLO	Extro	Emo	Friend	Cons	EWOMs	Prefer	Open	PPL	Poli	PBA	SoNorm	LoRoot	Prime
Int	0.925	0.756	0.112	0.925	**0.869**																
PBT	0.775	0.534	0.023	0.776	0.081	**0.731**															
PBL	0.878	0.590	0.020	0.879	-0.025	0.004	**0.768**														
PBLO	0.797	0.567	0.030	0.798	0.017	-0.001	0.083	**0.753**													
Extro	0.815	0.596	0.013	0.817	0.087	-0.113†	0.033	-0.001	**0.772**												
Emo	0.887	0.611	0.048	0.889	0.160**	0.138*	0.066	-0.003	0.019	**0.782**											
Friend	0.826	0.613	0.009	0.829	0.034	0.005	0.017	-0.093	-0.070	-0.030	**0.783**										
Cons	0.784	0.548	0.012	0.787	-0.031	-0.002	0.089	-0.014	0.043	0.112*	-0.031	**0.740**									
EWOMs	0.860	0.552	0.019	0.861	0.091†	-0.124*	-0.010	0.100†	-0.032	-0.071	-0.033	-0.051	**0.743**								
Prefer	0.912	0.775	0.112	0.913	0.335***	0.150**	0.140**	0.174**	0.098†	0.219***	0.084	0.095†	0.138**	**0.880**							
Open	0.779	0.540	0.016	0.782	0.009	-0.117†	-0.125*	0.027	-0.004	0.067	-0.093	-0.012	0.002	0.099†	**0.735**						
PPL	0.839	0.635	0.045	0.840	0.007	-0.038	0.030	0.011	0.039	0.102†	-0.033	-0.047	0.002	0.211***	0.002	**0.797**					
Poli	0.808	0.584	0.041	0.813	0.076	0.138*	-0.083	0.001	-0.085	-0.026	0.086	-0.064	-0.015	0.204***	0.012	0.085	**0.764**				
PBA	0.803	0.577	0.019	0.809	-0.003	0.000	-0.051	0.010	0.026	-0.071	-0.017	-0.073	-0.059	0.136*	-0.041	0.001	-0.012	**0.759**			
SoNorm	0.815	0.595	0.017	0.815	0.129*	0.014	-0.024	-0.004	-0.061	0.097†	-0.019	-0.002	0.022	0.130*	-0.022	-0.092	0.116*	0.008	**0.771**		
LoRoot	0.825	0.611	0.035	0.826	0.084	-0.041	0.014	-0.011	-0.081	-0.020	0.022	0.036	-0.040	0.187***	-0.061	-0.044	0.007	-0.037	-0.008	**0.782**	
Prime	0.819	0.602	0.107	0.822	0.327***	0.099†	-0.012	0.029	-0.017	0.006	0.026	-0.038	-0.008	0.052	-0.044	-0.071	0.125*	0.064	-0.024	-0.049	**0.776**

Validity analysis

Validity analysis was carried out to ensure that the constructs accurately reflected the concepts being measured. Content validity was achieved through careful selection of survey items, drawing on extensive literature reviews and expert input. Construct validity was tested using Confirmatory Factor Analysis (CFA), which showed all factor loadings exceeded the acceptable threshold of 0.5. This validated that the items were appropriate indicators of their respective constructs, ensuring the credibility of the data collected.



Structural equation modeling (SEM)

Structural Equation Modeling (SEM) was employed to test the hypothesized relationships between variables, allowing for a comprehensive analysis of both direct and indirect relationships. The model fit was evaluated using indices such as Chi-square (χ^2), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). The CFI values were above 0.9, and the RMSEA values were below 0.08, indicating a well-fitting model. These findings suggest that the proposed model was robust and supported the relationships hypothesized in the study.

The analysis also explored the structural paths within the SEM model to determine the significance and strength of relationships between constructs. Each path coefficient was scrutinized for statistical significance, providing insights into the influence of various factors on political brand preference. The analysis confirmed that constructs such as political brand trust, brand love, and brand loyalty were particularly impactful, consistent with existing theories in political marketing.

			Estimate	S.E.	C.R.	P
Prefer	<---	PBT	0.285	0.083	3.433	***
Prefer	<---	PBL	0.187	0.064	2.901	0.004
Prefer	<---	PBLO	0.228	0.074	3.092	0.002
Prefer	<---	Extro	0.217	0.068	3.185	0.001
Prefer	<---	Emo	0.213	0.061	3.49	***
Prefer	<---	Friend	0.186	0.073	2.552	0.011
Prefer	<---	Cons	0.141	0.07	1.997	0.046
Prefer	<---	Open	0.224	0.072	3.116	0.002
Prefer	<---	PPL	0.263	0.063	4.187	***
Prefer	<---	Poli	0.243	0.07	3.463	***
Prefer	<---	PBA	0.263	0.068	3.858	***
Prefer	<---	SoNorm	0.183	0.069	2.642	0.008
Prefer	<---	LoRoot	0.314	0.064	4.914	***
Prefer	<---	EWOMs	0.28	0.069	4.083	***
Int	<---	Prefer	0.3	0.044	6.825	***
Int	<---	Prime	0.41	0.067	6.121	***
V61	<---	Int	1.04	0.041	25.153	***
V60	<---	Int	0.996	0.041	24.582	***
V59	<---	Int	1.044	0.041	25.265	***
V4	<---	PBT	1			
V5	<---	PBT	1.069	0.088	12.118	***
V6	<---	PBT	1.062	0.09	11.86	***
V9	<---	PBL	0.949	0.06	15.745	***
V10	<---	PBL	1.023	0.062	16.6	***
V11	<---	PBL	0.984	0.061	16.173	***
V12	<---	PBLO	1			
V13	<---	PBLO	0.993	0.076	13.151	***
V14	<---	PBLO	0.988	0.075	13.175	***
V15	<---	Extro	1			
V16	<---	Extro	0.919	0.065	14.212	***
V17	<---	Extro	1.044	0.072	14.54	***
V23	<---	Emo	0.974	0.052	18.64	***
V24	<---	Emo	0.933	0.05	18.492	***
V25	<---	Emo	0.892	0.05	17.747	***
V22	<---	Emo	0.86	0.05	17.229	***
V21	<---	Emo	1			
V18	<---	Friend	1			
V19	<---	Friend	1.128	0.075	15.058	***
V20	<---	Friend	1.091	0.072	15.142	***
V26	<---	Cons	1			
V27	<---	Cons	0.99	0.077	12.828	***
V28	<---	Cons	0.841	0.068	12.366	***
V51	<---	EWOMs	0.923	0.063	14.696	***
V50	<---	EWOMs	0.978	0.064	15.356	***
V49	<---	EWOMs	0.955	0.064	14.87	***
V48	<---	EWOMs	0.984	0.065	15.104	***

V47	<---	EWOMs	1			
V54	<---	Prefer	0.973	0.039	24.639	***
V53	<---	Prefer	1.028	0.039	26.53	***
V52	<---	Prefer	1			
V29	<---	Open	1			
V30	<---	Open	0.901	0.074	12.206	***
V31	<---	Open	0.907	0.074	12.204	***
V32	<---	PPL	1			
V33	<---	PPL	0.993	0.061	16.194	***
V34	<---	PPL	0.982	0.06	16.314	***
V35	<---	Poli	1			
V36	<---	Poli	0.887	0.064	13.754	***
V37	<---	Poli	1.068	0.075	14.208	***
V38	<---	PBA	1			
V39	<---	PBA	0.889	0.067	13.266	***
V40	<---	PBA	0.927	0.068	13.574	***
V41	<---	SoNorm	1			
V42	<---	SoNorm	0.995	0.07	14.304	***
V43	<---	SoNorm	0.998	0.068	14.687	***
V46	<---	LoRoot	0.97	0.064	15.191	***
V45	<---	LoRoot	0.934	0.063	14.951	***
V44	<---	LoRoot	1			
V57	<---	Prime	1.05	0.07	15.033	***
V56	<---	Prime	1.003	0.069	14.503	***
V55	<---	Prime	1			
V58	<---	Int	1			
V8	<---	PBL	0.977	0.061	15.926	***
V7	<---	PBL	1			

In summary, the data analysis procedures validated the measurement tools and supported the proposed model. The study offers critical insights into the factors driving political brand preference among Thai voters, especially the younger demographic. This analysis provides actionable recommendations for political parties to enhance their appeal and effectiveness in elections. By systematically addressing reliability, validity, and model fit, the study offers a comprehensive understanding of the complex dynamics influencing political brand preference and voting intentions in Thailand.

Discussion

This study provides valuable insights into the complex dynamics of political brand preference and its impact on voting behavior among Thai voters. **Trust in a political brand** emerges as a crucial factor, fostering stronger voter-brand connections by reducing uncertainty and enhancing confidence. This relationship, shaped by the party's overarching brand, its leaders, and candidates, aligns with prior research on the importance of trust in relational marketing and its ability to enhance voter loyalty (French & Smith, 2010).

Political brand love is also highlighted, suggesting that voters can form an emotional bond with a political party or candidate, often rooted in shared values and perceived benefits. This bond becomes a powerful driver of loyalty and can significantly impact voting behavior, creating a long-term commitment. Political brand loyalty, though potentially variable over time, consistently proves impactful on brand preference, supporting existing research that connects loyalty to sustained voter support and brand resilience (Banerjee & Goel, 2020).

In addition, the study explores personality traits through the **Five-Factor Model (FFM)**, demonstrating that traits such as extroversion, agreeableness, and conscientiousness influence political brand preference. Extroverted individuals are drawn to brands that facilitate social engagement, while voters with high agreeableness prefer brands that embody unity and harmony. Conscientious voters, who value diligence and ethical responsibility, show a preference for parties with clear commitments and practical policies, which further validates previous findings that personality traits shape political preferences (Digman, 1990).

The study also addresses **party components**, including the credibility and image of political leaders, which significantly impact brand preference. Effective branding by leaders, if aligned with voter expectations, strengthens the political brand, while **party manifestos and policies** play a pivotal role in reinforcing this preference. Voter satisfaction is closely tied to the practicality and appeal of a party's policy offerings, confirming the importance of substantial, realistic manifestos (Bara, 2005).

Social influences, such as social norms and local roots, emerge as powerful determinants of political brand preference. Social norms, shaped by familial, educational, and communal ties, guide voter behavior by providing a sense of social identity and belonging. Local roots enhance candidate appeal by connecting them to local interests, reinforcing their authenticity as representatives. Additionally, **electronic word-of-mouth (eWOM)** amplifies these social influences by allowing online engagement to shape voter perceptions directly, making digital interactions critical in political brand management (Chu & Kim, 2011).

Finally, the study affirms that **political brand preference** plays a significant role in voting intentions, as voters tend to support brands that resonate with their personal values. The image of the prime ministerial candidate also substantially impacts voting behavior, with voters preferring candidates who exhibit qualities such as competence, integrity, and reliability. These findings highlight the essential role of leadership perception in voter decision-making, supporting the assertion that relatable, trustworthy political brands are pivotal in modern politics.

Conclusion

This study contributes to a deeper understanding of the factors shaping political brand preference and voting behavior among Thai voters, particularly in Bangkok and its metropolitan areas. The results underscore the importance of fostering a strong political brand that builds emotional and trust-based connections with voters. With an increasing level of competition among political brands, parties face heightened challenges in securing their voter base while appealing to new supporters. Effective political branding requires a nuanced understanding of voter behavior, particularly among younger demographics.

The research findings underscore that a well-developed political brand, characterized by trust, loyalty, and positive emotional connections, can strengthen voter allegiance. By prioritizing these factors, political parties can develop strategic, targeted campaigns that resonate with voters' psychological and social needs. This study thus offers a valuable framework for understanding and enhancing political brand appeal in the evolving Thai political landscape.

Implications and recommendations

This research offers critical insights and practical recommendations for political parties aiming to strengthen their brand preference and voter engagement.

Building trust and emotional connections: Trust remains foundational to political brand preference. Political parties should focus on transparency, consistency, and ethical conduct to maintain voter trust. Regular communication, transparent updates on party activities, and community-driven projects are effective means to reinforce trust. Political brand love can be cultivated through shared values, personal storytelling, and engagement in community events, which help in building long-term voter loyalty.

Tailoring campaigns to voter personalities: Understanding the personality traits of voters—such as extroversion, agreeableness, emotional stability, conscientiousness, and openness—is crucial for effective campaigns. Campaign activities should be tailored to appeal to these traits, for instance, by hosting lively events for extroverted voters or emphasizing unity for those high in agreeableness. This approach allows political parties to create more resonant, personality-aligned messaging.

Leadership and authenticity: The image, credibility, and competence of political leaders are critical to political brand preference. Political parties should invest in leadership development to ensure leaders embody party values and maintain a positive public image. Authenticity in leadership and messaging is essential, as voters are more likely to trust leaders who demonstrate consistency between their words and actions.

Leveraging social influence and local roots: Social norms and local connections significantly shape political brand preference. Political parties should align their campaigns with the social values of their target demographics and promote candidates with strong local ties. Emphasizing these connections can increase perceived authenticity and voter trust.

Managing online reputation: In today's digital landscape, eWOM has a considerable influence on political brand perception. Parties must actively engage online to encourage positive discourse, address negative feedback promptly, and leverage social media to amplify their message. Effective online engagement can significantly enhance brand reputation and foster voter trust.

Prime ministerial candidates and voting intentions: The perception of prime ministerial candidates plays a decisive role in voting behavior. Political parties should carefully select candidates who demonstrate strong leadership qualities, appeal to the public, and embody a vision aligned with voter expectations. Aligning the candidate's public image with the party's brand values can enhance voter support.

These recommendations offer a strategic foundation for political parties to enhance their brand appeal and connect meaningfully with voters. By prioritizing trust, emotional connections, and social influence alignment, political campaigns can more effectively navigate the competitive landscape and strengthen voter engagement.

Limitations and future research

This study presents important findings, yet it also has limitations that future research can address.

1. Interactions between variables: The study confirmed relationships between individual variables and political brand preference but did not examine possible indirect or interaction effects among variables. Future research should explore how these factors might interact to provide a more nuanced understanding of political brand dynamics.

2. General overview of variables: This research provides a broad overview of independent variables influencing political brand preference. Future studies might focus more closely on specific factors, such as social norms or party loyalty, to gain detailed insights into how these elements differ across demographic segments, particularly age.

3. Moderator relationships: Due to time constraints, the study did not consider potential moderator effects between variables and voting intention. Examining moderator relationships could reveal deeper insights into the conditional impacts of factors like personality traits on political brand preference and voting behavior.

4. Timing of data collection: Conducting the study post-election may have introduced recall bias in participants' responses. Future studies could use longitudinal designs or time the data collection closer to election dates to reduce potential bias.

Future research in these areas would provide a more comprehensive perspective on the factors shaping political brand preference and deepen the understanding of voter behavior in different contexts.

References

Ahler, D. J., Citrin, J., Dougal, M., & Lenz, G. S. (2017). Face value? Experimental evidence that candidate appearance influences electoral choice. *Political Behavior, 39*(1), 77-102.

Ahuvia, A. C. (2005). Beyond the extended self: Loved objects and consumers identity narratives. *Journal of Consumer Research, 32*(1), 171-184.

Albert, N., Merunka, D., & Valette-Florence, P. (2009). The feeling of love toward a brand: Concept and measurement. *Advances in Consumer Research, 36*, 300-307.

Almohammad, A. H. (2014). The conceptualisation and operationalisation of emotion-based political brand equity. *Journal of Marketing Management, 2*(1), 165-194.

Arzheimer, K., & Evans, J. (2012). Geolocation and voting: Candidate–voter distance effects on party choice in the 2010 UK general election in England. *Political Geography, 31*(5), 301-310.

Augusto, M., & Torres, P. (2018). Effects of brand attitude and eWOM on consumers ' willingness to pay in the banking industry: Mediating role of consumer-brand identification and brand equity. *Journal of Retailing and Consumer Services, 42*, 1-10.

Banerjee, S., & Ray Chaudhuri, B. (2022). Brand love and party preference of young political consumers (voters). *International Review on Public and Nonprofit Marketing, 18*(4), 475-503.

Banerjee, S., & Goel, P. (2020). Party brand hate in political market: Antecedents and consequences. *Asian Journal of Political Science, 28*(1), 97-121.

Bara, J. (2005). A question of trust: Implementing party manifestos. *Parliamentary Affairs, 58*(3), 585-599.

Bauer, H. H., Huber, F., & Herrmann, A. (1996). Political marketing: Information—economic analysis. *European Journal of Marketing, 30*(10/11), 152-165.

Bicchieri, C. (2005). *The grammar of society: The nature and dynamics of social norms*. Cambridge University Press.

Boyd, R., Gintis, H., & Bowles, S. (2010). Coordinated punishment of defectors sustains cooperation and can proliferate when rare. *Science, 328*(5978), 617-620.

Brace, I. (2004). *Questionnaire design: How to plan, structure, and write survey material for effective marketing research*. Kogan Page.

Brennan, R., & Henneberg, S. C. (2008). Does political marketing need the concept of customer value? *Marketing Intelligence & Planning, 26*(6), 559-572.

Campbell, R., Cowley, P., & Vivyan, N. (2019). Why friends and neighbors? Explaining the electoral appeal of local roots. *The Journal of Politics, 81*(3), 937-951.

Chu, S. C., & Kim, Y. (2011). Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites. *International Journal of Advertising, 30*(1), 47-75.

Dalton, R. J. (2012). Apartisans and the changing German electorate. *Electoral Studies, 31*(1), 35-45.

Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual Review of Psychology, 41*(1), 417-440.

Dinas, E. (2014). Why does the apple fall far from the tree? How early political socialization prompts parent-child dissimilarity. *British Journal of Political Science, 44*(4), 827-852.

Elliot, R., & Yannopoulou, N. (2007). The nature of trust in brands: A psychosocial model. *European Journal of Marketing, 41*(9/10), 988-998.

Ezrow, L., & Xezonakis, G. (2011). Citizen satisfaction with democracy and parties ’policy offerings. *Comparative Political Studies, 44*(9), 1152-1178.

Fehr, E., & Fischbacher, U. (2004). Social norms and human cooperation. *Trends in Cognitive Sciences, 8*(4), 187-190.

French, A., & Smith, I. G. (2010). Measuring political brand equity: A consumer-oriented approach. *European Journal of Marketing, 44*(3/4), 460-477.

Garbarino, E., & Johnson, M. S. (1999). The different roles of satisfaction, trust, and commitment in customer relationships. *Journal of Marketing, 63*(2), 70-87.

Gensler, S., Völckner, F., Egger, M., Fischbach, K., & Schoder, D. (2015). Listen to your customers: Insights into brand image using online consumer-generated product reviews. *International Journal of Electronic Commerce, 20*(1), 112-141.

Goodman, L. A. (1961). Snowball sampling. *Annals of Mathematical Statistics, 32*(1), 148-170.

Gotlieb, M. R., Kyoung, K., Gabay, I., Riddle, K., & Shah, D. V. (2015). Socialization of lifestyle and conventional politics among early and late adolescents. *Journal of Applied Developmental Psychology, 41*, 60-70.

Grohmann, A. G. B. (2016). The brand authenticity effect: Situational and individual-level moderators. *European Journal of Marketing, 50*(3/4), 392-406.

Guo, T. (2020). Politics of love: Love as a religious and political discourse in modern China through the lens of political leaders. *Critical Research on Religion, 8*(1), 39-52.

Henrich, J., McElreath, R., Barr, A., Ensminger, J., Barrett, C., & Bolyanatz, A. (2006). Costly punishment across human societies. *Science, 312*(5781), 1767-1770.

Hill, S. J., Lo, J., Vavreck, L., & Zaller, J. (2013). How quickly we forget: The duration of persuasion effects from mass communication. *Political Communication, 30*(4), 521-547.

Illicic, J., & Webster, C. M. (2014). Investigating consumer-brand relationship authenticity. *Journal of Brand Management, 21*(4), 342-363.

Jain, V., & Fanesh, B. E. (2020). Understanding the magic of credibility for political leaders: A case of India and Narendra Modi. *Journal of Political Marketing, 19*(1/2), 15-33.

Jankowski, M. (2016). Voting for locals: Voters ’information processing strategies in open-list PR systems. *Electoral Studies, 43*, 72-84.

Krishnamurthy, A., & Kumar, S. R. (2018). Electronic word-of-mouth and the brand image: Exploring the moderating role of involvement through a consumer expectations lens. *Journal of Retailing and Consumer Services, 43*, 149-156.

Langner, S., Hennings, N., & Wiedmann, K. (2013). Social persuasion: Targeting social identities through social influencers. *Journal of Consumer Marketing, 30*(1), 31-49.

Lewis-Beck, M. S., & Rice, T. W. (1983). Localism in presidential elections: The home state advantage. *American Journal of Political Science, 27*(3), 548-556.

Lloyd, J. (2009). Keeping both the baby and the bathwater: Scoping a new model of political marketing communication. *International Review on Public and Nonprofit Marketing, 6*(2), 119-135.

Long-Tolbert, S. J., & Gammoh, B. S. (2012). In good and bad times: The interpersonal nature of brand love in service relationships. *Journal of Services Marketing, 26*(6), 391-402.

Morhart, F., Malär, L., Guèvremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology, 25*(2), 200-218.

Muraoka, T., Montgomery, J., Lucas, C., & Tavits, M. (2021). Love and anger in global party politics: Facebook reactions to political party posts in 79 democracies. *Journal of Quantitative Description: Digital Media, 1*, 1-36.

Napoli, J., Dickinson, J. S., Beverland, B. M., & Farrelly, F. (2014). Measuring consumer-based brand authenticity. *Journal of Brand Management, 21*(2), 1090-1098.

Needham, C. (2005). Special issue papers: Brands and political loyalty. *Journal of Brand Management, 13*(3), 178-187.

Neuman, L. W. (2002). *Social research methods: Qualitative and quantitative approaches*. Pearson Education.

Newman, B. I. (2012). The role of marketing in politics: Ten years later. *Journal of Political Marketing, 11*(1-2), 1-3.

Nielsen, S. W. (2012). Three faces of political marketing strategy. *Journal of Public Affairs, 12*(4), 293-302.

Nielsen, S. W., & Larsen, M. V. (2014). Party brands and voting. *Journal of Electoral Studies, 33*(1), 153-165.

Nikkei Asia. (2023a). On topic: Why Thailand's Pita failed to become prime minister. Available at: https://asia.nikkei.com/Politics/Thai-election/On-topic-Why-Thailand-s-Pita-failed-to-become-prime-minister [Accessed 10 September 2023].

Nikkei Asia. (2023b). Pita's Thai PM bid blocked in critical blow to Move Forward. Available at: https://asia.nikkei.com/Politics/Thai-election/Pita-s-Thai-PM-bid-blocked-in-critical-blow-to-Move-Forward [Accessed 10 September 2023].

O'Cass, A. (2003). An exploratory assessment of the political product: Proclamations of the faithful. *Journal of Nonprofit and Public Sector Marketing, 11*(2), 67-98.

O'Cass, A., & Pecotich, A. (2005). The dynamics of voter behavior and influence processes in electoral markets: A consumer behavior perspective. *Journal of Business Research, 58*(4), 406-413.

Omo-Obas, P. (2016). The influence of political party branding on voting brand preference among the youth in South Africa. *University of the Witwatersrand*.

Padovano, F. (2013). Are we witnessing a paradigm shift in the analysis of political competition? *Public Choice, 156*(3-4), 631-651.

Palusuk, N., Koles, B., & Hasan, R. (2019). All you need is brand love: A critical review and comprehensive conceptual framework for brand love. *Journal of Marketing Management, 35*(1-2), 97-129.

Peng, N., & Hackley, C. (2009). Are voters consumers? A qualitative exploration of the voter-consumer analogy in political marketing. *Qualitative Market Research: An International Journal, 12*(2), 171-186.

Pich, C., & Newman, B. I. (2019). Evolution political branding typologies, diverse settings and future research. *Journal of Political Marketing, 19*(1-2), 3-14.

Pirannejad, A., & Janssen, M. (2019). Internet and political empowerment: Towards a taxonomy for online political empowerment. *Information Development, 35*(1), 80-95.

Quintelier, E. (2007). Differences in political participation between young and old people. *Contemporary Politics, 13*(2), 165-180.

Rallings, C., & Thrasher, M. (2005). Not all "second-order" contests are the same: Turnout and party choice at the concurrent 2004 local and European parliament elections in England. *British Journal of Politics and International Relations, 7*(1), 97-109.

Reed, A., Cohen, J. B., & Bhattacharjee, A. (2009). When brands are built from within: A social identity pathway to liking and evaluation. *New York: Armonk*.

Reeves, P., Chernatony, L., & Carrigan, M. (2006). Building a political brand: Ideology or voter-driven strategy. *Journal of Brand Management, 13*(6), 418-428.

Roos, P., Gelfand, M., Nau, D., & Lun, J. (2015). Societal threat and cultural variation in the strength of social norms: An evolutionary basis. *Organizational Behavior and Human Decision Processes, 129*, 14-23.

Sääksjärvi, M., & Samiee, S. (2011). Relationships among brand identity, brand image, and brand preference: Differences between cyber and extension retail brands over time. *Journal of Interactive Marketing, 25*(3), 169-177.

Saarinen, A., Koivula, A., & Keipi, T. (2019). Political trust, political party preference, and trust in knowledge-based institutions. *International Journal of Sociology and Social Policy, 40*(3-4), 154-168.

Saunders, M., & Lewis, P. (2009). *Research methods for business students*. Pearson Education.

Schallehn, M., Burmann, C., & Riley, N. (2014). Brand authenticity: Model development and empirical testing. *Journal of Brand Management, 21*(3), 192-199.

Scholz, J. T., & Lubell, M. (1998). Trust and taxpaying: Testing the heuristic approach to collective action. *American Journal of Political Science, 42*(2), 398-417.

Seeman, M. (1959). On the meaning of alienation. *American Sociological Review, 24*(6), 783-791.

Smith, G., & Speed, R. (2011). Cultural branding and political marketing: An exploratory analysis. *Journal of Marketing Management, 27*(13-14), 1304-1321.

Smith, I. G. (2005). Politically significant events and their effect on the image of political parties: A conceptual approach. *Journal of Political Marketing, 4*(3), 103-126.

Smith, J. R., Hogg, M. A., Martin, R., & Terry, D. J. (2007). Uncertainty and the influence of group norms in the attitude-behavior relationship. *British Journal of Social Psychology, 46*(4), 769-792.

Speed, R., Butler, P., & Collins, N. (2015a). Human branding in political marketing: Applying contemporary branding thought to political parties and their leaders. *Journal of Political Marketing, 15*(2-3), 129-151.

Srole, L. (1965). A comment on "Anomy." *American Sociological Review, 30*(5), 757-762.

Steenburg, E. V. (2015). Areas of research in political advertising: A review and research agenda. *International Journal of Advertising, 34*(1), 1-37.

Surya, P. M., & Jha, A. (2021). Branding attributes of political parties and leaders in India. *Global Media Journal, 19*(37).

Tajfel, H. (1972). *Social categorization*. Larousse.

Thai PBS. (2023a). 44 years of political development in Thailand. *Thai PBS World*. Retrieved from https://www.thaipbsworld.com/44-years-of-political-development-in-thailand/

Thai PBS. (2023b). เผยตัวเลขคนไทยแต่ละเจเนอเรชัน ตัวแปรสำคัญเลือกตั้ง 2566. *Thai PBS Now*. Retrieved from https://www.thaipbs.or.th/now/content/61

Thomassen, J. (2005). *The European voter: A comparative study of modern democracies*. Oxford University Press.

Tobin, G. A., & Begley, C. M. (2004). Methodological rigour within a qualitative framework. *Journal of Advanced Nursing, 48*(4), 388-396.

Vagorosson, V. O., Clarke, N., Jennings, W., & Stoker, G. (2020). The good politician and political trust: An authenticity gap in British politics? *Political Studies*.

Vankov, N. (2013). The strategic dimensions of political marketing. *Economic Alternatives, 3*, 74-80.

Varnali, K., & Gorgulu, V. (2015). A social influence perspective on expressive political participation in Twitter: The case of #OccupyGezi. *Information, Communication & Society, 18*(1), 1-16.

White, J., & Chernatony, L. (2002). New Labour: A strategy of the creation, development, and demise of a political brand. *Journal of Political Marketing, 1*(2-3), 47.

Whiteley, P., & Seyd, P. (2002). *High intensity participation: The dynamics of party activism in Britain*. University of Michigan Press.

Wiggins, J. S. (1996). *The five-factor model of personality: Theoretical perspectives*. Guilford Press.

Woiceshyn, J., & Daellenbach, U. (2018). Evaluating inductive vs. deductive research in management studies.

Zalaghi, H., & Khazaei, M. (2016). The role of deductive and inductive reasoning in accounting research and standard setting.

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

Evaluating The Effectiveness of Social Media Marketing Strategies on The Performance of Small Businesses in Nigeria

Received: 04.07.2025
Revised: 16.10.2025
Accepted: 22.10.2025

Abdulazeez Alhaji SALAU[1*], Yusuf ISMAILA[2], Adeyemi Abdulwasiu ADEBAYO[3] and Dolapo Stephen AKINWUMI[4]
[1,2,3,4]Department of Business and Entrepreneurship, Faculty of Management Sciences, Kwara State University, Malete, Nigeria.
[3]adebayoadeyemi70@gmail.com, [4]dolapoakinwumi96@gmail.com
**Corresponding author:* sirsalau@gmail.com

Abstract

Today, small businesses small businesses are faced with plethora of issues that stall their performance and marketing processes because there is absence of adequate resources to invest in mainstream marketing programs which birth the inability to fully achieve the identified objectives The study examined the effectiveness of social media marketing strategies on the performance of small businesses in Nigeria. Also, four research objectives and hypotheses were developed. The study utilized a cross-sectional survey design. The population of the study was 3,005 selected registered small business owners, and a sample of 353 was arrived at using Taro Yamane's formula. The questionnaire was developed in a structured and closed-ended form, administered by Google Forms. Out of the 353 questionnaires, 350 were filled, giving a response rate of 99.1%. A simple random sampling technique was adopted to ensure that each small business within the population had an equal chance of being selected, thereby minimizing bias and improving the representativeness and generalizability of the findings. A Likert scale was adopted ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). To guarantee the quality of the study's instrument, face validity was checked, experts reviewed content accuracy and inter-observer reliability was measured with a Cronbach's Alpha coefficient value of 0.82 for performance, 0.78 for influencer marketing, 0.80 for user generated content and 0.84 for paid advertising which revealed the acceptable level of 0.70. The collected data was analyzed using descriptive and inferential statistics. Hierarchical regression analysis was used to test the hypotheses using SPSS version 27. The findings of the study revealed that all four strategies had a positive and significant effect on the performance of small businesses in Nigeria. Among all the social media marketing strategies, user-generated content (B = 0.4789, p = 0.003) and community engagement (B = 0.4023, p = 0.013) showed the most significant impact on the performance of small businesses in Nigeria, proving that being open and interacting leads to more achievements. Although influencer marketing (B = 0.5125, p = 0.002) and paid advertising (B = 0.3265, p = 0.039) had a positive effect, but to a smaller extent. The result revealed that all the four variables exhibited positive and statistically significant relationships with business performance: Influencer Marketing (B = 0.5125, p = 0.002), Paid Advertising (B = 0.3265, p = 0.039), Community Engagement (B = 0.4023, p = 0.013), and User-Generated Content (B = 0.4789, p = 0.003). regression model was statistically significant indicating that the four predictors jointly explained 20% of the variance in small business performance. Regression model was statistically significant indicating that the four predictors jointly explained 20% of the variance in small business performance Diagnostic tests confirmed that the model satisfied assumptions of normality, homoscedasticity, multicollinearity (VIF = 1.83–2.41), and residual independence (Durbin–Watson = 1.89), validating the robustness of the results. Based on the result of the study, it was recommended that small businesses should focus on having customers post content and interact regularly to earn their trust and succeed in the digital world for a longer time.

Keywords: Social media marketing strategies, user-generated content strategy, influencer marketing strategy and performance of small business

Introduction

Social media marketing strategies make it possible for small businesses, academic community and policymaker to engage millions of users worldwide, allowing them to keep pace with larger businesses without large investments, as it helps them build stronger relationship with their customers by allowing comments, sharing, and liking. Being visible on social media platforms greatly helps small businesses make a name for themselves in tough markets, enabling them to showcase their products and services effectively. Moreover, marketing on social media platforms provides small businesses with detailed targeting options to reach certain groups of people, leading to more relevant marketing and better cost savings on their advertising activities. Small businesses are important for the economy in Nigeria, as they contribute to job creation, GDP growth, and much of the country's informal employment, helping stimulate economic activity at the local level (Etim & Daramola, 2020; Iwo & Ihenetu, 2022; Dwivedi et al., 2021).

More Nigerians and small businesses can access markets across the country through the internet because internet users in Nigeria have risen to over 100 million, and most of them use their phones to go online. With more than 26 million Nigerians using Facebook, the use of social media platforms has exploded, giving small businesses endless opportunities to reach many people, increase their brand's visibility, and engage with customers through various digital contacts. With mobile applications and mobile payments increasing at the same time and with innovative systems, small businesses in Nigeria have improved considerably, as it makes payment and transaction handling easy, improves customer services, encourages growth, and enables seamless integration of marketing on social media platforms with actual sales conversions (Olanrewaju et al., 2020; Xu, 2023; Azam, 2025).

Many Nigerian small businesses now leverage influencer marketing strategy, as partnering with influencers provides them with access to the trust and big audience these influencers have built. Today, small businesses are choosing to advertise on Facebook and Instagram, using Facebook Ads Manager to target people based on their characteristics, as seen by Konga's example of interacting with customers on social media to address concerns and reinforce customer confidence via threads on Twitter and Facebook, as discussed in a Facebook report and magazine articles. By using user-generated content strategy, small businesses motivate their customers to leave reviews, post product images, and share their thoughts via social media, which helps the business look trustworthy and genuine to new customers. Social media gives small businesses a practical method to rise in popularity by reaching more people affordably also ensure that small businesses focus on customers and respond fast to their needs, which builds loyalty. The impact of social media marketing strategies has been established by increased sales, indicated that 64% of small businesses saw their sales grow directly due to their social media activities (Malesev & Cherry, 2021; Statista, 2023; Fan, 2023; Xu, 2023).

When assessing performance, Nigerian small businesses place great emphasis on their finances, considering sales growth and profit margins, making sure to profit from both sales in stores and online transactions and then making progress by changing their strategies more effectively. Small businesses can measure their performance by looking at how well they are reaching new markets and increasing their customer base, and use social media to do that, even expanding internationally, while effective marketing on social media helps small businesses achieve brand loyalty, making it possible for them to compete with bigger firms (Taiwo et al., 2024; Sharabati et al., 2024). Small businesses also use operational efficiency as an important indicator, assessing how well they use resources, reduce spending, and boost their output with social media tools that automate marketing exercises like publishing content and managing ads. There is strong evidence that social media marketing boosts the results of small businesses by increasing their sales and revenue. Being seen and trusted by a greater number of people is also important, as social media marketing can give a business a stronger and lasting place in the market. Social media marketing focuses on local styles, with small businesses in Nigeria starting to work with Instagram influencers on promotions to make more people aware of their brands (Dwivedi et al., 2021; Salau et al., 2024; Faisal et al., 2023; Alexander, 2024). This study proxy's performance as profitability, sale growth, operational efficiency, market share.

Nigeria has most of its small businesses that are faced with numerous challenges that stall their performance and marketing processes because they lack adequate resources to invest in mainstream marketing programmes, and as such, they identify other avenues where they can still do away without making heavy investments. The fact that the location they are operating in is a limiting factor and the fact that the infrastructural development is not developed to serve more distant customers still presents a challenge to small businesses reaching more and more customers who are further out in the wide and more diverse market. Meanwhile, rivalry with the local and foreign companies that are typically more equipped financially as far as advertisement and marketing efforts are concerned puts further strain on them.

Despite the growing body of study on social media marketing strategies, previous studies in Nigeria have largely examined its general effects on firm performance without considering the distinct contributions of specific strategies such as influencer marketing, paid advertising, community engagement, and user-generated content. Much of the existing literature has also concentrated on large or urban-based firms, overlooking small businesses that operate under limited financial, infrastructural, and technological capacities. Furthermore, few empirical studies have employed a theoretical framework to explain how reciprocal interactions on social media translate into measurable performance outcomes. This study bridges these gaps by applying the Social Exchange Theory (SET) to explain how mutual exchanges between small business owners and their customers on digital platforms promote trust, loyalty, and performance. By decomposing social media marketing into four strategic dimensions and empirically testing their individual effects on performance, this study contributes to theory by extending SET to the context of small business marketing in emerging economies and provides practical insights for enhancing the competitiveness and sustainability of Nigerian small enterprises in the digital era. This study addresses this gap by examining the effects of these strategies on small business performance in Nigeria. The study will answer the following questions:

1. What is the relationship between influencer marketing strategy and performance of small businesses in Nigeria?
2. How does the paid advertising strategy impact performance of small businesses in Nigeria?

3. To what extent does community engagement strategy affect performance of small businesses in Nigeria?

4. How does the user-generated content strategy impact performance of small businesses in Nigeria?

Objectives of the study

The main objective of this study is to examine the effectiveness of social media marketing strategies on the performance of small businesses in Nigeria, while the specific objectives are:

1. To assess the influence of influencer marketing strategy on performance of small businesses in Nigeria;
2. To evaluate the impact of paid advertising strategy on performance of small businesses in Nigeria;

3. To examine the effect of community engagement strategy on performance of small businesses in Nigeria;

4. To determine the effect of user-generated content strategy on performance of small businesses in Nigeria.

While these objectives are operationally specific and statistically measurable, the theoretical significance of this study lies in its extension of Social Exchange Theory (SET) to digital marketing interactions. The study empirically demonstrates that reciprocal online exchanges generate mutual value between businesses and consumers, thereby validating SET within a modern digital context.

Literature review

Social Media Marketing Strategies are the strategies of utilizing social sites to promote products and services by directly communicating with potential and existing customers. These approaches include designing content that is appealing to the users and will motivate them to engage in interaction, which builds brand recognition and customer loyalty. Jamil et al. (2022) argue that through social media marketing, a business can target a large number of people at a very cheap cost and at the same time communicate with its market two-way. This is a two-way interaction, which allows businesses to avoid the old-fashioned advertising methods and make direct contact with consumers (Li et al., 2022). Kaur (2024) also state that the Social Media Marketing Strategies are especially beneficial to small businesses because they enable reaching a broader audience worldwide without the huge expenses of the conventional advertisement, and in that way, they are extremely cost-effective. The strategies also offer accurate targeting capabilities where businesses can effectively ascertain their advertising budgets as they can reach the right audience at the right time (Dwivedi et al., 2021).

Dimension of social media marketing strategies

There are various dimensions of Social Media Marketing Strategies, each of which is critical in triggering consumer interaction, brand recognition, and business success in the long run. These strategies have the following key dimensions: influencer marketing, paid advertising, community engagement, and user-generated content (UGC).

Influencer marketing is a strategy of using the services of people with large social media audiences to advertise a brand products or services. The audiences trust the influencers, and their recommendation is exceptionally good in convincing the purchaser (Kaur, 2024). Roy et al. (2025) emphasize that influencer marketing can assist businesses in taking advantage of existing trust between the influencers and their followers and make brand messages seem more authentic and relatable. As a means, influencers are bridges between the brands and consumers and the genuine connections are formed. The effectiveness of Influencer Marketing Strategies is based on the ability to find influencers who are consistent with the values and messages of the brand, so that their cooperation seems natural to the audience (Akinwumi, 2024). Influencer marketing is an effective tool in Social Media Marketing Strategies due to the possibility of controlling consumer behavior by using trusted individuals.

Paid advertising is an essential part of social media marketing strategies, which includes businesses paying to get an advert that addresses certain audiences required by different factors such as age, interests, and location. These advertisements are placed on YouTube, Instagram, LinkedIn, Facebook. As Agboola, (2022) states, paid social media advertisement can enable businesses to have an instant presence and reach their specific target, which means that it is an efficient means to generate traffic and sales. Paid advertising is especially helpful in the situation when a small business needs to raise brand awareness and find new customers in a short period. Nevertheless, paid ads can be successful at producing short-term outcomes, but they cannot achieve as high success as the other marketing strategies such as community building or user-generated content (Omokhabi, 2023). In spite of this drawback, paid advertising is an essential instrument to increase the scope of a brand and gain interest in the saturated digital market (Joel et al., 2023).

Social media marketing strategies involve community engagement which aims at establishing long-term relationships between the brand and consumers. The given strategy implies engaging customers directly by commenting, sending messages, participating in polls, and even social media events. Sharabati et al. (2024) state that by engaging with the community, businesses can build emotional bonds with their clients, which leads to loyalty and a higher probability of purchasing again. According to Fakeye and Ayoola (2023), when companies are active in their communities, their customers are more satisfied with the services they provide and their loyalty to the brand increases as they feel appreciated and listened to. Community involvement can also give the business valuable feedback about their products and services and therefore they can respond better to customer needs and enhance offerings. Jamil et al., (2022) also articulate that when brands foster relationships by involving them regularly, they are more likely to enjoy the benefits of word-of-mouth marketing and customer advocacy which are vital in long-term performance.

User-generated content (UGC) refers to content produced by consumers, including reviews, photos, and social media posts with products or services of a brand. Unlike brand-created material, UGC is perceived to be more genuine and credible because it presents actual experiences of customers (Fakeye and Ayoola, 2023). Malesev and Cherry (2021) state that UGC is a significant contributor to brand credibility and social proof, both of which are factors affecting consumer purchasing behavior. When customers provide information about their experiences with the brand via UGC, the customers become engaged, and the brand builds a sense of community. According to Roy et al. (2025), UGC does not only aid in raising brand presence but also promotes increased customer involvement, which subsequently results in the eventual business expansion. Businesses that have successfully used UGC have the ability to deepen their customer connections, generate brand loyalty, and promise recurring clients who are more attracted to the brand.

Performance of small business

Performance entails the capability of an organization to meet its goals and objectives through effective use of its resources. It is a measure of how an organization is able to execute its plans, generate value and stay ahead of competition in the market. Taiwo et al. (2024) explain that performance of a business is defined as the business making good use of the resources to achieve its goals and objectives. Performance does not just determine the success of an entity but it determines the capacity of the entity to adjust to the changing market environment and still be productive. According to Xu (2023), small businesses (as any other organization) have to constantly adjust to the environment to remain alive and prosper. To survive in the ever-changing and competitive business environment, small businesses need to remain creative, to operate their business effectively, and to be receptive to emerging issues. Financial performance of small businesses does not represent the only outcome. Although revenue growth and profitability are critical measures, service quality is another crucial measure which indicates customer satisfaction and business competitiveness. Service quality is defined as how well a small business delivers accommodating the expectations of their customers (Etim and Daramola, 2020). The dimensions of SERVQUAL can be used to measure this with the dimensions being reliability, responsiveness, assurance, empathy, and tangibles. These dimensions are a holistic model of evaluating customer satisfaction and value development in a business. The performance of small businesses should also take into account their efficiency in operation. Operational efficiency is the capacity of a business to minimize costs and maximize output and productivity. Kaur (2024) argues that with efficient operations of small businesses, there is an opportunity to reduce waste, rationalize their resources, and enhance profitability. In the case of small businesses, operational efficiency can mean working technology and digital tools to simplify processes, automatize routine work, and minimize operational overheads.

Relationship between the study variables

This section reviews the conceptual relationships among the variables of the study, influencer marketing, paid advertising, community engagement, user-generated content, and small business performance and formulates hypotheses based on relevant empirical evidence.

Influencer marketing and small business performance

Influencer marketing has transformed the traditional communication landscape by enabling small businesses to reach consumers through trusted digital personalities who possess a loyal and engaged following. These influencers act as intermediaries between brands and audiences, bridging credibility gaps and creating a sense of authenticity that traditional advertising often lacks (Kaur, 2024; Alexander, 2024). For small enterprises, partnering with influencers offers an affordable path to brand recognition, improved reputation, and higher customer conversion rates (Taiwo et al., 2024). Roy et al. (2025) argue that the persuasive power of influencer content often leads to increased purchase intention and customer retention, especially when the influencer’s persona aligns with the brand’s image.

Conversely, Olanrewaju et al. (2020) caution that over-reliance on influencer campaigns without consistent brand communication may lead to diminishing trust. Nonetheless, influencer marketing remains one of the most potent catalysts for growth among small businesses seeking visibility in competitive digital environments. To establish the relationship proposed in the literature, the study proposes the following hypotheses:

Hypothesis 1 Ho1: Influencer marketing strategy do not have a significant effect on performance of small businesses in Nigeria.

Paid advertising and small business performance

Paid advertising encompasses sponsored posts, targeted digital campaigns, and algorithm-driven placements across social media platforms. It enables firms to reach specific audiences within a defined demographic profile, increasing exposure and traffic within a relatively short period (Agboola, 2022; Islam & Sheikh, 2024). For small enterprises, the appeal of paid advertising lies in its cost-effectiveness, real-time analytics, and measurable returns on investment. However, several scholars have raised concerns that such promotions may attract transient attention rather than sustainable customer loyalty (Omokhabi, 2023). Joel et al. (2023) asserts that the most successful small businesses integrate paid advertising with interactive and personalized engagement strategies, converting awareness into actual performance outcomes. Thus, while paid advertising can rapidly enhance visibility, its impact on profitability and operational performance depends on its integration with broader relationship-building initiatives. Therefore, to statistically examine the relationship among the study variables, the following hypotheses is proposed.

Hypothesis 2 (Ho2): Paid advertising strategy do not have a significant effect on performance of small businesses in Nigeria.

Community engagement and small business performance

Community engagement reflects a business's ability to build a sense of belonging and dialogue around its brand through social platforms. It is more than digital interaction, it represents the cultivation of emotional and participatory relationships with customers who perceive themselves as part of the brand's identity (Sharabati et al., 2024). Empirical evidence consistently shows that customers who feel recognised and included in brand communities demonstrate stronger loyalty, higher satisfaction, and repeat patronage (Faisal et al., 2023; Jamil et al., 2022). Effective community engagement encourages feedback, transparency, and mutual support, helping small businesses adapt quickly to market trends. Furthermore, active participation in digital communities often results in user advocacy and free publicity through word-of-mouth sharing. Dwivedi et al. (2021) further emphasise that brands that maintain open, two-way communication achieve deeper customer commitment and a measurable uplift in business performance. Given this, the following hypothesis for this study is given below:

Hypothesis 3 (H03): Community engagement strategy do not have a significant effect on performance of small businesses in Nigeria.

User-generated content and small business performance

User-generated content (UGC) represents a dynamic form of marketing where consumers become active participants in the brand's storytelling process by sharing reviews, photos, and testimonials. Such content fosters authenticity and strengthens the social proof that influences potential buyers (Malesev & Cherry, 2021). For small businesses, encouraging UGC can multiply reach, lower marketing costs, and build trust far beyond what paid campaigns achieve (Olanrewaju et al., 2020). Fan (2023) noted that when customers voluntarily share their experiences, it enhances perceived transparency and creates emotional attachment to the brand. Kahadawa (2023) also affirmed that user-generated content directly contributes to revenue growth and brand loyalty, as satisfied customers often act as unpaid ambassadors. In the era of digital participation, UGC is not merely supplementary, it is an essential indicator of how customers validate and sustain a brand's reputation. However, to empirically validate the relationships identified in the literature, the study proposes the following hypotheses:

Hypothesis 4 (H04): User-generated content strategy do not have a significant effect on the performance of small businesses in Nigeria.

Conceptual framework of the study

The conceptual framework (Figure 1) illustrates the expected relationships between the four independent variables such as influencer marketing, paid advertising, community engagement, and user-generated content and the dependent variable, small business performance.

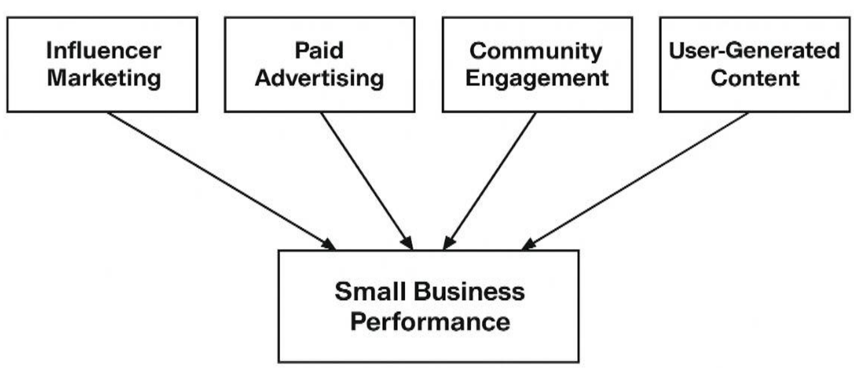


Figure 1 Conceptual Framework of the Study

Source: Author's Conceptualization (2025)

Underpinning theory

The underpinning theory of this study is Social Exchange Theory (SET), initially propounded by George Homans (1958) and further developed by Peter Blau (1964). SET posits that human relationships are based on the exchange of resources, where individuals seek to maximize rewards (e.g., trust, engagement) while minimizing costs (e.g., time, effort) in their interactions (Blau, 1964). The theory argue that these exchanges are reciprocal, with both parties providing something of value to one another, thereby forming the basis for long-term, mutually beneficial relationships. In the context of social media marketing for small businesses, SET is particularly useful to explain how businesses engage with customers through user-generated content (UGC) and community involvement, fostering trust and loyalty. This reciprocity is seen when customers share their experiences, provide feedback, or generate content that enhances the business's credibility and reach. The relevance of SET to this study is rooted in its ability to illustrate how small businesses, through strategic social media marketing, can build a trust-based relationship with consumers, which leads to sustained engagement and increased performance over time. The primary assumption of SET is that individuals, or businesses, engage in social exchanges to achieve personal or organizational benefits, and these exchanges are motivated by a desire for reciprocity and balance. However, a notable criticism of SET is its overemphasis on transactional relationships, potentially neglecting the emotional and intrinsic motivations that also drive consumer behavior, such as empathy, values alignment, or community spirit. In the digital age, while SET explains the transactional nature of social media marketing, it may fall short in capturing the deeper, more emotional connections that contribute to long-term loyalty and brand advocacy (Kaur, 2024). This theory is chosen for this study because it focuses on the reciprocity between small businesses and their customers, explaining how trust-based interactions on social media lead to sustained engagement and improved performance.

Empirical review

Abubakar et al. (2021) evaluated how social media has affected the branding and marketing plans of Small and Medium-Sized Enterprises (SMEs) in Nigeria and some of the companies in the same industry in the USA. A qualitative approach was embraced to study the effectiveness of the same and to clearly learn how the chosen firms utilise social media as a strategic marketing and branding tool. Using key metrics like the number of likes and followers, richness of post content, customer engagement, and language use, the activities in the Facebook and Instagram business pages of these companies were tracked in the past 3 years. The findings indicate that there exists a correlation between the key metrics that were taken into consideration and the customers' perception of the business.

Tolulope (2023) investigated the extent of the impacts of social media on the sale performance of small businesses relative to the behaviours of customers that buy products in the market. It also examined the intrinsic problems that clothing businesses faced on social media platforms to enhance improved performances in sales. The research focus was on a qualitative approach of descriptive research design, which was anchored on interviewing. To conduct the study, the purposive sampling method was applied, where 18 participants were considered to be in the clothing business (shoes, fashion clothes, hairdressing and fashion accessories and hairdressing). Presumably, social media usage is a catalytic factor for small businesses in reference to the economic transformation of Nigeria in case it is embraced in accordance with the function framework. The study thus concluded that there is a befitting need that small clothing businesses in Nigeria understand the trajectories and dynamics of social media and indulge in stellar and sustainable engagements in order to leverage the power of social media to optimum advantage.

Tejumade (2024) evaluated the social media marketing approach and the sustainability of small enterprises in the Oshogbo metropolitan area, Osun State, Nigeria. The quantitative survey approach was used to obtain survey data from 200 employees working in small-sized firms in Oshogbo, Osun State, Nigeria. Data were analysed using descriptive (percentages, mean, SD, etc.) and inferential (ANOVA and regression analysis) statistics with the help of SPSS v22. Regarding the adoption of social media as a marketing tool, nearly all the questionnaire questions had close answers with high values of SMM adoption by the businesses, up to the point of it being actively used, resources put in place, content posted regularly, metrics observed and a dedicated team to work with the social media tool. Regarding the kinds of SM, the businesses are outstanding in the area of marketing; Instagram led with the highest statistics, followed by YouTube, Facebook, Twitter, TikTok, WhatsApp and LinkedIn, respectively. The findings on the impacts of SMM on business sustainability revealed that the two variables were strongly related. First, the model fitted significantly to the data, $F = 28.075$; $p = 0.611$, and Adjusted $R^2 = .611$, meaning that the predictor variable accounted for 61.1 per cent of the variances in the dependent variable after the model was stocked with errors. After disaggregating some of the items which represented the independent variables, the following constructs proved to be quite significant in explaining the success of the businesses in relation to their adoption of SMM in decreasing order of significance: allocation of resources, tracking of social media metrics, having a team dedicated to monitoring the platforms and making social media a priority of their businesses.

Omotayo and Babarinde (2025) analyzed the impact of social media marketing on the sales level of phone accessory businesses and its effect on their profitability in Ibadan, Nigeria. A descriptive survey approach was employed in a target population of phone accessory vendors in Challenge, Dugbe, Mokola, and Iwo Road in Ibadan. The sample size was 157 respondents administered structured questionnaires. To establish a relationship between social media marketing and the performance of a business, statistics such as ANOVA were applied. Statistical testing proved that social media marketing accounted for very little expansion of sales and profitability, with an R-squared figure of 0.008 for the former and 0.003 for the latter. The F-statistic value of sales volume is 1.274, and the p-value is 0.261, which shows there is no significant relationship, whereas the F-statistic value of sales profitability is 0.491, and the p-value is 0.484, which shows that there is no significant relationship either. The findings indicate that although there is potential in social media marketing, the current practice within the areas of study is ineffective. Therefore, companies need to invest in digital marketing education, better customer interaction on social media, and utilise focused strategies such as deals with influencers.

The study by Zacchaeus et al. (2025) focused on youth-managed SMEs in North Central Nigeria and aimed to report on the implications of the use of different digital marketing strategies on business performance metrics to fill a knowledge gap in the literature. In particular, it explored how search engine optimisation (SEO) impacts profitability and how content marketing impacts sales growth. A sample size of 365 was determined by using the Taro Yamane formula on a population size of 4,250 youth-managed SMEs in the six states of North Central Nigeria. To get representation across the various states, stratified sampling was used. A quantitative approach was employed with questionnaires being administered to obtain data for the selected SMEs. The hypotheses were tested using T-values, descriptive and inferential statistics, and Partial Least Squares Structural Equation Modelling (PLS-SEM). The results showed that SEO is shown to have a huge direct effect on profitability, whereas content marketing has a direct effect on increasing the sales. The study found out that digital marketing, especially search engine optimisation and content marketing, are fundamental strategies to boost the performance of youth-operated small and medium-sized enterprises in North Central Nigeria.

Heumann Sharma (2025) evaluated comparative study of the level of effectiveness of social media and influencer marketing in emerging markets. The qualitative and quantitative study has been carried out among 1,000 consumers and 50 marketing professionals focused on five emerging markets (India, Brazil, South Africa, China, and Indonesia) to investigate how the digital infrastructure, consumer behaviour, and cultural factors influence the success of marketing. Findings indicate that social media marketing is more efficient in emerging markets that have a high penetration of digital infrastructure, and influencer marketing is more useful in markets that lack extensive digital infrastructure.

Methodology

This study utilized a cross-sectional survey research methodology to investigate the effect of social media marketing strategies on small business performance in Nigeria. The population comprised 3,005 registered small business owners across various sectors, and a sample size of 353 respondents was determined using Taro Yamane’s (1967) formula at a 5% margin of error. A simple random sampling technique was adopted to ensure that each small business within the population had an equal chance of being selected, thereby minimizing researcher bias and improving the representativeness and generalizability of the findings. This technique was deemed appropriate because it aligns with quantitative research standards, promotes objectivity, and enhances the validity of statistical inferences in studies involving diverse business categories. Data were collected using a structured, self-administered questionnaire divided into five sections and containing 35 items. Section A gathered demographic data such as age, gender, years of business operation, and sector. Section B measured Influencer Marketing Strategy using eight items (e.g., “My business collaborates with influencers to promote products or services”). Section C covered Paid Advertising Strategy with seven items (e.g., “My business invests in sponsored posts or social media ads to reach target audiences”). Section D examined Community Engagement and User-Generated Content using ten items (e.g., “Customers’ online reviews and feedback positively influence my business performance”). Section E assessed Small Business Performance using ten items reflecting profitability, sales growth, operational efficiency, and market share. All items were rated on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), allowing for interval data suitable for regression analysis. To determine the validity, the instrument was reviewed by experts on face and content validity, and a pilot test of 30 small business owners was done, after which ambiguous items were redefined. The measure of reliability at the construct level was calculated with Cronbach's alpha value of 0.82 for performance, 0.78 for influencer marketing, 0.80 for user generated content and 0.84 fir paid advertising which revealed the acceptable level of 0.70. The collected data was analyzed using descriptive and inferential statistics. Hierarchical regression analysis was used to test the hypotheses using SPSS version 26 to establish the significance of the various social media marketing strategies in relation to performance. Ethical approval was made to conduct the study, and an informed consent was digitally taken before joining the people and ensured that the respondents were kept in the dark by guaranteeing them anonymity, confidentiality, and the voluntary nature of the study, along with the promise to withdraw at any point.

Results and discussion

This section explains the analysis and interpretation done on the study hypotheses. The study used hierarchical regression analysis with SPSS to examine out how social media marketing strategies affect the performance of small businesses in Nigeria.

Table1 Summary of Questionnaire Distribution and Response

Number of distributed questionnaires	Number of completed questionnaires	Number of incomplete questionnaires	Response rate
353	350	3	99.1%

Field survey (2025)

An extremely high number of questionnaires were filled, with only three people being unable to complete the survey for a 99.1% response. Therefore, shows that a wide range of business owners participated in the survey.

Respondents demographic characteristics

Table 2 Respondents Demographic Characteristics

Variable	Respondent Profile	Frequency	Percentage (%)
Gender	Male	150	42.86%
	Female	200	57.14%
	Total	**350**	**100**
Age	26-35	120	34.29%
	36-45	130	37.14%
	46 and above	100	28.57%
	Total	**350**	**100**
Marital status	Single	180	51.43%
	Married	170	48.57%
	Total	350	100
Educational qualification	SSCE	50	14.29%
	ND/NCE	70	20.00%
	BSc	150	42.86%
	MSc and other	80	22.86%
	Total	350	100

Field survey (2025)

Table 2 represents a survey conducted that gives a detailed breakdown of the respondent profile, consisting of 350 people. Gender distribution depicts that there are more females (57.14%) than males (42.86%). Most respondents are 36-45 (37.14%); 26-35 (34.29%) are next, and 46 and above (28.57%) are the least. Regarding the marital status, the respondents are mainly single, constituting 51.43%, and married, constituting 48.57%. On educational qualification, the greatest percentage of respondents is at the bachelor's degree level (42.86%), master's degree or above (22.86%), and national diploma or NCE (20%), and the least percentage of respondents is at the SSCE level only (14.29%). These demographics give information on age, gender, marital status, and educational levels of the respondents, and offers a clear picture of the respondent pool in the study.

Descriptive statistics of the respondents' perceptions based on variable questions

Table 3 Descriptive Statistics of the Respondents' Perceptions based on Variable Questions

	N	Minimum	Maximum	Mean	Std. Deviation
Average influencer marketing	350	2	5	3.74	.770
Average user-generated content	350	3	5	4.01	.650
Average paid advertising	350	2	5	3.49	.840
Average community engagement	350	2	5	3.92	.720
Average performance	350	2	5	3.75	.780

Source: Author's Fieldwork Computation, 2025

The results of the descriptive analysis are presented in Table 3 below to assess the respondents' perception of the effectiveness of different social media marketing strategies on small business performance. On average, influencer marketing has provided a mean score of 3.74, indicating that respondents generally perceive influencer marketing as having a positive impact on performance. The scores range from 2 to 5, with a standard deviation of .770, suggesting that there is moderate variability in the perceptions of influencer marketing effectiveness. User-generated content (UGC) has an average score of 4.01, showing that respondents have a favorable perception of how UGC influences business performance. The scores range from 3 to 5, and the standard deviation of .650 indicates moderate variability in the responses. This suggests that although UGC is generally viewed positively, there are differences in how respondents perceive its effectiveness.

In terms of paid advertising, the average response is 3.49, suggesting that respondents hold a somewhat positive view, but it is less impactful than UGC and influencer marketing. The scores range from 2 to 5, with a standard deviation of .840, indicating higher variability in respondents' perceptions. This implies that while some businesses view paid advertising as effective, others do not perceive it as a key factor in performance. Lastly, community engagement has a mean score of 3.92, indicating that respondents generally perceive it as highly beneficial for business performance. The scores range from 2 to 5, with a standard deviation of .720, showing that there is some variability in how businesses view the role of community engagement in improving performance. Performance, which reflects the overall effectiveness of social media marketing strategies, has an average score of 3.75. This suggests that small businesses generally perceive a positive impact on their performance from these strategies. The scores range from 2 to 5, and the standard deviation of .780 indicates moderate variability in performance perceptions.

Hypothesis testing

Table 4 Hierarchical linear regression model (HLM) showing direct effect of effectiveness of social media marketing strategies and the performance of small businesses in Nigeria.

Model	Predictor	B	Std. Error	T	P-value	R^2	Adjusted R^2	Decision
Model 1	Constant (Intercept)	5.4752	0.140	39.208	0.000	0.10	0.09	Supported
Model 2	Influencer marketing Strategy (IMS)	0.5125	0.161	3.18	0.002	0.14	0.12	Supported
Model 3	Paid advertising strategy (PAS)	0.3265	0.157	2.08	0.039	0.16	0.14	Supported
Model 4	Community engagement strategy (CES)	0.4023	0.161	2.50	0.013	0.18	0.16	Supported
Model 5	User-generated content strategy (UGCS)	0.4789	0.159	3.01	0.003	0.20	0.19	Supported

Dependent variable: Performance of Small Businesses
Source: SPSS computation (2025)

The hierarchical linear regression shown in table 4 examines the direct relationships between social media marketing strategies and the performance of small businesses in Nigeria. The predictors explained 20% of the variance in business performance ($R^2 = 0.20$). Although this explanatory power appears modest, it is statistically acceptable in behavioural and management studies, where numerous external factors influence human and organisational behaviour. According to Tolulope (2023), R^2 values between 0.10 and 0.25 are typical for behavioral study and still represent meaningful explanatory strength. Hence, the model's R^2 value confirms that the identified social media strategies contribute substantially to the performance of small businesses, even within a complex and dynamic market environment. It was found that all the four social media strategies have a significant effect on small businesses performance in Nigeria, though some have a larger effect than others. Among the strategies, the strongest impact comes from the user-generated content (UGC) strategy, as seen by the B value of 0.4789 ($p = 0.003$, $p < 0.05$), meaning that a 1% increase in the user-generated content strategy leads to a 47.89% increase in the performance of small businesses in Nigeria. Using this strategy, small businesses can rely on actual customer reviews, which builds trust, increases engagement, and makes the brand more credible, eventually providing better results and forming stronger relationships with customers. Results also show that community engagement strategy has a significant effect on performance of small businesses in Nigeria, with a B value of 0.4023 and a significance level of $p = 0.013$ ($p < 0.05$). Every unit increase in community engagement leads to a 40.23% improvement in the performance of small businesses in Nigeria, highlighting the importance of a strong and loyal community. The rise in R^2 to 0.18 reveals that both community engagement and influencer marketing strategies help explain a large part of the variation in performance, accounting for 18% of the performance variance. The study shows that a one-point rise in influencer marketing strategy activities leads to a 51.25% increase in the performance of small businesses (B = 0.5125, p = 0.002, $p < 0.05$). The increase in brand exposure and engagement due to influencer marketing significantly contributes to the performance of small businesses, explaining 14% of the variance. According to the results (B value = 0.3265, p = 0.039, $p < 0.05$), paid advertising strategy have a significant effect on small businesses performance in Nigeria but has a smaller effect compared to other strategies. Using a paid advertising strategy can quickly boost brand awareness but may not foster lasting customer relationships. The R^2 rises to 0.16, indicating that paid advertising and influencer marketing strategies together explain about 16% of the differences in small business performance.

The analysis demonstrates that small businesses in Nigeria rely most on user-generated content and community engagement for improvement, while influencer marketing and paid advertising provide valuable support. The findings suggest that improving user-generated content and fostering involvement in online communities helps businesses succeed in the digital age. While the model explains 20% of the variance in small business performance ($R^2 = 0.20$), the model's explanatory power is limited. The R^2 value suggests that only 20% of the variance in small business performance is explained by these strategies. This indicates that other unexamined factors account for the remaining variance in performance outcomes. Therefore, future research should explore additional variables that may contribute to performance outcomes. The regression results show that user-generated content (UGC) and community engagement strategies have the most statistically significant impact on small business performance. UGC has the largest B value (0.4789), suggesting that it contributes the most to the performance variance. Influencer marketing and paid advertising also show positive effects, but their impact is relatively smaller. The p-values for all strategies ($p < 0.05$) indicate that these results are statistically significant, meaning that the likelihood of these findings being due to chance is extremely low. B values and p-values should be interpreted carefully, as they indicate both the magnitude and statistical significance of each strategy's impact on performance. While this study focuses on the direct effects of social media strategies on small business performance, future research could explore the role of interaction effects or mediating variables. For instance, factors like digital literacy, industry type, or consumer engagement behaviors may moderate the impact of these strategies. Considering mediators or interaction effects could provide a deeper understanding of how and why these strategies lead to more significant performance outcomes. This approach could enhance the explanatory power of future models and offer more granular insights into the success factors for small businesses in Nigeria.

Regression diagnostic tests

Table 5 Regression Diagnostic Tests

Diagnostic Test	Test Statistic / Range	Criterion	Interpretation
Variance Inflation Factor (VIF)	1.83 – 2.41	VIF < 5	
Tolerance Values	0.41 – 0.55	> 0.20	Acceptable predictor independence
Shapiro–Wilk Normality Test	p = 0.287	p > 0.05	Normality assumption satisfied
Breusch–Pagan Homoscedasticity Test	p = 0.134	p > 0.05	Equal variance assumption satisfied
Durbin–Watson Statistic	1.89	≈ 2.0	No autocorrelation in residuals

As shown in Table 5, the diagnostic tests confirm that the regression model satisfies all key statistical assumptions. The VIF values between 1.83 and 2.41 confirm the absence of multicollinearity, while tolerance values above 0.20 demonstrate variable independence. The Shapiro–Wilk test ($p = 0.287$) indicates normal distribution of residuals, and the Breusch–Pagan test ($p = 0.134$) confirms homoscedasticity. The Durbin–Watson statistic (1.89), close to the ideal value of 2.0, shows that residuals are independent. Collectively, these diagnostics affirm the reliability, validity, and robustness of the regression model.

Discussion of findings

According to the study, how a small business uses user-generated content is the prime aspect that influences its performance, responsible for approximately 20% of the variance. Kahadawa (2023) supports this conclusion, showing that user-generated content increases trust in a brand and encourages people to interact with it more regularly, which leads to results. The finding of the study resonates with Olanrewaju et al. (2020) who explain that using a user-generated content strategy builds real connections with consumers and makes them feel loyal, in turn driving the business's long-term progress. In the same way, Kaur (2024) explains that small businesses have greater success online because their content is seen as sincere and authentic by users. Roy et al. (2025) also note that using a user-generated content strategy is effective, as it creates social proof because what others share can greatly affect consumer choices. The finding revealed that community engagement has a significant effect on small businesses performance in Nigeria. Therefore, the finding agrees with Faisal et al. (2023) result, which shows social channel customer relations can boost customer relationships, satisfaction, and results for businesses. Supporting this, Dwivedi et al. (2021) state that engaging customers as a community helps businesses create emotional links with them, which is important for a company's success and loyalty from their customers. Jamil et al. (2022) further explain that small businesses that invest in community-building initiatives the positive impact of word-of-mouth praise.

The study found that influencer marketing strategy has a significant effect on small businesses performance in Nigeria, and this result is also reported by Taiwo et al. (2024), who argue that influencers can help small businesses by bringing them to the attention of new groups and promoting their messages. Still, the results of this study agree with Sharabati et al. (2024) that influencer marketing strategy may be effective at raising quick awareness, but its effect on maintaining consumers or boosting long-term performance is weaker than user-generated content strategy and community engagement strategy. Similarly, Malesev and Cherry (2021) contend that influencers help increase attention and reach, but businesses should also build a community and include customer participation to ensure they stay engaged and improve performance for the long run. Paid advertising strategy (PAS) also shown a significant effect on small businesses performance in Nigeria but with least influential effect on performance of small businesses. The study confirms the claims made by Agboola (2022) that advertising campaigns attract traffic, but this might not promote lasting loyalty among customers. Imene and Denedo (2024) noticed that paid advertisements can raise brand awareness and drive early sales, yet they tend not to establish the trust that is crucial for a brand to thrive and grow long-term. Islam and Sheikh (2024) pointed out that spending most of the budget on paid ads may bring less value as audiences start ignoring them. The low impact of paid advertising strategy in this study suggests that to make lasting changes, small businesses should also depend on user-generated content strategy and community engagement strategies.

Conclusion and recommendations

The results show that small businesses benefit significantly from social media marketing strategies. Among the strategies, user-generated content and community engagement had a greater positive impact on performance than influencer marketing and paid advertising. These findings emphasize the importance of building meaningful customer relationships for sustained business success. However, there are some limitations to consider. However, this study is not without limitations. It was conducted in a single country (Nigeria) and relied on self-reported cross-sectional data, which limit the generalizability of results and preclude causal inference. Future studies could extend the analysis across different countries or employ longitudinal and mixed-method designs to capture long-term and contextual effects of social media marketing on business performance. Based on the results of this study, the following recommendations were provided:

1. Small businesses should stimulate reviews and comments on their products to boost their chances of success as the study findings revealed that user-generated content have a positive significant effect on small business performance (B = 0.4789, p = 0.003). Encouraging user-generated content (UGC) can help businesses enhance engagement, attract loyal customers, and foster stronger interactions with their

audience. This strategy makes the brand appear more authentic and relatable, which can lead to increased customer trust and long-term loyalty.

2. Small businesses should connect with customers on social media to encourage community involvement as the findings shown that community engagement have a positive significant effect on small business performance (B = 0.4023, p = 0.013). This includes responding to customer messages, setting up virtual events, and creating content that encourages customer feedback. Building a strong, engaged community ensures that customers remain loyal to the business and helps it grow over time.

3. Long-lasting results can be achieved when influencer marketing is combined with user-generated content and community engagement as the results of the study identified influencer marketing as the most influential predictor (B = 0.5125, p = 0.002). Small businesses should collaborate with influencers who align with their company's values and have a strong relationship with their followers. This ensures that influencer efforts sustain interest over time and cultivate loyal customers.

4. Paid advertising should be integrated with user-generated content and community engagement strategies, although paid advertising produced the smallest coefficient among predictors (B = 0.3265, p = 0.039), it remained statistically significant, emphasizing its continued relevance. Small businesses should design ads that target specific customer segments to maximize the effectiveness of paid advertising. Adding interactive campaigns to paid ads helps boost brand visibility and attract new customers.

Implication of the study

Based on the findings, small businesses can significantly improve their social media marketing strategies to enhance performance. The study emphasizes the importance of community involvement and user-generated content (UGC) in achieving business success. Small businesses should prioritize positive customer interactions by encouraging engagement, requesting content from customers, and responding to feedback. By using UGC, businesses can earn greater trust, loyalty, and improved performance. While paid advertising and influencer marketing help businesses reach new audiences, their potential is maximized when paired with engagement strategies. A focus on genuine customer conversations will result in higher customer satisfaction and long-term loyalty. The study also highlights the significance of trust, reciprocity, and commitment in building successful relationships, as explained by Social Exchange Theory (SET), which underpins the study's findings. SET suggests that small businesses can achieve customer loyalty by offering valuable content, fostering real interactions, and providing opportunities for participation. Active involvement in online communities and UGC campaigns further strengthens trust and customer engagement, leading to sustained business growth.

Future research implications

For future research, it is suggested that longitudinal or experimental designs be adopted to establish causal relationships between social media strategies and business performance. It would also be beneficial to test the model in other emerging economies or different industry sectors to determine if the results are consistent across various contexts. Additionally, exploring mediating or moderating factors such as digital literacy or industry type could provide deeper insights into the mechanisms that drive the effectiveness of social media marketing strategies.

Management implications

The findings from this study should be used by small business managers to develop more targeted and effective social media marketing strategies. Each recommendation ties directly to specific findings from the regression results. For instance, UGC and community engagement were found to be the most impactful strategies, and businesses should focus on these areas to maximize performance. Additionally, the study recommends that managers collaborate with influencers who share their values to ensure lasting customer engagement.

References

Abubakar D, Cajetan E. O, & Obute, E. O. (2021, July 19). The impact of social media on the branding and marketing strategy of SMEs in Nigeria.

Agboola, O. (2022). Nigeria's budding digital economy: coping with disruptive technology. https://www.cbn.gov.ng/out/2024/rsd/nigeria%E2%80%99s%20budding%20digital%20economy.pdf

Akinwumi, D. S. (2024). The impact of performance appraisal systems on staff productivity: a study of Kwara state university, Nigeria. *Skyline Business Journal*, *20*(2), 36–49. https://doi.org/10.37383/sbj200203

Alexander, G. (2024). Role of social media influencers in shaping public opinion and consumer behavior in Greece. *International Journal of Communication and Public Relation*, *9*(1), 13–26. https://doi.org/10.47604/ijcpr.2269

Azam, F. (2025). Top social media platforms by user statistics 2025. TekRevol. https://www.tekrevol.com/blogs/top-social-media-platforms-by-user-statistics/

Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., & Carlson, J. (2021). Setting the future of digital and social media marketing research: Perspectives and research propositions. *International Journal of Information Management*, *59*(1), 1–37. ScienceDirect. https://doi.org/10.1016/j.ijinfomgt.2020.102168

Etim, E., & Daramola, O. (2020). The informal sector and economic growth of South Africa and nigeria: a comparative systematic review. *Journal of Open Innovation: Technology, Market, and Complexity*, *6*(4), 134. https://doi.org/10.3390/joitmc6040134

Faisal, R., Amekudzi, C. S., Kamran, S., Fonkem, B., & Martins Awofadeju. (2023, December 25). *The Impact of Digital Transformation on Small and Medium Enterprises (SMEs) in the USA: Opportunities and Challenges*.

Fakeye, & Ayoola. (2023). Social media influencers in retail marketing in Nigeria. *International Journal of Women in Technical Education and Employment*, *4*(1), 85–95. https://www.ajol.info/index.php/ijowited/article/view/252942/238990

Fan, X.-M. (2023). Social media marketing strategies. *Advances in Economics Management and Political Sciences*, *23*(1), 59–64. Researchgate. https://doi.org/10.54254/2754-1169/23/20230353

Imene, A., & Denedo, E. N. (2024). Entrepreneurship as paradigm shift to unemployment alleviation in Nigeria. *Journal of Social Sciences and Management Studies*, *3*(3), 28–41. https://doi.org/10.56556/jssms.v3i3.961

Islam, M., & Sheikh, S. A. (2024). Are social media-based marketing strategies the new mechanisms for attracting consumers? a quantitative method-based approach. *Journal of Theoretical and Applied Electronic Commerce Research*, *19*(4), 3571–3583. https://doi.org/10.3390/jtaer19040173

Iwo R. S, & Ihenetu H. (2022). Informal sector and economic growth in Nigeria. *Zenodo (CERN European Organization for Nuclear Research)*. https://doi.org/10.5281/zenodo.6526229

Jamil, K., Dunnan, L., Gul, R. F., Shehzad, M. U., Gillani, S. H. M., & Awan, F. H. (2022). Role of social media marketing activities in influencing customer intentions: a perspective of a new emerging Era. *Frontiers in Psychology*, *12*(1), 1–12. Frontiersin. https://doi.org/10.3389/fpsyg.2021.808525

Joel, I., Michael, A., Bolouimbelemoere, K., & Confidence, I. (2023). Impact of digital transformation on Nigeria business growth. *Int. J. Adv. Multidisc. Res. Stud*, *3*(3), 18–23. https://www.multiresearchjournal.com/admin/uploads/archives/archive-1682932703.pdf

Kahadawa A. S. N. (2023). An exploratory case study of the factors hindering the success of small and medium enterprises. *Journal of Small Business Strategy*, *33*(2). https://doi.org/10.53703/001c.77456

Kaur, G. (2024, April 1). Social media marketing an effective tool for small business. https://www.researchgate.net/publication/390265913_Social_Media_Marketing_An_Effective_tool_for_Small_Business

Li, F., Larimo, J., & Leonidou, L. C. (2022). Social media in marketing research: theoretical bases, methodological aspects, and thematic focus. *Psychology & Marketing*, *40*(1), 124–145. https://doi.org/10.1002/mar.21746

Malesev, S., & Cherry, M. (2021). Digital and social media marketing - growing market share for construction SMEs. *Construction Economics and Building*, *21*(1). https://doi.org/10.5130/ajceb.v21i1.7521

Olanrewaju, A.-S. T., Hossain, M. A., Whiteside, N., & Mercieca, P. (2020). Social media and entrepreneurship research: a literature review. *International Journal of Information Management*, *50*, 90–110. https://doi.org/10.1016/j.ijinfomgt.2019.05.011

Omokhabi, A. A. (2023). Using digital technology to enhance adolescent and young adult development: An examination of implications for child welfare in Nigeria. *Simulacra*, *6*(1), 1–16. https://doi.org/10.21107/sml.v6i1.18239

Omotayo Z. A, & Babarinde, S. A. (2025). Effectiveness of social media marketing on the sales and profitability of phone accessory businesses in Ibadan. *Deleted Journal*, *19*(1), 48–63. https://doi.org/10.62154/ajmbr.2025.019.01012

Roy, S. K., Tehrani, A. N., Pandit, A., Apostolidis, C., & Ray, S. (2025). Ai-capable relationship marketing: Shaping the future of customer relationships. *Journal of Business Research*, *192*, 115309–115309. https://doi.org/10.1016/j.jbusres.2025.115309

Salau A. A, Brimah A. N, Akanbi K. L, Ismaila Y, & Abolade P. A. (2024). Evaluating digital marketing as a tool for moonlighting among public servants in Nigeria. *Indonesian Journal of Multidisciplinary Science*, *3*(8). https://doi.org/10.55324/ijoms.v3i8.837

Sharabati, A. A., Ali, A., Allahham, M. I., Hussein, A. A., Alheet, A. F., & Mohammad, A. S. (2024). The impact of digital marketing on the performance of smes: an analytical study in light of modern digital transformations. *Sustainability*, *16*(19), 8667–8667. MDPI. https://doi.org/10.3390/su16198667

Sharma, G. (2025). Digital marketing strategies for emerging markets: a comparative study of social media and influencer marketing. *International Scientific Journal of Engineering and Management*, *04*(05), 1–7. https://doi.org/10.55041/ISJEM03692

Statista. (2023). Uk: social media influencers impact on purchases 2022. Statista. https://www.statista.com/statistics/1395249/social-media-influence-purchase-uk-age/

Taiwo I, Durotimi A. D, Bankole A, & Paulina S. G. (2024). financial literacy and performance of small and medium scale enterprises in Abuja, Nigeria. *European Journal of Business and Innovation Research*, *12*(3), 68–91. https://doi.org/10.37745/ejbir.2013/vol12n36891

Tejumade O. S. (2024). Social media marketing practices and the sustenance of small businesses in Oshogbo metropolitan area, Osun State, Nigeria. *The International Journal of Humanities & Social Studies*. https://doi.org/10.24940/theijhss/2024/v12/i9/hs2409-019

Tolulope A. F. (2023). Social media and sales performance of clothing small businesses in Nigeria. *Journal of Social Entrepreneurship Theory and Practice*, *2*(2), 1–13. https://doi.org/10.31098/jsetp.v2i2.1808

Xu, X. (2023). Influencer marketing with social platforms: increasing brand awareness and user engagement. *Journal of Education, Humanities and Social Sciences*, *19*(19), 228–234.

Zacchaeus N, Ugwuonah, G. E., Cajetan E, Obinna, & Onyebuchi. (2025). Influence of digital marketing strategies and performance of youth managed small and medium enterprises in north-central Nigeria. *80*(4), 1068–1087.

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

The Factors Affecting Repurchase Intention of Modern Retail Customers in Bangkok Thailand

Received: 05.08.2024
Revised: 08.11.2024
Accepted: 28.11.2024

Sopida Woranin[1*], Rawida Wiriyakitjar[2], Narudom Torthienchai[3] and Kawin Chuaikaew[4]
[1,2,3,4]Business School, University of the Thai Chamber of Commerce
126/1 Vibhavadi Rangsit Rd., Dindang, Bangkok 10400, Thailand
[2]rawida_wir@utcc.ac.th, [3]narudom_tor@utcc.ac.th, [4]kawin_chu@utcc.ac.th
**Corresponding author:* sopida_wor@utcc.ac.th

Abstract

This research aims to analyze the elements that impact customer's repurchase intention in modern retail convenience stores in Bangkok, Thailand. The study focuses on a sample site of 400 customers, chosen using sample random selection to guarantee they are representative. Data was gathered by a methodical online survey, sent via Google Forms in August 2023. The survey assessed various factors, including consumer involvement, brand experience, social impact, and value perception, by employing recognized measurement tools and a 5-point Likert scale. Structural Equation Modeling (SEM) was employed to perform statistical analysis and examine the connections between components. The reliability and validity of the measurement model were evaluated using Confirmatory Factor Analysis (CFA). Cronbach's alpha coefficients for all components surpassed the threshold of 0.70, suggesting a strong level of internal consistency. The fit indices of the model, such as the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index (NFI), demonstrated that the model accurately represented the data. The findings indicate that Consumer Engagement, Brand Experience, and Social Influence have statistically significant and positive impacts on Repurchase Intention. These effects are mediated by Brand Loyalty and Repurchase Intention were 0.693 and 0.669, respectively. This suggests that the model accounts for a significant amount of the variability in these domains. This study enhances the comprehension of consumer behavior in the retail setting of Bangkok and offers practical insights for retailers seeking to improve customer loyalty through strategic engagement and brand management strategies.

Key Words: Customer Engagement, Brand Experience, Repurchase Intention, Modern Retail, Convenience Store

Introduction

The rapid growth of convenience stores in Thailand has transformed them into popular destinations for grocery shopping, capturing a significant share of the packaged grocery market (Euromonitor International, 2020). This consumer trend can be attributed to the busy lifestyles of urban shoppers, who seek quick and convenient options to save time. The prevalence of traffic congestion in major cities has further prompted the adoption of frequent, small-scale shopping to meet daily needs (Hawkins-Mofokeng et al., 2022). Conveniently located in busy areas and offering a wide range of products, convenience stores are well-suited for this shopping behavior.

Thailand exhibits a high frequency of convenience store usage, with a considerable number of individuals making four or five trips per week, a level of usage comparable only to Taiwan. The retail landscape in Thailand offers various proximity retail formats, including traditional "mom and pop" stores, particularly prevalent in rural areas, catering to impulse purchases and daily necessities. Moreover, a well-established modern trade complements these stores (Global Convenience Store Focus, 2021).

While convenience stores have gained popularity relatively recently in Thailand, the first 7-Eleven stores were introduced in 1989 by CP All, the franchise holder. Their convenient locations extended operating hours, and diverse product offerings quickly appealed to Thai consumers (Yifang, 2018). Subsequently, other convenience store chains such as Family Mart and Tesco Lotus entered the market, similarly emphasizing product variety and services like fresh food, beverages, snacks, and household items. In currently, convenience stores are ubiquitous in Thai neighborhoods, attracting younger consumers who value the convenience and product assortment they provide (Euromonitor International, 2020). Hence, the convenience store industry in Thailand has witnessed significant growth in recent years. According to the Thailand Convenience Store Association (TCSA), the number of convenience stores surged from around 20,000 in 2014 to over 35,000 in 2020. This expansion stems from growing consumer demand and the expansion strategies of major convenience store chains into new areas. In addition, Meeyai (2018) referred that the market is fiercely competitive, with both domestic and international players, including 7-Eleven, Lotus go fresh, Mini Big C, and CJ Express, vying for market share. These chains have effectively attracted customers through their extensive product selection, competitive pricing, and strategically positioned outlets. Additionally, government policies supporting the convenience store industry, such as tax incentives in specific regions, have further bolstered its growth (Clarke, 2000).

For the traditional retail business to adapt in order to survive and be able to compete with large and modern retail businesses, it is necessary to find management methods that can operate in a more sustainable manner. Therefore, in this business, there is higher competition today in the retail industry. Huang et al. (2019) argue that convenience stores must ensure that their consumers return and continue to support their business. Therefore, the desired business outcome that all businesses must attain is customer repurchase intent. Customers return to a store due to a positive interaction with its marketing mix (Shank & Robinson, 2019). Therefore, convenience stores must understand which marketing factors should be prioritized to increase consumer repurchase intent (Filbert & Anthony, 2018). Even though there have been previous studies on the roles of marketing factors in customer repurchase intentions, the concept has never been examined in the context of Thailand's unique and rapidly expanding convenience store industry (Ratasuk & Gajesanand, 2020).

Literature review

Modern retailer

A modern retailer is a company that sells goods or services to consumers through various channels, such as physical stores, online platforms, or a combination of both. Modern retailers are typically characterized by their use of advanced technologies, such as e-commerce websites, mobile apps, and social media, to reach and engage with consumers (Alexandrova & Kochieva, 2021).

Convenience store

Convenience store is a small retail outlet that is open for extended hours and is typically located in a convenient location for customers. Convenience stores usually carry a wide range of products, including food, drinks, snacks, household items, personal care products, and other everyday essentials. They are known for their quick and convenient service, as well as their accessibility and availability. Convenience stores may be owned by a larger retailer or may be independently owned and operated. They may also be found in urban, suburban, or rural areas, and may be standalone stores or part of a larger retail chain (Bainbridge, 2000; Hameli, 2018).

Customer engagement

Oliver (1999) states that Customer Engagement is a popular concept in business that helps to retain customers. This is because such concepts can predict consumer behavior better than measuring customer satisfaction. Harter et al. (2004) define customer engagement as the emotional attachment customers may have to a company, product, service, or brand. This results in the customer developing a level of engagement ranging from trust to honesty, pride, and passion that the customer feels for the company. Bowden (2009) defines engagement as the overall emotional connection and interaction of customers with products and services and with the organization. Categorized by behaviors that lead to repeat purchases and continued loyalty and motivation. In the same way, engagement is the deepening of brand commitment by trying to maximize the deepening of the relationship. A relationship that inspires future use and connects the brand to new customers through word of mouth (Haven, 2007). Singh et al (2010) stated that customer engagement behavior is the set of interactions between current and potential customers of a company in which customers have a relationship with a brand or company rather than purchasing products and services. In addition, Verhoef et al. (2010) defined customer engagement as an expression of customer behavior toward a brand. This is reflected in the behavior of word of mouth, customer reviews and ratings. Likewise, Van Doorn et al (2010) defined customer engagement as the predominant behavior of customers toward a brand or company. This is behavior that goes beyond repeat purchases based on motivational factors. In the point of view of Brodie et al. (2013) stated that nowadays, as consumer behavior is changing, deep positive customer engagement is necessary and plays a role in customer decision making.

Brand experience

Dewey (1925) explained that the concept of brand experience is the intellectual experience that arises from the knowledge and learning of the individual in the past, present, and future which can be perceived through feelings by expressing emotions. What happens leads the person to continuously participate in activities and the experience that arises can solve the problem for the person to the point. In which the person has a touch point associated with each activity and makes it an experience. Experience is an important factor that influences individual decisions. However, Pine & Gilmore (1999) argue that economic experiences result from changes in society and values. Each consumer has different needs, such as the desire to create an identity or personality that expresses something special. Involve consumers in creating a direct experience. That is the consumption environment, such as information about the product and the shape of the product.

Social influence

Venkatesh et al. (2003) noted that social influence is the degree to which an individual prioritizes the role they play. Likewise, Friedkin and Johnsen (1999) explain that social influence is the opinions or actions of others that influence, conform, or influence decisions. In addition, Zhang et al. (2016) say that one person's process or action influences the behavior of others. Most people choose to follow a decision that most people know from their own experience. The pressure to follow others is sometimes very strong and can lead to behaviors. These behaviors might not have occurred without social pressure. Mattos et al. (2016) define social influence as the way opinions or actions are influenced by others. Resulting in an action that is followed or that influences the thoughts, feelings, behaviors, and decision making of others. This social influence acts as a bonding mechanism for individuals in a group. Individuals learn their own culture through social processes and culture determines a person’s needs and behavior (Soderstrom et al., 2016). Lee et al (2011) found that social influences from friends, acquaintances, or people who are accepted affect consumers' purchase decisions

Brand love

Carroll and Ahuvia (2006) defined brand love as a level of passion. It involves the customer's satisfaction with the product, service, or brand of that product or service. Love doesn't require much liking, but love is more of a quality than liking. Brand love is very important in marketing because it can generate positive word of mouth among consumers. It also makes consumers loyal to the brand. Halilovic (2013) outlines the concept of brand love as part of the structure of the relationship between consumer-brand. It is an intense relationship rather than a favorite relationship. Consumers are able to express their feelings toward a brand through love. Consumers begin to identify with the brand and feel emotionally attached to it. Ismail and Spinelli (2012) defined brand love as psychological love that identifies different forms of love. Many scholars have adopted the concept of Sternberg (1986), who proposed a triangular theory of love that includes 3 components: Intimacy, Passion, and Commitment. It was developed to measure feelings of love, for example, trust, empathy, respect, concern for the other's welfare, commitment, and acceptance (Fehr, 1988; Albert et al 2008).

Value perception

Sheth et al (1991) said that perceived value is the perceived value component of the consumer experience in making a purchase decision that is perceived in the process of consistently purchasing goods and services. In the same way, Perceived value refers to the overall assessment of the usability and quality of a product or service, which influences customer satisfaction. These factors have a positive impact on customer behavior and purchasing decisions (Nuzula and Wahyudi, 2022). Therefore, recognizing value is one of the most important components of running a business. This is because value recognition leads to customer engagement in the continued use of products and services. It also creates long-term competitive advantages (Kim et al, 2006; Moliner et al, 2007). In addition, Kotler & Keller (2009), perceived value refers to the benefits customers receive (perceived usefulness) and the feeling of satisfaction with what they get from a product or service, which influences trust and the long-term relationship between the company and its customers. Hence, Social value: is the benefit of a social network or connection network that produces personal interactions, or commitment to developing relationships and creating reciprocal responses (Wang et al., 2013). Dholakia et al. (2009) found that social interaction with other members. It generates feelings in consumers and creates emotional bonds. It These social interactions represents a brand community where consumers can benefit from social interactions, through meeting, and communicating with like-minded people (Larivière et al., 2013). Research has shown that social values have a positive impact on consumer satisfaction (Chen and Lin, 2015; Kim et al 2013; Carlson et al., 2019; Gan and Wang, 2017). This supports the idea that perceptions of social value create a community of the brand allowing sharing of opinions about the actual use of the product.

Repurchase Intention

Kim et al. (2013) describes repurchase as a decision to buy products or services from the same seller that results from satisfaction with the products and services. For the decision can be caused by both internal and external factors, in the second part by the consumer. Gan and Wang, (2017) discussed repurchase intention as a consumer's decision to purchase a product or service over a period of time. Consumers continue to purchase or use services from the same provider. Moreover, Bowden (2009) describes sales success. In other words, a successful sale can be determined by repeat customers. Which repeat sales occur depends on whether customers have confidence in the product or service Trustworthiness is a very important factor in customers' decision to contact a salesperson. In addition, Chatzoglou et al. (2022) showed that generally, the products that are sold and delivered to customers are not necessarily of the highest quality or with the highest standards, as long as the product is always what the seller says it is.

Likewise, freight services are not necessarily the fastest, as long as the customer gets the goods delivered on time. So do not promise something you can not deliver. Hellier et al. (2003) defined repurchase intention as an individual decision to purchase a product or service again. Purchasing goods or services from the same company in the first purchase decision is often an indicator or predictor of repeat purchase behavior in the future. Lee et al. (2011) described consumer behavior as a highly complex behavior. Before consumers make a purchase decision, they must have a positive attitude and experience from previous trials. This also includes external influences such as marketing promotion through advertising, discounts, giveaways, promotional gifts, sales by salespeople, visibility of the product, pricing, packaging, and word of mouth. These factors influence the decision to purchase products and services. The feeling of satisfaction one receives after using a product or service creates a positive attitude towards the brand.

The conceptual framework of this research has been constructed upon a foundation of extensive literature reviews from numerous relevant prior studies. It is proposed in this study that Customer Engagement, Brand Experience, and Social Influence exert a positive influence on both Brand Love and Value Perception. Meanwhile, Brand Love and Value Perception are postulated to positively influence Repurchase Intention. As follow the figure 1.

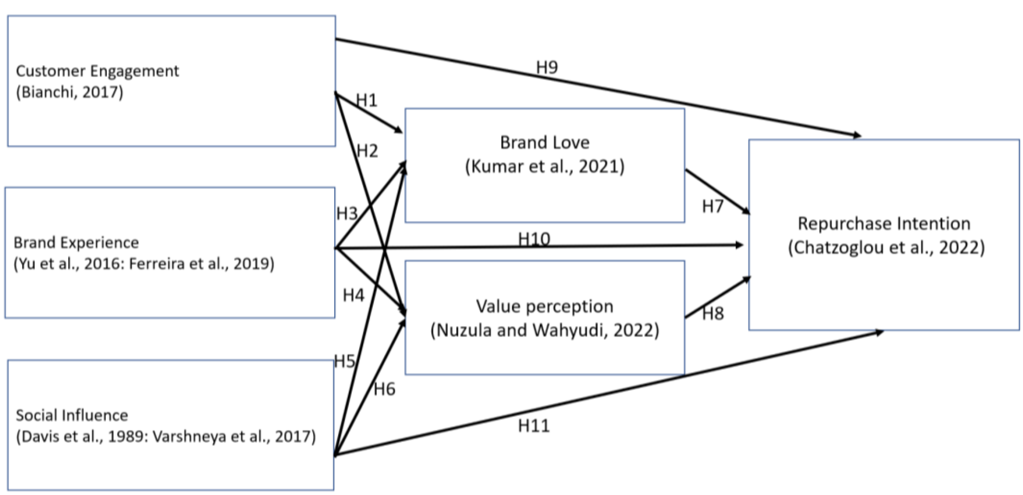


Figure 1 Research Model Framework

Research design

The research design and methodology used to investigate the relationship between customer engagement, brand experience, and social influence, brand love value perception and repurchase intention. This study used a quantitative methodology to collect and analyze data (Creswell & Creswell 2017). In the quantitative processes, the pretest study is described first by Cronbach's alpha a reliability by 30 samples greater than 0.7 (Christmann, 2006), followed by the primary study. For the primary study, we commence with a discussion of the data-collection procedure, sampling plan, questionnaire, control variable, scale evaluations, validity assessment, and data analysis procedures. This approach is well-suited for answering research questions that aim to quantify relationships between variables or to test hypotheses.

Sample and data collection

Determining the appropriate sample size for this study involved careful consideration to ensure accuracy and reliability in the research findings. For the population of convenience stores in Bangkok, which totals 5,979 stores, a sample size of 375 was initially calculated using the Yamane formula. To enhance the robustness of data collection and mitigate potential errors, the researcher decided to collect data from 400 convenience stores. This approach aligns with established norms for ensuring a comprehensive represent- tation of the population and improves the reliability of the study's results.

Sample size

The population of convenience store users in Bangkok, based on a total population of 5,428,097 people, a sample size of 400 individuals was determined using the Yamane's (1973)

$$n = \frac{N}{1 + Ne^2}$$

This sample size ensures that the data collected will be statistically significant and reliable, providing a precise representation of the user population. Collecting data from 400 users helps minimize the likelihood of Type I errors, which involve falsely detecting a significant effect when none exists, and Type II errors, which involve failing to detect a significant effect when one exists. Please refer to table 1.

Table 1 Population and Sample

Convenience stores	Population	Sample group of convenience store	Sample group of customers
7-Eleven	5,431	363	363
CJ Express	79	6	6
Mini Big C	185	12	12
lotus go fresh	284	19	19
Total	**5,979**	**400**	**400**

Data analysis

The current study conducted the PROCESS macro in SPSS to examine serial multiple mediations. This methodology allows the study of both the direct and indirect impacts of variable x on variable y. According to the research design, structural equation modeling (SEM) is used to analyze hypotheses and data. Chen and Lin (2015) suggested a minimum sample size of one hundred or two hundred for SEM. However, Nunnally (1967) argued that 10 cases per indicator variable is a sample size that is widely accepted.

Results

This section evaluates the fit of the structural model using a variety of statistical indices. Structural Equation Modeling (SEM) analysis typically involves comparing a Saturated Model, which includes all possible relationships between observed variables, to an Estimated Model, which hypothesizes specific relationships based on theory. The Saturated Model has zero degrees of freedom as it perfectly fits the data, making it often overfitted and not generalizable. The Estimated Model, on the other hand, includes only theoretically justified paths and has more degrees of freedom, making it suitable for testing hypotheses. The fit indices used to assess these models are interpreted as follows in table 2.

Table 2 Model fit

Model fit	Saturated model	Estimated model
SRMR	0.048	0.053
d_ULS	0.474	0.594
d_G	0.258	0.256
Chi-square	850.322	817.847
NFI	0.896	0.900

This table 2 presents fit indices for assessing the adequacy of the structural model by comparing a Saturated Model to an Estimated Model.

SRMR (Standardized Root Mean Square Residual): This index measures the discrepancy between the observed and predicted correlation matrices. For the Saturated Model, the SRMR is 0.048, and for the Estimated Model, it is 0.053. Both values are below the commonly accepted threshold of 0.08, indicating small residuals and a good fit.

d_ULS (Unweighted Least Squares Discrepancy): This index is less commonly reported but provides insight into model fit based on unweighted least squares estimation. The Saturated Model shows a d_ULS value of 0.474, while the Estimated Model has a slightly higher value of 0.594. Lower values suggest a better fit, indicating the Saturated Model fits slightly better according to this index.

d_G (Geiser-Greenhouse Discrepancy): This index is another measure of model fit, with the Saturated Model at 0.258 and the Estimated Model at 0.256. The small difference between these values indicates a comparable fit between the models.

Chi-square: The Chi-square statistic tests the discrepancy between the observed and expected covariance matrices. The Saturated Model has a Chi-square value of 850.322, while the Estimated Model has a slightly lower value of 817.847. Although a lower Chi-square indicates a better fit, this statistic is sensitive to sample size, and high values are common with large samples.

NFI (Normed Fit Index): The NFI compares the fit of the model to a baseline model with no relationships. The Saturated Model has an NFI of 0.896, and the Estimated Model has an NFI of 0.900. Both values are close to or exceed the threshold of 0.90, indicating a good fit.

Overall, the fit indices suggest that both the Saturated and Estimated Models provide a reasonable fit to the data. The SRMR values indicate acceptable residuals, and the NFI values suggest a good fit relative to a null model. While the Chi-square values are high, this is expected with large sample sizes. The discrepancies in d_ULS and d_G are minimal, indicating similar fits. Thus, the Estimated Model, while slightly less fitting according to some indices, is supported as a theoretically sound and parsimonious representation of the data.

The effect size is essential for evaluating the impact that each predictive construct has on a dependent construct. While R^2 reflects the fit of the model as a whole, F^2 focuses on the contribution of individual paths within the model. It calculates how much the R^2 value decreases when a predictor construct is excluded, highlighting the unique contribution of the predictor to the variance explained. F^2 values range from 0 to 1, with higher values indicating a greater effect strength. Small effect sizes are denoted by F^2 values around 0.02, medium effects around 0.15, and large effects 0.35 or greater as seen in the table 3.

Table 3 F square (Effect size)

Relationships	f-square	Effects
Brand Loyalty -> Repurchase Intention	0.077	Small
Customer Engagement -> Brand Loyalty	0.643	Large
Customer Engagement -> Repurchase Intention	0.068	Small
Customer Engagement -> Value Perception	0.235	Medium to Large
Social Influence -> Brand Loyalty	0.364	Large
Social Influence -> Repurchase Intention	0.007	Very Small
Social Influence -> Value Perception	0.031	Small
Value Perception -> Repurchase Intention	0.375	Large

Overall, the analysis indicates varying levels of influence among the constructs, with Customer Engagement and Social Influence showing significant effects on Brand Loyalty and Value Perception. Value Perception, in turn, strongly affects Repurchase Intention, underscoring its importance in the structural model. The relatively small effect sizes for some relationships suggest areas where additional factors might be needed to fully explain the variance in the dependent constructs. Understanding these effect sizes helps identify which constructs have the most substantial impacts, guiding future research and practical interventions.

This section presents the findings of hypothesis testing within the model, focusing on the strength and significance of the relationships between the specified constructs. This analysis helps determine whether the proposed paths are supported, thereby clarifying the interactions within the model. Please refer to table 4.

Table 4 Structural Equation Model Results

Hypothesis	B	STDEV	t	P	Result
H_1 Brand Loyalty -> Repurchase Intention	0.297	0.049	6.087	0.000	Supported
H_2 Customer Engagement -> Brand Loyalty	0.536	0.029	18.330	0.000	Supported
H_3 Customer Engagement -> Repurchase Intention	0.611	0.034	17.768	0.000	Supported
H_4 Customer Engagement -> Value Perception	0.474	0.041	11.678	0.000	Supported
H_5 Social Influence -> Brand Loyalty	0.403	0.031	13.095	0.000	Supported
H_6 Social Influence -> Repurchase Intention	0.131	0.038	3.481	0.001	Supported
H_7 Social Influence -> Value Perception	0.172	0.041	4.227	0.000	Supported
H_8 Value Perception -> Repurchase Intention	0.450	0.041	10.883	0.000	Supported

Overall, the hypothesis testing results provide a detailed view of the model's relationships. Supported hypotheses validate the theoretical framework, while nonsignificant findings highlight areas for further investigation or model refinement.

Conclusion

The purpose of this study has explored the intricate relationships between customer engagement, brand experience, social influence, value perception, and repurchase intention in the context of retail customers in Bangkok, Thailand. By leveraging structural equation modeling, the research has provided empirical evidence supporting the significant impacts of these constructs on consumer behavior and brand loyalty.

Customer Engagement has been identified as a critical driver of brand loyalty and repurchase intention. The findings indicate that high levels of customer engagement, characterized by attention, enthusiasm, and interaction, significantly enhance brand loyalty ($\beta = 0.536$, $p < 0.001$) and repurchase intentions ($\beta = 0.611$, $p < 0.001$). This aligns with previous literature that underscores the importance of engaging customers to foster emotional bonds and loyalty (Van Doorn et al., 2010). Retailers should focus on creating personalized and interactive experiences to deepen customer engagement and strengthen brand loyalty.

Brand Experience plays a crucial role in shaping value perception, which subsequently influences repurchase intentions. The study found that positive brand experiences significantly enhance customers' perceived value of the brand ($\beta = 0.474$, $p < 0.001$). This finding supports the notion that memorable and positive experiences are essential for differentiating brands and providing perceived value (Brakus et al., 2009; Pine & Gilmore, 1999). Retailers should aim to deliver high-quality sensory, affective, behavioral, and intellectual experiences to boost perceived value and drive repurchase intentions.

Social Influence has been shown to significantly impact brand loyalty ($\beta = 0.403, p < 0.001$) and value perception ($\beta = 0.172, p < 0.001$). Although its direct effect on repurchase intention is modest ($\beta = 0.131, p < 0.001$), the moderate indirect effects through enhanced brand loyalty and value perception are substantial. This emphasizes the importance of peer recommendations and social interactions in shaping consumer attitudes and loyalty towards brands. Retailers can leverage social proof and peer influence strategies, such as encouraging customer reviews and social media endorsements, to strengthen their brand's perceived value and loyalty (Venkatesh et al., 2003; Lee et al., 2011).

Value Perception is a pivotal determinant of repurchase intention. The study confirms that customers are more likely to repurchase when they perceive high value in terms of quality, emotional response, and fair pricing ($\beta = 0.450, p < 0.001$). This aligns with the Value Perception Model which suggests that perceived value is a consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given (Zhang et al. 2016). Retailers should consistently meet or exceed customer expectations by ensuring high product quality, competitive pricing, and exceptional customer service to foster strong value perceptions and encourage repeat purchases.

In conclusion, this study provides valuable insights into the factors that drive brand loyalty and repurchase intentions in the retail sector. By enhancing customer engagement, creating compelling brand experiences, leveraging social influence, and delivering high perceived value, retailers can build stronger relationships with their customers and achieve long-term business success. Future research should continue to explore these relationships in different cultural and industry contexts to further validate and expand upon these findings.

Limitation and future research direction

Despite the valuable insights provided by this study, there are several limitations that should be acknowledged. Firstly, the study's sample was limited to retail customers in Bangkok, Thailand, which may affect the generalizability of the findings to other geographical regions or cultural contexts. Future research should consider expanding the sample to include participants from diverse locations and backgrounds to enhance the external validity of the results.

Secondly, the cross-sectional nature of the study limits the ability to infer causality between the constructs. While the structural equation modeling provides insights into the relationships among variables, longitudinal studies are needed to confirm the directionality and causality of these relationships over time. Future research could employ a longitudinal design to track changes in customer engagement, brand experience, social influence, value perception, and repurchase intention.

Thirdly, the reliance on self-reported data may introduce response biases, such as social desirability or recall bias, which could affect the accuracy of the findings. Future studies should consider using a combination of self-reported data and objective measures, such as actual purchase behaviors, to provide a more comprehensive understanding of consumer behavior.

Additionally, the study focused on specific constructs related to customer engagement, brand experience, social influence, value perception, and repurchase intention. Other relevant factors, such as customer satisfaction, brand trust, and perceived risk, were not included in the model but could play significant roles in influencing consumer behavior. Future research should explore the integration of these additional constructs to develop a more holistic model of brand loyalty and repurchase intention.

Moreover, technological advance-ments and changes in consumer behavior over time could impact the relevance of the findings. Future studies should continuously update and adapt the research framework to reflect the evolving retail landscape, considering factors such as digital transformation, omnichannel experiences, and emerging trends in consumer preferences.

Lastly, the study's methodological approach focused on quantitative analysis, which provides valuable statistical insights but may overlook the nuances of consumer experiences and perceptions. Future research could incorporate qualitative methods, such as interviews or focus groups, to gain deeper insights into the underlying motivations and attitudes of consumers.

References

Alexandrova, E., & Kochieva, A. (2021). Modern Aspects of Digital Technologies Development in Retail Networks. In International Conference on Comprehensible Science (pp. 111-120). Springer, Cham.

Albert, N., Merunka, D., & Valette-Florence, P. (2008). When consumers love their brands: Exploring the concept and its dimensions. *Journal of Business research*, *61*(10), 1062-1075.

Bainbridge, R. E. (2000). Analyzing the market for convenience stores: The changing convenience store industry. *The Appraisal Journal, 68*(4), 427.

Bowden, J. L. H. (2009). The process of customer engagement: A conceptual framework. *Journal of marketing theory and practice, 17*(1), 63-74.

Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: what is it? How is it measured? Does it affect loyalty?. *Journal of marketing, 73*(3), 52-68

Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of business research, 66*(1), 105-114.

Carroll, B. A., & Ahuvia, A. C. (2006). Some antecedents and outcomes of brand love. *Marketing letters, 17*(2), 79-89.

Clarke, I. (2000). Retail power, competition and local consumer choice in the UK grocery sector. *European Journal of Marketing*, *34*(8), 975-1002.

Chatzoudes, D., & Chatzoglou, P. (2022). Antecedents and effects of green supply chain management (GSCM) practices. *Benchmarking: An International Journal, 30*(10), 4014-4057.

Chen, H. L., Lee, C. N., Chang, C. H., Ni, Y. H., Shyu, M. K., Chen, S. M., ... & Huang, C. F. (2015). Efficacy of maternal tenofovir disoproxil fumarate in interrupting mother-to-infant transmission of hepatitis B virus. Hepatology, 62(2), 375-386.

Christmann, A., & Van Aelst, S. (2006). Robust estimation of Cronbach's alpha. *Journal of Multivariate Analysis, 97*(7), 1660-1674.

Dewey, J. (1925). Value, objective reference and criticism. *The Philosophical Review, 34*(4), 313-332.

Dholakia, U. M., Blazevic, V., Wiertz, C., & Algesheimer, R. (2009). Communal service delivery: How customers benefit from participation in firm-hosted virtual P3 communities. *Journal of service research, 12*(2), 208-226.

Euromonitor International. (2020). Retailing in Thailand, Cambodia, the Philippines, Myanmar, Laos and Singapore. Retrieved January 2, 2023, from Sec.or.th website: https://market.sec.or.th/public/ipos/IPOSGetFile.aspx?TransID=293650&TransFileSeq=385

Fehr, B. (1988). Prototype analysis of the concepts of love and commitment. *Journal of personality and social psychology, 55*(4), 557.

Filbert, A., & Anthony, W. (2018). The Impact of Marketing Mix of 4Ps (Product, Price, Place, and Promotion) towards Repurchase Intention with Customer Satisfaction as the mediator: In the Case of Uniqlo. *iBuss Management*, *6*(2).

Friedkin, N. E. (1999). Choice shift and group polarization. *American Sociological Review*, *64*(6), 856-875.

Gan, C., & Wang, W. (2017). The influence of perceived value on purchase intention in social commerce context. Internet Research.

Global Convenience Store Focus (2021). convenience retail industry: https://www.globalconveniencestorefocus.co.uk/

Harter, A. V., Gardner, K. A., Falush, D., Lentz, D. L., Bye, R. A., & Rieseberg, L. H. (2004). Origin of extant domesticated sunflowers in eastern North America. Nature, 430(6996), 201-205.

Haven, B. (2007). Marketing’s new key metric: engagement. Marketing, 1-15.

Halilovic, S., & Cicic, M. (2013). Antecedents of information systems user behaviour–extended expectation-confirmation model. *Behaviour & Information Technology, 32*(4), 359-370.

Hawkins-Mofokeng, R., Tlapana, T., & Ssemugooma, D. K. (2022). Effects of Traffic Congestion on Shopping Location Choice in the Greater eThekwini Region. *Journal of Business and Management Review, 3*(5), 372-386.

Hellier, P. K., Geursen, G. M., Carr, R. A., & Rickard, J. A. (2003). Customer repurchase intention: A general structural equation model. *European journal of marketing, 37*(11/12), 1762-1800.

Huang, K., Li, X., Liu, X., & Seto, K. C. (2019). Projecting global urban land expansion and heat island intensification through 2050. *Environmental Research Letters, 14(*11), 114037.

Islam, S. R., Eberle, W., Bundy, S., & Ghafoor, S. K. (2019). Infusing domain knowledge in ai-based" black box" models for better explainability with application in bankruptcy prediction. arXiv preprint arXiv:1905.11474.

Kim, S. M., Kang, S. W., Kwon, O. N., Chung, D., & Pan, C. H. (2012). Fucoxanthin as a major carotenoid in Isochrysis aff. galbana: Characterization of extraction for commercial application. *Journal of the Korean Society for Applied Biological Chemistry, 55*, 477-483.

Kim, W. G., Lee, Y. K., & Yoo, Y. J. (2006). Predictors of relationship quality and relationship outcomes in luxury restaurants. *Journal of Hospitality & Tourism Research, 30*(2), 143-169.

Kotler, P., & Keller, K. L. (2009). Marketing management 13th ed. New Jersey.

Larivière, B., Joosten, H., Malthouse, E. C., Van Birgelen, M., Aksoy, P., Kunz, W. H., & Huang, M. H. (2013). Value fusion: The blending of consumer and firm value in the distinct context of mobile technologies and social media. Journal of Service Management.

Lee, H., Peirsman, Y., Chang, A., Chambers, N., Surdeanu, M., & Jurafsky, D. (2011, June). Stanford's multi-pass sieve coreference resolution system at the conll-2011 shared task. In Proceedings of the fifteenth conference on computational natural language learning: Shared task (pp. 28-34).

Mattos, F. L., & Silveira, R. L. (2016). Futures price response to crop reports in grain markets. *Journal of Futures Markets, 36*(10), 923-942.

Meeyai, S. (2018). Retail agglomeration formats and outshopping in Thai grocery market (Doctoral dissertation, University of Glasgow).

Moliner, M. A., Sánchez, J., Rodríguez, R. M., & Callarisa, L. (2007). Relationship quality with a travel agency: The influence of the postpurchase perceived value of a tourism package. *Tourism and Hospitality Research, 7*(3-4), 194-211.

Nuzula, I. F., & Wahyudi, L. (2022). The influence of perceived risk, perceived quality, brand attitude, and e-wom on purchase intention. *Expert Journal of Business and Management, 10*(2).

Nunnally, J. C., Knott, P. D., Duchnowski, A., & Parker, R. (1967). Pupillary response as a general measure of activation. Perception & psychophysics, 2, 149-155.

Oliver, R. L. (1999). Whence consumer loyalty?. *Journal of marketing, 63*(4_suppl1), 33-44.

Pine, B. J. (1999). II, and James H. Gilmore. *The Experience Economy: Work ls Theatre and Every Business a Stage, Harvard Busness School Press, Boston*.

Ratasuk, A., & Gajesanand, S. (2020). Factors influencing brand image and customer repurchase intention: The case of coffee chain shops located in gas service stations in Bangkok. *University of the Thai Chamber of Commerce Journal Humanities and Social Sciences*, *40*(3), 171-188.

Singh, A., Kumar, B., & Singh, V. K. (2010). Customer engagement: New key metric of marketing. *International Journal of Arts and Sciences, 3*(13), 347-356.

Shank, D. B., & Robinson, D. T. (2019). Who's responsible? Representatives' autonomy alters customers' emotion and repurchase intentions toward organizations. *Journal of Consumer Marketing, 36*(1), 155-167.

Sheth, J. N., Newman, B. I., & Gross, B. L. (1991). Why we buy what we buy: A theory of consumption values. *Journal of business research, 22*(2), 159-170.

Turner, D., & Spinelli, F. (2013). Interest-rate-growth differentials and government debt dynamics. OECD Journal: Economic Studies, 2012(1), 103-122.

Soderstrom, S. B., Uzzi, B., Rucker, D. D., Fowler, J. H., & Diermeier, D. (2016). Timing matters: how social influence affects adoption pre-and post-product release. Sociological Science, 3, 915-939.

Sternberg, R. J. (1986). Intelligence, wisdom, and creativity: Three is better than one. *Educational Psychologist, 21*(3), 175-190.

Van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer engagement behavior: Theoretical foundations and research directions. *Journal of service research, 13*(3), 253-266.

Verhoef, P. C., Reinartz, W. J., & Krafft, M. (2010). Customer engagement as a new perspective in customer management. *Journal of service research, 13*(3), 247-252.

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS quarterly*, 425-478.

Wang, H. Y., Liao, C., & Yang, L. H. (2013). What affects mobile application use? The roles of consumption values. *International Journal of Marketing Studies, 5*(2), 11.

Yifang, L. (2018). Research on business strategy of 7-Eleven in Thailand. Siam University, Bangkok, Thailand.

Zhang, J., Terrones, M., Park, C. R., Mukherjee, R., Monthioux, M., Koratkar, N., ... & Bianco, A. (2016). Carbon science in 2016: Status, challenges and perspectives. *Carbon*, *98*, 708-732.

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

The Impact of Attitude, Subjective Norm and Environmental Concern on Tourists' Willingness to Pay Premium in Sustainable Hotels

Received: 21.05.2024
Revised: 07.07.2024
Accepted: 12.08.2024

Pruek Chayaanan[1*] and Phusit Wonglorsaichon[2]
[1,2]Business School, University of the Thai Chamber of Commerce.
126/1 Vibhavadee-Rungsit, Dindaeng, Bangkok, 10400, Thailand
[2]phusit_won@utcc.ac.th
**Corresponding author:* pruekchayaanan@gmail.com

Abstract

This study investigated the factors that influence tourists' willingness to pay premium for sustainable hotels. The researchers conducted a survey with 432 participants and analyzed the data using regression analysis. The study tested hypotheses between attitudes, subjective norm and environmental concerns were positively associated with willingness to pay premium. The previously mentioned results highlight the importance of targeted marketing approaches and the potential for sustainable hotels to draw in certain target audiences and those who have strong environmental beliefs. The study's conclusions demonstrate how attitudes, arbitrary conventions, and environmental concerns all have a significant impact on consumers' willingness to pay premium for sustainable hotel accommodations. These findings underscore the potential for targeted marketing strategies to appeal to eco-conscious consumers and suggest that environmental values are increasingly influencing purchasing decisions in the hospitality sector. This study also actively informs the development of targeted strategies for hoteliers to attract eco-conscious consumers, by highlighting the significance of demographic and psychosocial factors, the research helps create more effective marketing campaigns and business models that align with environmental values. It may drive increased patronage and foster loyalty among sustainability-minded guests. This is the groundwork for further research and practical applications that advance the industry's move towards greater environmental responsibility.

Keywords: Willingness to pay premium, Attitude, Subjective norm, Environmental concern and Sustainable hotels

Introduction

Many businesses are seeing changes in their purchasing habits as a result of consumers' growing knowledge of environmental issues, especially those pertaining to tourism. Due to this tendency, sustainable hotels a crucial part of environmentally friendly travel are in greater demand (Kalafatis et al., 1999; Laroche et al., 2001). These days, there is a huge surge in eco-awareness, which is completely changing people's shopping habits. Businesses are under pressure to act more morally and are rushing to perform that (Kumar et al., 2022). Businesses are beginning to realize that adopting an environmentally friendly marketing strategy is essential to their survival and ability to attract and retain clients. (Awan, 2011; Amoako et al., 2020). According to Jian et al. (2020), the COVID-19 pandemic has significantly altered the public's perception of environmentally friendly hotels. It's time to shift the public's perception of sustainability, as more people are expected to travel to places including Thailand. Environmental considerations now play a major role in people's purchasing and behaviour decisions since the outbreak. This study examines the relationships between people's attitudes towards sustainable hotels, their willingness to pay premium for a sustainable hotel in Thailand, and the social pressure to be environmentally conscious (subjective norm). It does this by applying the Theory of Planned Behaviour (Ajzen, 1991).

Research backgrounds

In the travel industry, particularly the sustainable hotel sector, there has been a significant shift in consumer behavior towards sustainable alternatives in recent years, especially after the COVID-19 pandemic (Dwivedi et al., 2022). Research into sustainable hotels and consumer preferences is a productive field of academic study (Acampora et al., 2022; TM et al., 2021). However, the pandemic has caused unprecedented changes in consumer behavior (Jian et al., 2020). Liew (2020) highlighted the rapid and severe decline in tourism during the peak of the pandemic. The services industry is affected by this, especially on eco-friendly lodgings. Jian et al. (2020) observed a significant shift in customers' perspectives. Since the epidemic, worries about the environment, hygiene, and health have increased. As a result, there is greater interest from customers in sustainable hotels. Sharma and Chen (2023) noted that sustainable hotels are increasingly viewed as essential to protecting the environment and reducing health risks. Their research aims to explore how these eco-hotels are developed, marketed and accepted by guests. This goes beyond previous research that has focused primarily on environmental knowledge and attitudes to predict visit intentions. Additionally, climate change with rising sea levels, melting ice caps, and disrupted ecosystems is pushing the tourism industry and travelers to support stronger environmental protections. Sustainable hotels are actively leading the way in reducing energy, water, and waste (Lo et al., 2013). There is even research on consumer behavior and sustainable hotels but there are still important gaps in understanding these dynamics in the context of global warming. Especially with rising environmental concerns. This study is therefore rooted in this intersection. Growing environmental concerns indicate that findings from previous studies, even in similar contexts of other countries, may no longer be directly applicable (Dwivedi et al., 2022).

This study in the context of sustainable hotels is essential as it reveals how attitudes, societal influences, and environmental concerns drive tourists' willingness to pay premium. Understanding these dynamics helps hotels develop targeted marketing strategies, improve eco-friendly practices, and align their offerings with the values of eco-conscious consumers, ultimately fostering customer loyalty and promoting environmental sustainability in the hospitality industry. Overall, this study underscores the importance of integrating environmental values into the hospitality industry, promoting greater sustainability and consumer satisfaction.

Objective of the study

1. To analyze the relationships between tourists' attitudes, subjective norms, and environmental concerns and their willingness to pay premium for sustainable hotel services.

2. Enhance hoteliers' understanding of consumer behavior related to sustainable practices.

Benefits of the study

1. The study provides insights into effective marketing approaches, helping sustainable hotels attract and engage eco-conscious consumers. By understanding what influences tourists' willingness to pay premium, hoteliers can develop business models that align with environmental values and appeal to sustainability-minded guests.

2. Highlighting the importance of environmental concerns, the study helps hotels foster loyalty among guests who prioritize sustainability. This focus on eco-friendly practices encourages repeat business and long-term relationships with environmentally conscious customers.

3. The study establishes a foundation for future research on sustainable tourism, promoting continued exploration and innovation in environmentally responsible hospitality practices. This groundwork encourages further studies that advance sustainable practices in the hospitality sector.

Literature review and hypothesis formulation

Attitude

Attitude is the extent to which a person holds a favorable or unfavorable evaluation of the behavior in question. (Ajzen, 1991). The concept of attitudes, pivotal in understanding consumer behavior, traces its origins to social psychology, emphasizing the role of attitudes in decision-making processes (Ajzen, 1991; Schiffman et al., 2013). These attitudes, shaped by theories of persuasion and social influence, are crucial in models like the expectancy-value model (Fishbein & Ajzen, 1977), theory of reasoned action (Fishbein, 1979), theory of planned behavior (Ajzen, 1985), and value-attitude-behavior model (Homer & Kahle, 1988). Studies highlight the impact of consumer attitudes on environmental behaviors and purchasing decisions, linking positive attitudes towards eco-friendly products with higher green purchase intentions (Rahman & Reynolds, 2019; Verma et al., 2019; Romeo-Arroyo et al., 2020; Jung et al., 2020; Costa et al., 2021; Sukhu et al., 2019; Liao et al., 2020; Riskos et al., 2021). For example, a study highlighted the effect of attitudes on the purchase of eco-friendly packaged products (Prakash & Pathak, 2017), underscoring the importance of fostering positive attitudes towards sustainable behaviors and products. Attitude is key predictor of behavior, and this extends to consumer behavior in the context of sustainability (Ajzen, 1991). A positive attitude towards sustainability can significantly influence a consumer's willingness to engage in eco-friendly practices, such as choosing sustainable hotels. Studies have shown that tourists with favorable attitudes towards sustainability are more likely to pay a premium for accommodations that demonstrate environmental responsibility (Han et al., 2010).

Subjective norm

Subjective norm is referred to as the perceived social pressure to engage in or abstain from a behavior (Ajzen, 1991). Subjective norm, a key concept from the Theory of Planned Behavior (Ajzen, 1991), reflects the perceived social pressure to perform or avoid certain behaviors, illustrating the influence of social expectations on individual actions. Initially part of the theory of reasoned action, it has been expanded in the theory of planned behavior (Madden et al., 1992) and applied in diverse fields such as health, technology adoption, and green consumer behavior. It highlights how individuals perceive the need to conform to the behaviors approved by their social circles, including family, friends, and broader society, especially in contexts of uncertainty like eco-friendly purchases (De Vries et al., 1988; Rhodes & Courneya, 2003; Yadav et al., 2019; Van Tonder et al., 2023; Roh et al., 2022).

Recent studies by Roh et al. (2022) and Liu et al. (2021) have further explored the impact of subjective norms on consumer behaviors, particularly in the realm of ethical and green purchasing. Roh et al. demonstrated that subjective norms positively influence purchase intentions, linking consumer trust in a brand to shared societal backgrounds and purchasing behaviors. Liu et al. focused on the effect of subjective norms on Chinese consumers' intentions to buy ethical fashion, finding that brand trust and ethical standards significantly affect consumer support and peer influence. These findings emphasize the role of social pressures, trust, and ethical considerations in shaping consumer decisions towards sustainable and ethical purchases.

Environmental concern

Environmental concern, reflecting an individual's awareness and anxiety towards environmental issues, is a critical factor in promoting pro-environmental behavior (Fransson & Gärling, 1999; Cruz & Manata, 2020). Originating from the environmental movement of the early 1970s, this concern has escalated with increasing awareness of climate change and its consequences (Dunlap & Mertig, 1991; Helm et al., 2018). It significantly influences actions such as recycling, energy conservation, and the purchase of eco-friendly products (Wang, 2022).

Research, including studies by Mostafa (2007) and Wang et al. (2019), demonstrates a direct correlation between environmental concern and green consumer behaviors in various cultural contexts.

The marketing industry also leverages environmental concern, targeting consumers inclined towards sustainability (Yue et al., 2020; Chou et al., 2020). Such consumers are more receptive to advertisements emphasizing a product's environmental benefits (Kumar & Ghodeswar, 2015). However, the pathway from concern to behavior is complex, moderated by factors like perceived effectiveness, environmental knowledge, and social norms (Rusyani et al., 2021). Recognizing these influences is essential for crafting strategies to enhance environmental concern's effect on sustainable behaviors.

Willingness to pay premium

Willingness to pay premium reflects the maximum price consumers are willing to spend on products or services, particularly for environmentally friendly goods (Gomes et al., 2023; Katt & Meixner, 2020). This concept is crucial in the hospitality sector, where rising environmental concerns increase demand for sustainable options (Nelson et al., 2021). It indicates consumer commitment to sustainability, often linked to internalized moral norms (Berger, 2019; Nicolau et al., 2020). Research shows a strong correlation between personal environmental norms and a higher willingness to pay for green products (Chuaudhary, 2018; Han, 2015; Katt & Meixner, 2020). Factors such as income, perceived value, and personal environmental beliefs significantly influence this readiness (Biswas & Roy, 2016). Businesses can use this insight to promote environmentally friendly behaviors and align their branding with consumer values (Kang et al., 2012; Higgins, 2020). Understanding willingness to pay provides a nuanced view of the financial sacrifices' consumers are willing to make for sustainability, offering a roadmap for balancing profitability with sustainable practices (Konuk, 2019). Post-COVID-19, the level of environmental concern among hotel guests influences their willingness to pay premium for eco-friendly hotels (Dwivedi et al., 2022). This trend highlights the growing environmental consciousness and trust in brands promoting environmental responsibility, further enhancing green trust and encouraging premium payments for sustainable services (Tang & Lam, 2017).

Sustainable hotel

Sustainable hospitality has become a mainstream concept, evolving beyond a niche trend (Tzschentke et al., 2004; Jin-zhao et al., 2009; Legrand et al., 2022). The roots of hotel sustainability trace back to the 1960s, highlighting increased focus on the environmental and social impacts stemming from hotel operations and development (Shanti, 2016). Over the past 50 years, numerous definitions have emerged to describe sustainable hotels. For instance, a sustainable hotel is characterized by its integration of various socio-economic and environmental management practices (Council, 2013). By embracing the principles of sustainable buildings, these hotels offer consumers eco-friendly products and services. Sustainable hotels reflect the preferences and expectations of both current and prospective guests (Wang et al., 2013).

This research builds upon a thorough review of existing literature to develop a conceptual model. The model investigates how these factors influence a consumer's willingness to pay premium for sustainable hotel accommodations. By visually representing these hypotheses within the model, the research facilitates empirical testing to assess their impact on eco-friendly consumer behavior.

Hypotheses formulation

The theory of planned behavior (Ajzen, 1991) explains how attitudes shape intentions towards certain behaviors (Armitage & Conner, 2001). While TPB focuses on belief-based evaluations of a behavior's benefits and costs, it has been criticized for neglecting the affective aspects of attitude. Attitudes involve both emotions (affective components) and evaluations of outcomes (cognitive components) (French et al., 2005). Research indicates that emotions indirectly influence decisions through cognition and directly impact final choices (Slovic et al., 2004). Studies by Ajzen and Driver (1992) and Dolnicar and Leisch (2008) show that positive affect and moral satisfaction are strong predictors of environmentally friendly behavior and willingness to pay (WTP) for sustainable tourism. Therefore, a positive attitude is positively associated with the willingness to pay premium for sustainable hotel experiences. Collectively, the below hypothesis is derived based on the above review:

H1: Attitude positively associated with willingness to pay premium.

Subjective norm refers to the perceived social pressure to perform or refrain from a specific action (Ajzen, 1991). It is a crucial factor in understanding eco-friendly behavior, as it involves normative considerations (Cherian & Jacob, 2012). Eco-friendly norms encompass the perception and acceptance of others' opinions about eco-friendliness in individual actions, and the willingness to align with collective opinions formed by reference groups (Ajzen & Sheikh, 2013; Heyvaert, 2013). Numerous studies have shown that eco-friendly norms significantly influence consumers' eco-friendly behaviors (Heberlein, 2012). These norms operate because individuals' judgments about the rightness or wrongness of their behavior are influenced by those around them (Cialdini & Goldstein, 2004; Bamberg et al., 2007). People adhere to eco-friendly norms to gain approval from their reference groups or others important to them (Cialdini & Goldstein, 2004; Keizer & Schultz, 2018). If individuals believe that eco-friendly norms guide behaviors and agree that these behaviors are valued by society, they are likely to engage in eco-friendly actions due to social pressure (Aarts & Dijksterhuis, 2003; Keizer et al., 2008). Additionally, many studies have confirmed that norms directly impact behavior or intentions (Bamberg et al., 2007; Hunecke et al., 2001). The below hypothesis is derived based on the above review:

H2: Subjective norm positively associated with willingness to pay premium.

Environmental concern, defined as awareness and interest in environmental issues, characterizes green consumers who form a growing market segment (Laroche et al., 2001; Falk and Hagsten, 2019). These consumers are willing to visit, pay premium for, and recommend eco-friendly hotels (Kim and Han, 2010; Tang and Lam, 2017). Environmentally friendly practices enhance a firm's image, trust, and customer loyalty (Fu et al., 2014; Kucukusta et al., 2013). However, the relationship between environmental concern and willingness to pay premium remains underexplored (Chou and Chen, 2014; Kang et al., 2012). Using value-belief-norm theory, this study posits that environmental concern positively influences consumers' willingness to pay premium for eco-friendly products or services. It can be hypothesized that environmental concern is positively associated with willingness to pay premium as follows:

H3: Environmental concern positively associated with willingness to pay premium.

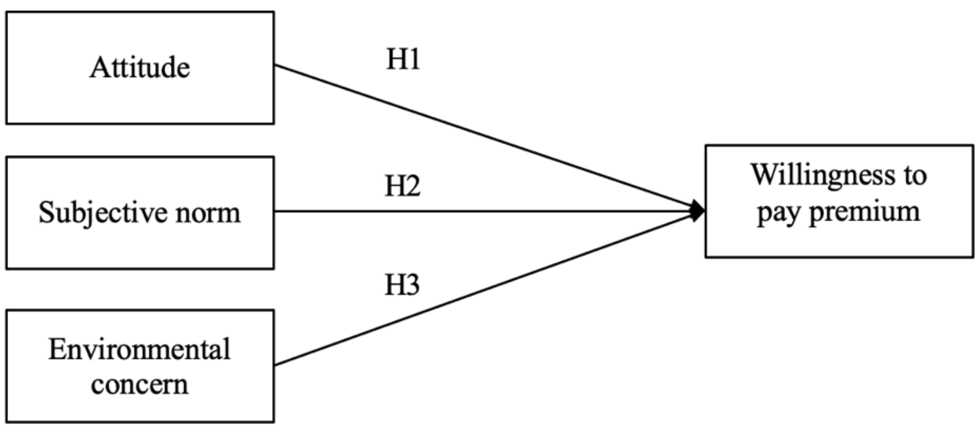


Figure 1 A conceptual model

Research methodologies

This study employed a simple random sample approach for data collection within a particular group. The participants were still in charge of selecting and reserving their own lodging in Thailand. Participants were selected based on specific criteria to ensure the quality and relevance of the responses. Firstly, they had to be primarily responsible for deciding where to stay during their travels. Additionally, they needed to be the ones primarily responsible for paying for their hotel stays. Lastly, it was essential that participants were familiar with the sustainable practices of hotels, ensuring that the responses came from individuals who were aware of and understood the sustainability efforts being made by these establishments. The population for this study consists of the number of foreign tourists. During the first six months of 2024 (from January 1 to June 30), a total of 17,501,283 foreign tourists visited Thailand (The Ministry of Tourism and Sports, 2024). Using Taro Yamane's table for sample size determination with a 5% margin of error, the sample group is calculated to be 400 tourists. These tourists must meet the specified criteria outlined in the screening questions above. Initially, 500 responses were obtained. After a screening process, the final dataset for the study consisted of 432 replies.

Data collection process, questionnaires were used in this study's quantitative research design to gather data. After a comprehensive review of the literature, the questionnaire was developed. to ensure that the questions were grounded in recognized theories and incorporated important findings from past research on consumer behavior, sustainability, and the hotel industry. The research employed a 5-point Likert scale (Zikmund et al. 2009). This scale allows participants to express their level of agreement with a series of statements ranging from strongly disagree to strongly agree. Using a Google Form questionnaire, randomly collected from tourists in hotels in Bangkok.

The questionnaire has two sections. Part 1 focused on gathering demographic information about the respondents. Part 2 focused on the core constructs of the study, which include willingness to pay premium, attitude, subjective norm and environmental concern. This study utilized regression analysis, a cornerstone statistical method, to analyze the collected data (Gujarati & Porter, 2009). In this context, the researchers investigated how factors hypothesized to influence consumer willingness to pay premium for sustainable hotels. The analysis employed a 95% confidence level, a common standard practice in regression analysis.

The measurement model from the pilot test, which involved 30 participants, showed high reliability across most variables. Willingness to pay premium scored 0.943, while attitude had a reliability score of 0.918. Subjective norm had the highest reliability with a Cronbach's alpha of 0.961. Environmental concern had a Cronbach's alpha of 0.782, which is acceptable. Finally, behavioral intention achieved a Cronbach's alpha of 0.912, indicating high reliability.

Table 1 The item and reference of each construct

Construct
Willingness to pay premium (Werenbroch & Skiera, 2002)
It is acceptable for me to pay more for a sustainable hotel.
I am willing to pay more for a sustainable hotel.
I am willing to spend an extra amount of money in order to stay at a sustainable hotel.
Attitude (Han et al., 2010)
For me staying at a sustainable hotel while traveling is extremely good.
For me staying at a sustainable hotel while traveling is extremely desirable.
For me staying at a sustainable hotel while traveling is extremely pleasant.
For me staying at a sustainable hotel while traveling is extremely wise.
For me staying at a sustainable hotel while traveling is extremely favourable.
For me staying at a sustainable hotel while traveling is extremely enjoyable.
For me staying at a sustainable hotel while traveling is extremely positive.
Subjective norm (Han et al., 2010)
Most people who are important to me think I should stay at a sustainable hotel when traveling.
Most people who are important to me would want me to stay at a sustainable hotel when traveling.
People whose opinions I value would prefer that I stay at a sustainable hotel when traveling.
Behavioral intention (Chan & Tung, 2014)
I am willing to stay at a sustainable hotel while traveling.
I will make an effort to stay at a sustainable hotel when traveling.
I plan to stay at a sustainable hotel for my next vacation.
Environmental concern (Kilbourne & Pickett, 2008)
I am very concerned about the environment.
I would be willing to reduce my consumption to help protect the environment.
Major social changes are necessary to protect the natural environment.
Anti-pollution laws should be enforced more strongly.

Data analysis and results

Data analysis

The analysis of demographic variables, including gender, age, income, highest level of education, occupation, and region of origin, employed a combination of frequency and percentage analysis. This approach provided a comprehensive understanding of the sample's composition. By analyzing both the frequency and percentage of each demographic category.

Table 2 The demographics (n = 432)

Demographic	Frequency	Percent
Gender		
Male	203	47.00
Female	197	45.60
Other	32	7.40
Age		
Less than 25 Years old	58	13.40
25 – 34 Years old	172	39.80
35 – 44 Years old	130	30.10
45 – 54 Years old	39	9.00
55 Years old and above	33	7.60
Income		
Less than 10,001 USD	106	24.50
10,001 – 20,000 USD	129	29.90
20,001 – 50,000 USD	143	33.10
50,001 – 75,000 USD	39	9.00
75,001 – 100,000 USD	12	2.80
More than 100,000 USD	3	0.70
Highest education		
Highschool	35	8.10
Diploma	41	9.50
Bachelors	207	47.90
Masters	116	26.90
Doctorate	10	2.30
Other	23	5.30
Occupation		
Managerial levels	87	20.10
Operational levels	163	37.70
Business owner	57	13.20
Investor	10	2.30
Retried	32	7.40
Other	83	19.20
Region origin		
Asia	124	28.70
Europe	195	45.10
Australia	33	7.60
North America	67	15.50
South America	3	0.70
Africa	10	2.30

The sample of gender consisted of 47% males (n = 203), 45.6% females (n = 197), and 7.4% individuals identifying as other (n = 32). The largest age group comprised individuals between 25 - 34 years old (n = 172; 39.80%). The 35 - 44 years old category followed with 30.10% (n = 130), while those under 25 years old represented 13.40% (n = 58) of the sample. The majority of participants income (n = 143; 33.10%) reported an annual income between USD 20,001 and

USD 50,000. The second-largest income bracket was USD 10,001 – USD 20,000 (n = 129; 29.90%). Those earning less than USD 10,001 constituted 24.50% (n = 106) of the sample. Nearly half (n = 207; 47.90%) of the participants held a bachelor's degree. Master's degrees were reported by 26.90% (n = 116), while diplomas were the qualification for 9.50% (n = 41) of the sample. The largest occupational category was operational level positions (n = 163; 37.70%). Managerial positions were held by 20.10% (n = 87) of the participants, with the remaining 19.20% (n = 83) falling into the other category. The majority of participants originated from Europe (n = 195; 45.10%), followed by Asia (n = 124; 28.70%) and North America (n = 67; 15.50%).

Quantitative analysis

Correlation analysis

Table 3 The correlation analysis

	Attitude	Subjective norm	Environment concern	Willingness to pay premium
Attitude	1.000			
Subjective norm	0.421	1.000		
Environment concern	0.462	0.263	1.000	
Willingness to pay premium	0.587	0.396	0.370	1.000

The correlation analysis indicates that attitude, subjective norm, and environmental concern are all positively associated with willingness to pay premium, with sufficient strength to warrant further investigation. None of the correlations between the independent variables (ATT, SN, EC) exceed 0.7, indicating that multicollinearity is not a concern. This ensures that each variable can independently contribute to the regression model without causing instability in the estimates.

Regression analysis

Analyze the impact of attitude, subjective norm, and environmental concern on the willingness to pay premium by conducting a regression analysis.

Table 4 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.607	0.368	0.364	0.63481

The R value is 0.607, indicating a moderate to strong positive correlation. The R square value is 0.368, meaning that approximately 36.8% of the variance in the willingness to pay premium can be explained by the combined effects of attitude, subjective norm, and environmental concern. The adjusted R square is 0.364, which is very close to the R square, indicating that the independent variables provide a good fit and the model doesn't include too many extraneous predictors. This is a measure of the standard deviation of the errors in the prediction, which is 0.63481, which suggests that on average, the actual values of willingness to pay premium deviate from the predicted values by approximately 0.63481 units. The lower this value, the better the model's predictions are fitting the actual data.

Table 5 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	100.479	3	33.493	83.113	0.001
Residual	172.477	428	0.403		
Total	272.956	431			

In the table, the sum of squares due to regression is 100.479, which represents the variance explained by the independent variables. The residual sum of squares is 172.477, which represents the variance unexplained by the model. The total sum of squares is 272.956, representing the total variance in the willingness to pay premium.

There are 3 degrees of freedom for the regression, corresponding to the three independent variables. The residual degrees of freedom are 428, which is the number of observations minus the number of estimated parameters. The total degrees of freedom for the model are 431.

The mean square for regression is 33.493, calculated by dividing the regression sum of squares by its degrees of freedom. For the residuals, the mean square is 0.403, calculated by dividing the residual sum of squares by its degrees of freedom.

The F-statistic is 83.113, which is a measure of how much the model improves the prediction of the dependent variable compared to the variance within the data. This high F-value indicates the model is a good fit.

Finally, the significance value is 0.001, which is extremely low, indicating a very high level of statistical significance. This suggests that the regression model, with the independent variables included, provides a statistically significant prediction of the willingness to pay premium.

Hypothesis testing

Table 6 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.068	0.260		0.262	0.794
Attitude	0.576	0.060	0.441	9.543	0.001
Subjective norm	0.172	0.040	0.184	4.317	0.001
Environmental concern	0.168	0.062	0.117	2.693	0.007

Constant: The unstandardized coefficient (B) for the constant is 0.0068, but it is not statistically significant (p = 0.794), suggesting that when all independent variables are zero, the behavioral intention score is not significantly different from zero.

H1: Attitude positively associated with willingness to pay premium.

For hypothesis 1 (H1), the attitude shows a strong positive association with the willingness to pay more, as indicated by a B value of 0.576. This suggests that for every one-unit increase in the measured attitude, there is an expected increase of 0.576 units in the willingness to pay premium, assuming other variables are held constant. This result is highly statistically significant, with a p-value 0.001, providing robust support for H1.

H2: Subjective norm positively associated with willingness to pay premium.

For hypothesis 2 (H2), the subjective norm is also positively associated with the willingness to pay premium. The B value here is 0.172, indicating that a one-unit increase in the subjective norm is expected to result in a 0.172-unit increase in the willingness to pay premium. This effect is significant with a p-value 0.001, thus supporting H2.

H3: Environmental concern positively associated with willingness to pay premium.

Finally, hypothesis 3 (H3) examines the association between environmental concern and the willingness to pay premium. The B value for environmental concern is 0.168. This implies that an increase by one unit in environmental concern is expected to lead to a 0.168-unit increase in the willingness to pay premium, holding other factors constant. The association is statistically significant with a p-value of 0.007, thereby providing evidence in favor of H3.

Research results

This study examined the factors influencing foreign tourists' willingness to pay premium for sustainable hotels in Thailand, focusing on attitudes, subjective norms, and environmental concern. The findings revealed significant positive correlations between all three factors and the willingness to pay more for eco-friendly hotels.

Attitudes: A strong link was found between positive attitudes and increased willingness to pay premium for sustainable hotels. A one-unit increase in positive attitude resulted in a 0.576-unit increase in willingness to pay premium (p-value = 0.001), indicating that favorable views on green branding lead to higher spending on environmentally aligned accommodations.

Subjective Norm: The study showed that perceived social pressure to engage in eco-friendly behaviors significantly predicts willingness to pay premium. A one-unit increase in subjective norms led to a 0.172-unit increase in willingness to pay premium (p-value = 0.001), highlighting the impact of social influence on consumer decisions.

Environmental Concern: The research found that higher environmental concern also boosts willingness to pay premium. A one-unit increase in environmental concern resulted in a 0.168-unit increase in willingness to pay premium (p-value = 0.007), suggesting that those more concerned about environmental issues are more likely to choose sustainable hotel options.

In summary, positive attitudes, subjective norms, and environmental concern significantly influence tourists' willingness to pay premium for sustainable hotels in Thailand.

Discussion

This section discusses the study's findings in light of contemporary ideas of social psychology and consumer behavior. These theories provide a framework for understanding how consumer attitudes, societal norms, and environmental concern affect their willingness to pay premium for them. Sustainable hotels are a prominent trend in the hospitality business.

The study's findings showed a strong positive association between consumers' willingness to pay more for lodging places that adhere to environmental standards and their good opinions of green branding. This is in line with the expectancy-value model and the theory of planned behavior, which emphasize the impact of positive attitudes on consumer preferences and purchase intentions. People who support green branding are also more willing to financially support sustainable hotels, according to the report. According to other research, this is the case (Yadav et al., 2019; Prakash & Pathak, 2017). Studies show that consumer attitudes and trust in environmentally responsible businesses help consumers adopt sustainable shopping habits. This illustrates how hotels may improve their reputation in the market and draw in more business by providing a detailed description of their environmental policies and initiatives to the general public.

Similarly, the positive relationship between subjective norms and willingness to pay premium highlights the influence of social expectations on consumer behavior. This finding aligns with the theory of planned behavior, suggesting that individuals are more likely to pay more for sustainable hotels if they believe it is socially approved or expected. The impact of social norms on consumer decisions, particularly regarding ethical and sustainable purchasing, emphasizes the role of social influences. Sustainable hotels can leverage this by aligning themselves with broader societal values and norms to attract consumers willing to pay premium.

The positive association between environmental concern and willingness to pay premium reinforces the idea that heightened environmental awareness translates into supportive consumer behaviors towards sustainable hotels. This relationship is especially important in the post-COVID-19 era, where environmental consciousness has become more pronounced. The finding suggests that consumers who are highly concerned about the environment are not only aware of but also willing to financially support businesses that align with their environmental values. This highlights the growing importance of environmental ethics in consumer decision-making processes and the potential for hotels to capitalize on this trend by emphasizing their commitment to environmental sustainability.

Implications for practice

The hospitality industry, particularly sustainable hotels, can benefit from consumers' willingness to pay premium for eco-friendly operations. Strategic branding is essential, as there is a direct link between positive opinions of green branding and consumers' willingness to pay more. Marketing campaigns should emphasize the environmental benefits of eco-friendly accommodations and their impact on regional and global sustainability. Engaging stories that resonate with environmentally conscious consumers can enhance brand perception and loyalty.

Social proof and community involvement are crucial for marketing eco-friendly hotels. By leveraging influencer collaborations, social media, and customer feedback, hotels can increase perceived social support for their sustainability efforts. Integrating into sustainability-focused communities helps encourage eco-friendly purchasing behaviors, making customers more likely to choose and pay premium for green accommodations. Targeting environmentally conscious consumers through tailored marketing efforts is also important. Hotels should demonstrate genuine dedication to environmental stewardship by transparently disclosing sustainability achievements, obtaining certifications, and continuing environmental impact reduction projects. Providing educational experiences about sustainability can align guests' values with those of the hotel, reinforcing their commitment to eco-friendly choices. Finally, sustainable hotels must back their sustainability claims with quantifiable outcomes. This involves participating in local conservation initiatives, supporting community projects, and integrating sustainable practices throughout operations. Demonstrating tangible results builds customer trust and justifies premium pricing for eco-friendly accommodations. To succeed, eco-friendly hotels need a comprehensive approach that includes societal influence, strong green branding, environmental awareness, and genuine sustainability commitments. This strategy will attract customers willing to pay more for environmentally friendly options and promote sustainable travel behaviors.

Limitations

This study offered insightful information about how consumers determine how much more they are willing to spend for environmentally friendly lodging. It's important to take into account the study's shortcomings though. The fact that the study relied on participants self-reporting their attitudes and level of environmental concern is one possible problem. It is possible that individuals will assert to be prepared to spend more than they actually would. Furthermore, the study only examined travelers in one particular area. This implies that visitors from other countries who have diverse cultures and environmental perspectives may not be able to apply the findings.

These limitations might be removed by looking at actual visitor behavior in the future, comprising favored hotel choices and shopping patterns. Many nations may carry out research to examine the potential impacts of cultural diversity. It might also look into other aspects that might affect how visitors behave, possibly how comfortable they are and how much control they feel over their interactions with the surroundings.

Future research implications

From a theoretical perspective, future studies should employ more objective metrics to overcome the limitations of self-reported data. This could include analyzing real hotel booking data or conducting controlled experiments that mimic real-world purchase events, providing a clearer depiction of actual consumer behavior. Additionally, researching consumer behavior across diverse cultural and geographic contexts is essential. Understanding how different socioeconomic and cultural backgrounds influence perceptions and behaviors towards sustainable hotels can offer universally applicable insights and targeted strategies for specific market segments.

Practically, the study highlights the importance of understanding the influence of social media and digital marketing on consumer decisions and perceptions regarding sustainability. In the digital age, online content significantly shapes consumer behavior. Grasping these influences can help sustainable hotels craft more effective marketing strategies. Longitudinal studies tracking changes in environmental concern and sustainable consumption over time, especially in response to global events like the COVID-19 pandemic, can provide insights into the evolving preferences of eco-conscious travelers. These studies can guide hotels in adapting their operations and communication strategies to better meet the needs of environmentally conscious consumers.

Future research should focus on utilizing objective metrics such as real booking data or controlled experiments to gain a more accurate understanding of consumer actions. Investigating the impact of diverse cultural and geographical backgrounds on consumer perceptions and behaviors towards sustainable hotels can yield both universally applicable results and specialized market insights. Exploring the role of digital marketing and social media in shaping consumer perceptions and decisions about sustainability can help sustainable hotels develop more effective online marketing strategies. Additionally, examining psychological factors like perceived behavioral control and environmental awareness can deepen our understanding of eco-friendly travel behavior. Conducting longitudinal studies to track changes in environmental concern and sustainable consumption over time can offer valuable insights into the evolving preferences of eco-conscious consumers.

Conclusion

This study examined the factors that affect consumers' willingness to pay premium for environmentally friendly hotels. Three primary elements were discovered, including attitudes, subjective norms, and environmental concerns. The study integrated theories from consumer behavior and social psychology to demonstrate that a consumer's decision to support sustainable hotels financially is significantly influenced by their positive attitudes toward sustainable initiatives, social pressure to be environmentally conscious, and increased concern for the environment. These results emphasize how crucial good communication is for environmentally friendly hotels. The hotel may foster good attitudes towards sustainable projects and help consumers comprehend the beneficial effects of their environmental commitments and practices by effectively communicating them. In addition, hotels must make sure that their operations respect the environment and wider societal norms. Hotels that respond to the growing demand for sustainable tourist choices by aligning with these ideals will see more success.

References

Aarts, H., & Dijksterhuis, A. (2003). The silence of the library: environment, situational norm, and social behavior. *Journal of personality and social psychology*, *84*(1), 18.

Acampora, A., Lucchetti, M. C., Merli, R., & Ali, F. (2022). The theoretical development and research methodology in green hotels research: A systematic literature review. *Journal of Hospitality and Tourism Management*, *51*, 512-528.

Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In *Action control: From cognition to behavior*(pp. 11-39). Berlin, Heidelberg: Springer Berlin Heidelberg.

Ajzen, I. (1991). The theory of planned behavior. Organizational behavior and human decision processes, 50(2), 179-211.

Ajzen, I., & Driver, B. L. (1992). Contingent value measurement: On the nature and meaning of willingness to pay. *Journal of consumer psychology*, *1*(4), 297-316.

Ajzen, I., & Sheikh, S. (2013). Action versus inaction: Anticipated affect in the theory of planned behavior. *Journal of applied social psychology*, *43*(1), 155-162.

Amoako, G. K., Dzogbenuku, R. K., Doe, J., & Adjaison, G. K. (2022). Green marketing and the SDGs: emerging market perspective. *Marketing Intelligence & Planning*, *40*(3), 310-327.

Armitage, C. J., & Conner, M. (2001). Efficacy of the theory of planned behaviour: A meta-analytic review. *British journal of social psychology*, *40*(4), 471-499.

Bamberg, S., Hunecke, M., & Blöbaum, A. (2007). Social context, personal norms and the use of public transportation: Two field studies. *Journal of environmental psychology*, *27*(3), 190-203.

Berger, J. (2019). Signaling can increase consumers' willingness to pay for green products. Theoretical model and experimental evidence. *Journal of consumer behaviour*, *18*(3), 233-246.

Biswas, A., & Roy, M. (2016). A study of consumers' willingness to pay for green products. *Journal of Advanced Management Science*, *4*(3).

Chen, Y. S., Huang, A. F., Wang, T. Y., & Chen, Y. R. (2020). Greenwash and green purchase behaviour: the mediation of green brand image and green brand loyalty. *Total Quality Management & Business Excellence*, *31*(1-2), 194-209.

Cherian, J., & Jacob, J. (2012). Green marketing: A study of consumers' attitude towards environment friendly products.

Chou, C.J. and Chen, P.C. (2014), Preferences and willingness to pay for green hotel attributes in tourist choice behaviour: the case of Taiwan, *Journal of Travel and Tourism Marketing, Vol. 31* No. 8, pp. 937-957.

Cialdini, R. B., & Goldstein, N. J. (2004). Social influence: Compliance and conformity. *Annu. Rev. Psychol.*, *55*(1), 591-621.

Costa, C. S. R., da Costa, M. F., Maciel, R. G., Aguiar, E. C., & Wanderley, L. O. (2021). Consumer antecedents towards green product purchase intentions. *Journal of Cleaner Production*, *313*, 127964.

Council, G. S. T. (2013). Global Sustainable Tourism Criteria FOR Hotels and Tour Operators Suggested Performance Indicators. *Global Sustainable Tourism Council: Washington, DC, USA*.

Cruz, S. M., & Manata, B. (2020). Measurement of environmental concern: A review and analysis. *Frontiers in Psychology*, *11*, 363.

Dolnicar, S., & Leisch, F. (2008). An investigation of tourists' patterns of obligation to protect the environment. *Journal of Travel Research*, *46*(4), 381-391.

Dunlap, R. E., & Mertig, A. G. (1991). The evolution of the US environmental movement from 1970 to 1990: An overview. *Society & Natural Resources*, *4*(3), 209-218.

Dwivedi, R. K., Pandey, M., Vashisht, A., Pandey, D. K., & Kumar, D. (2022). Assessing behavioral intention toward green hotels during COVID-19 pandemic: the moderating role of environmental concern. *Journal of Tourism Futures*, (ahead-of-print).

Falk, M. and Hagsten, E. (2019), Ways of the green tourist in Europe, *Journal of Cleaner Production, Vol. 225*, pp. 1033-1043.

Fishbein, M. (1979). A theory of reasoned action: some applications and implications.

Fishbein, M., & Ajzen, I. (1977). Belief, attitude, intention, and behavior: An introduction to theory and research.

Fransson, N., & Gärling, T. (1999). Environmental concern: Conceptual definitions, measurement methods, and research findings. *Journal of environmental psychology*, *19*(4), 369-382.

French, D. P., Sutton, S., Hennings, S. J., Mitchell, J., Wareham, N. J., Griffin, S., ... & Kinmonth, A. L. (2005). The importance of affective beliefs and attitudes in the theory of planned behavior: predicting intention to increase physical activity 1. *Journal of applied social psychology*, *35*(9), 1824-1848.

Fu, H., Ye, B.H. and Law, R. (2014), You do well and I do well? The behavioural consequences of corporate social responsibility, *International Journal of Hospitality Management, Vol. 40*, pp. 62-70.

Gomes, S., Lopes, J. M., & Nogueira, S. (2023). Willingness to pay more for green products: A critical challenge for Gen Z. *Journal of Cleaner Production*, *390*, 136092.

Han, H., Hsu, L. T. J., & Sheu, C. (2010). Application of the theory of planned behavior to green hotel choice: Testing the effect of environmental friendly activities. *Tourism management*, *31*(3), 325-334.

Heberlein, T. A. (2012). *Navigating environmental attitudes*. Oxford University Press, USA.

Heyvaert, V. (2013). Regulatory competition accounting for the transnational dimension of environmental regulation. *Journal of Environmental Law*, *25*(1), 1-31.

Higgins, K., Hutchinson, W. G., & Longo, A. (2020). Willingness-to-pay for eco-labelled forest products in Northern Ireland: An experimental auction approach. *Journal of Behavioral and Experimental Economics*, *87*, 101572.

Hunecke, M., Blöbaum, A., Matthies, E., & Höger, R. (2001). Responsibility and environment: Ecological norm orientation and external factors in the domain of travel mode choice behavior. *Environment and behavior*, *33*(6), 830-852.

Jian, Y., Yu, I. Y., Yang, M. X., & Zeng, K. J. (2020). The impacts of fear and uncertainty of COVID-19 on environmental concerns, brand trust, and behavioral intentions toward green hotels. *Sustainability*, *12*(20), 8688.

Jin-zhao, W., & Jing, W. A. N. G. (2009). Issues, challenges, and trends, that facing hospitality industry. *Management science and engineering*, *3*(4), 53.

Kalafatis, S. P., Pollard, M., East, R., & Tsogas, M. H. (1999). Green marketing and Ajzen's theory of planned behaviour: a cross-market examination. *Journal of consumer marketing*, *16*(5), 441-460.

Kang, K. H., Stein, L., Heo, C. Y., & Lee, S. (2012). Consumers' willingness to pay for green initiatives of the hotel industry. *International journal of hospitality management*, *31*(2), 564-572.

Katt, F., & Meixner, O. (2020). A systematic review of drivers influencing consumer willingness to pay for organic food. *Trends in Food Science & Technology*, *100*, 374-388.

Keizer, K., Lindenberg, S., & Steg, L. (2008). The spreading of disorder. *science*, *322* (5908), 1681-1685.

Keizer, K., & Schultz, P. W. (2018). Social norms and pro-environmental behaviour. *Environmental psychology: An introduction*, 179-188.

Konuk, F. A. (2019). Consumers' willingness to buy and willingness to pay for fair trade food: The influence of consciousness for fair consumption, environmental concern, trust and innovativeness. *Food research international*, *120*, 141-147.

Kucukusta, D., Mak, A. and Chan, X. (2013), Corporate social responsibility practices in four and five- star hotels: perspectives from Hong Kong visitors*, International Journal of Hospitality Management, Vol. 34*, pp. 19-30.

Kumar, P., & Ghodeswar, B. M. (2015). Factors affecting consumers' green product purchase decisions. *Marketing Intelligence & Planning*, *33*(3), 330-347.

Laroche, M., Bergeron, J., & Barbaro-Forleo, G. (2001). Targeting consumers who are willing to pay more for environmentally friendly products. *Journal of consumer marketing*, *18*(6), 503-520.

Legrand, W., Chen, J. S., & Laeis, G. C. (2022). *Sustainability in the hospitality industry: Principles of sustainable operations*. Routledge.

Liao, Y. K., Wu, W. Y., & Pham, T. T. (2020). Examining the moderating effects of green marketing and green psychological benefits on customers' green attitude, value and purchase intention. *Sustainability*, *12*(18), 7461.

Lo, F. E., Lin, K. T., Ma, K. L., & Hsia, H. Y. (2013, July). The cognition of climate change and green hotel. In *2013 Seventh International Conference on Complex, Intelligent, and Software Intensive Systems* (pp. 649-653). IEEE.

Madden, T. J., Ellen, P. S., & Ajzen, I. (1992). A comparison of the theory of planned behavior and the theory of reasoned action. *Personality and social psychology Bulletin*, *18*(1), 3-9.

Mostafa, M. M. (2007). Gender differences in Egyptian consumers' green purchase behaviour: the effects of environmental knowledge, concern and attitude. *International journal of consumer studies*, *31*(3), 220-229.

Nelson, K. M., Partelow, S., Stäbler, M., Graci, S., & Fujitani, M. (2021). Tourist willingness to pay for local green hotel certification. *Plos one*, *16*(2), e0245953.

Nicolau, J. L., Guix, M., Hernandez-Maskivker, G., & Molenkamp, N. (2020). Millennials' willingness to pay for green restaurants. *International Journal of Hospitality Management*, *90*, 102601.

Prakash, G., & Pathak, P. (2017). Intention to buy eco-friendly packaged products among young consumers of India: A study on developing nation. *Journal of cleaner production*, *141*, 385-393.

Rahman, I., & Reynolds, D. (2019). The influence of values and attitudes on green consumer behavior: A conceptual model of green hotel patronage. *International Journal of Hospitality & Tourism Administration*, *20*(1), 47-74.

Riskos, K., Dekoulou, P., Mylonas, N., & Tsourvakas, G. (2021). Ecolabels and the attitude–behavior relationship towards green product purchase: A multiple mediation model. *Sustainability*, *13*(12), 6867.

Roh, T., Seok, J., & Kim, Y. (2022). Unveiling ways to reach organic purchase: Green perceived value, perceived knowledge, attitude, subjective norm, and trust. *Journal of Retailing and Consumer Services*, *67*, 102988.

Rusyani, E., Lavuri, R., & Gunardi, A. (2021). Purchasing eco-sustainable products: Interrelationship between environmental knowledge, environmental concern, green attitude, and perceived behavior. *Sustainability*, *13*(9), 4601.

Schiffman, L., O'Cass, A., Paladino, A., & Carlson, J. (2013). *Consumer behaviour*. Pearson Higher Education AU.

Shanti, J. (2016). A study on environmental sustainability practices of star hotels in Bangalore. *Asian Journal of Business Ethics*, *5*, 185-194.

Sharma, T., & Chen, J. S. (2023). Expected Green Hotel Attributes: Visit Intentions in Light of Climate Change and COVID-19 Double Whammy. In *Advances in Hospitality and Leisure* (pp. 155-176). Emerald Publishing Limited.

Slovic, P., Finucane, M. L., Peters, E., & MacGregor, D. G. (2013). Risk as analysis and risk as feelings: Some thoughts about affect, reason, risk and rationality. In *The feeling of risk*(pp. 21-36). Routledge.

Tang, C. M. F., & Lam, D. (2017). The role of extraversion and agreeableness traits on Gen Y's attitudes and willingness to pay for green hotels. *International Journal of Contemporary Hospitality Management*, *29*(1), 607-623.

TM, A., Kaur, P., Bresciani, S., & Dhir, A. (2021). What drives the adoption and consumption of green hotel products and services? A systematic literature review of past achievement and future promises. *Business Strategy and the Environment*, *30*(5), 2637-2655.

Tzschentke, N., Kirk, D., & Lynch, P. A. (2004). Reasons for going green in serviced accommodation establishments. *International journal of contemporary hospitality management*, *16*(2), 116-124.

Van Teijlingen, E., & Hundley, V. (2001). The importance of pilot studies. *Social research update*, (35), 1-4.

Wang, B., Li, J., Sun, A., Wang, Y., & Wu, D. (2019). Residents' green purchasing intentions in a developing-country context: Integrating PLS-SEM and MGA methods. *Sustainability*, *12*(1), 30.

Wang, Y. F., Chen, S. P., Lee, Y. C., & Tsai, C. T. S. (2013). Developing green management standards for restaurants: An application of green supply chain management. *International journal of Hospitality management*, *34*, 263-273.

Yadav, R., Balaji, M. S., & Jebarajakirthy, C. (2019). How psychological and contextual factors contribute to travelers' propensity to choose green hotels?. *International Journal of Hospitality Management*, *77*, 385-395.

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

Tourist Destination Loyalty in Thailand: The Impact of Digital Marketing, Destination Personalities, Experience and Satisfaction

Received: 10.06.2024
Revised: 02.08.2024
Accepted: 30.08.2024

Piyapan Vana-ukrit[1*] and Piraphong Foosiri[2]
[1,2]Business School, University of the Thai Chamber of Commerce.
126/1 Vibhavadee-Rungsit, Dindaeng, Bangkok, 10400, Thailand
[2]piraphong_foo@utcc.ac.th
**Corresponding author:* piyapandba23@gmail.com

Abstract

This study examines the impact of destination personalities, digital marketing communication, tourism experiences, and tourist satisfaction on destination loyalty in Thailand using data from 402 tourists and PLS-SEM analysis. The objectives are to examine how destination personalities influence tourist experiences and loyalty, analyze the impact of digital marketing on satisfaction and loyalty, and study the effects of experiences and satisfaction on loyalty. The findings show that although destination personalities have no direct impact on loyalty, it highlights that destination personalities foster emotional bonds and memorable experiences, indirectly boosting loyalty through satisfaction but they do enhance tourist' satisfaction and experiences. Digital marketing enhances satisfaction without immediately affecting loyalty, the research underscores the importance of strong destination identities, effective digital marketing, and high-quality tourism experiences in enhancing tourist satisfaction and loyalty. However, loyalty is eventually strengthened by both travel experiences and satisfaction. Moreover, tourism experiences mediate the relationship between destination personalities and loyalty, while satisfaction mediates the impact of digital marketing on loyalty. Consequently, destination managers should prioritize developing distinct destination identities, investing in digital marketing, and delivering exceptional experiences to various target audiences. This research aims to deepen the understanding of how tourist experiences and loyalty are influenced by destination personality and digital marketing, focusing on the mediating roles of satisfaction and experience.

Keywords: Destination personalities, digital marketing communication, tourism experiences, tourist satisfaction and destination loyalty

Introduction

Thailand's tourist sector faced a number of challenges during the COVID-19 pandemic, including a sharp drop in foreign arrivals as a result of stringent travel restrictions that included mandatory quarantines and border closures (Klinsrisuk and Pechdin, 2022; Seyfi et al., 2023). In response, the Thai government began to relax laws and implement initiatives such as the "Phuket Sandbox" to attract immunized tourists without making them stay in quarantine (Siriluck et al., 2023). Other programs that helped the local businesses were aggressive immunization campaigns and the promotion of domestic travel (Wongmonta, 2021; Luangasanatip et al., 2023). Despite these efforts, the tourist sector is still unable to significantly increase GDP and create jobs (Sann and Chen, 2022; Tantrakarnapa et al., 2020). In an attempt to mitigate the effects on the economy, the government provided financial assistance and stimulus programs (Wudhikarn et al., 2024). Additionally, the sector fosters regional, cultural, and infrastructure development (Baker and Phongpaichit, 2021; Marome and Shaw, 2021). Thailand's tourism industry is broad and draws travelers who are looking for wellness retreats, adventurers, beachcombers, and culture vultures (Ongsakul et al., 2022). But in order to strike a balance between monetary gains and the protection of the environment and culture, sustainable methods are needed (Leurcharusmee et al., 2022; Sutawatnatcha et al., 2021).

The literature often overlooks the interactions between destination personalities, digital marketing communication, tourism experiences, and tourist satisfaction. Emerging technologies and their impact on these factors are underexplored, as are the mediation effects between variables. Additionally, inconsistent measurement of constructs affects the reliability of findings, and sustainability and ethical considerations are insufficiently addressed. This research focuses on these gaps by examining the factors that influence tourism experiences, satisfaction, and destination loyalty.

As a result of previous research, the following research questions were derived:
RQ#1: What are the factors that impact tourism experiences and tourist satisfaction?
RQ#2: What are the factors that impact destination loyalty?
RQ#3: How do destination personalities influence tourism experiences, destination loyalty?
RQ#4: How does digital marketing communication influence destination loyalty and tourist satisfaction?

Research background

Thailand's tourism industry has shown a good recovery from the COVID-19 outbreak, with over 2 million visits per month between December 2022 and March 2023 (Kaewklub and Phetvaroon, 2023). Projections indicate that approximately 25 million arrivals are expected in 2023 (KASIKORN Research Center Company Limited., 2023). The number of travelers increased from 35.35 million in 2017 to 39.92 million in 2019, but the harsh travel restrictions resulting from the pandemic caused a steep decrease to 6.7 million in 2020 (Ministry of Tourism and Sports, 2017-2020). The hotel sector was severely damaged, with many jobs lost and financial difficulties. The country reopened in November 2021 despite the increase in delta variation, although initially not many people came (Kuai and Ser, 2021).

Thailand's tourism sector is rebounding well from the COVID-19 pandemic, as seen by the over 2 million monthly visits from December 2022 to March 2023 and the noteworthy increase in Chinese visitors in early 2023. Estimates for 2023 indicate 25 million arrivals. This resurgence follows a drastic drop from nearly 40 million tourists in 2019 to just 6.7 million in 2020 due to stringent travel restrictions. While the hospitality sector suffered severe impacts, including job losses and financial hardship, the country's reopening in late 2021 and the lifting of restrictions in 2022 facilitated a steady increase in tourist numbers. Tourism, contributing 18.4% to Thailand's GDP in 2019, remains vital to the economy, and the anticipated return of Chinese tourists is crucial. However, the sector's recovery hinges on its ability to adapt to ongoing global uncertainties, balance public health concerns, and sustain long-term growth amidst potential future disruptions.

Objective of the study

1. To examine the factors of destination personalities influencing tourist experiences and loyalty.
2. To analyze the impact of digital marketing communication on tourist satisfaction and destination loyalty.
3. To study the effect of tourism experiences and tourist satisfaction on destination loyalty.

Benefits of the research

This research aims to enhance knowledge of destination personalities and digital marketing communication, with a focus on their impact on destination loyalty within Thailand's tourism industry. By examining these factors, the research provides useful data to the public and private sectors, aiding in the development of workable strategies to boost traveler loyalty. The findings will also open the door for more research on the dynamics of loyalty in the tourism sector.

The research's findings can be used by organizations to improve relationships with visitors, make strategic decisions, and raise target group involvement. It is especially relevant to the travel and tourism sectors in Thailand. The collaboration of the public and private sectors can further strengthen these programs. The study will produce useful information that may be used locally to tailor offers and break into new markets. This will eventually help travelers as well as businesses, which will boost the travel and tourism sectors.

Literature review and hypothesis formulation

Destination personalities

Since Aaker (1997) introduced the Brand Personality Scale (BPS), which includes 42 attributes categorized into five dimensions (sincerity, excitement, competence, sophistication, and ruggedness), brand personality has garnered significant attention. This scale helps businesses understand and effectively communicate their brand's characteristics. The implementation of BPS has shown relatively stable dimensions across various cultures, leading to its application in tourism. Studies on destination personality are on the rise (Kovacic et al., 2019; Lin and Roberts, 2019). Describing a destination using human traits, such as warm, nice, or charming, can enhance its appeal. For instance, Phi Phi Island is seen as an energetic and brilliant destination, while the Temple of the Emerald Buddha is regarded as cultured and traditional (Auemsuvarn and Ngamcharoenmongkol, 2022). This humanization of destinations can also boost destination equity by adding symbolic values and functions, thereby increasing revenue for tourist spots (Hanna and Rowley, 2019).

Tešin et al. (2023) found that openness to experience and a desire for knowledge significantly impact tourism experiences, influencing destination personality, satisfaction, and revisit intention. Destination personality directly affects destination image (Zhang et al., 2019) and drives behavioral outcomes. For example, positive personality perceptions are associated with intentions to both recommend and revisit, which in turn lead to destination loyalty (Pan et al., 2017). Destination personalities enhance destination loyalty by creating memorable and relatable identities that strengthen tourists' emotional connections and satisfaction, thereby increasing the likelihood of revisits and recommendations (Yang et al., 2021). Proposed Hypotheses:

H1: Destination personalities positively affect tourism experiences.

H2: Destination personalities positively affect destination loyalty.

Digital marketing communication

Digital Marketing communications, a key part of marketing strategy, use various methods and channels to convey messages to consumers. Limna et al. (2022) note a shift from traditional media to integrated digital platforms. Current research focuses on the effectiveness of different channels, technological advancements, and consumer behavior's role in marketing strategies. Kurdi et al. (2022) compare traditional channels like TV and print with digital platforms like social media and email marketing, highlighting the increased personalization and interactivity of digital channels (Chandra et al., 2022). Understanding consumer behavior is crucial. Ghorbani et al. (2022) emphasizes the need for personalized strategies in the digital age.

Melania and Ellyawati (2018) demonstrate that online promotion boosts destination loyalty by increasing awareness and tourist satisfaction. Similarly, Al-Dmour et al. (2023) reveal that social media marketing, which includes promotions and relevant content, enhances brand loyalty in the tourism sector, mediated by customer satisfaction. Bedi (2023) also supports this by showing that structured digital marketing, continuous training, and robust feedback mechanisms improve customer loyalty and satisfaction in the Sarovar hotel group. These studies collectively underscore the positive impact of digital marketing communication on destination loyalty.

Mathew and Soliman (2021) highlight that Digital Content Marketing influences tourist behavior, with satisfaction and convenience driving positive attitudes. Chamidah et al. (2020) find that accurate digital communication significantly enhances tourist satisfaction in

Sitiwinangun Tourism Village. Chamboko-Mpotaringa and Tichaawa (2023) show that high-quality information in digital marketing has a substantial impact on tourist satisfaction. Suryawardani et al. (2021) link website quality and promotional strategies to impulsive buying and e-satisfaction, emphasizing the importance of digital interface design. Additionally, Suyaman et al. (2024) and Hadi (2023) demonstrate that integrated marketing communications and service quality improvements in Indonesian hotels drive consumer satisfaction. These findings collectively illustrate the positive effects of digital marketing communication on tourist satisfaction. Proposed Hypothesis:

H3: Digital marketing communication positively affects destination loyalty.

H4: Digital marketing communication positively affects tourist satisfaction.

Tourism experience

The term tourism experience refers to all aspects of a traveler's trip, from preparation to lodging and activities while on location. According to Sharma and Nayak (2019), tourist memory significantly impacts tourist choices and shapes perceptions and conditions for future transactions. Various studies have shown that tourism experiences influence tourists' behavioral intentions, such as their desire to revisit, share their experiences with others, and recommend destinations (Sharma and Nayak, 2019; Sthapit et al., 2019). The selectively reconstructed impressions and experiences of tourists play a crucial role in shaping their future attitudes. Moreover, tourists' memories significantly influence their decision-making process regarding revisiting and sharing their experiences (Seyfi et al., 2020). The experiences tourists have at a destination often lead to loyalty behaviors, particularly the intention to revisit (Yu et al., 2019).

Kim (2018) shows that memorable tourism experiences significantly impact future behavioral intentions, directly and through destination image and tourist satisfaction, challenging the primacy of visitor satisfaction. Liu and Soutar (2021) reveal that various tourism experiences affect both attribute-based and holistic destination images, which in turn influence loyalty, including ecotourism loyalty, through satisfaction. Viet et al. (2021) demonstrate that destination image and tourist satisfaction significantly impact destination loyalty. Tourist experiences moderate the relationship between tourist motivation and loyalty.

Wu and Lai (2023) find that symbolic congruity, aligning tourists' self-image with a destination’s personality, is more effective in fostering loyalty than functional congruity. Kim and Stepchenkova (2020) demonstrate that tourists' cultural backgrounds influence their perceptions of destination personality, affecting experiences and loyalty. Yang et al. (2021) propose that self-congruity and emotional experiences mediate the relationship between destination personality and tourist loyalty. Johnson and Anderson (2019), and Davis and Carter (2021) consistently show that memorable tourism experiences significantly influence destination loyalty, especially through unique attractions and adventure experiences. Proposed Hypothesis:

H5: Tourism experiences positively affect destination loyalty.

H7: Tourism experiences mediate the relationship between destination personalities and destination loyalty.

Tourist satisfaction

Tourist satisfaction is the sense of fulfillment that arises when travel experiences meet or exceed tourists' objectives and expectations (Chen and Chen, 2020). It encompasses a range of beliefs and experiences before and after travel. High satisfaction levels referrals and repeat visits, which are crucial for the success of tourism destinations. Factors contributing to this satisfaction include the visitor's overall impression of the destination, the attractiveness of its natural landscapes, and the efficiency of the services provided (Lee et al., 2019). Jeong and Kim (2020) explored the connections between tourists' satisfaction, their perceptions of event quality, their sense of connection to the destination, and their intentions to change their behavior.

Lu et al. (2020) studied tourists in Hong Kong and found that tourist satisfaction positively influences destination loyalty. Their research indicates that satisfied tourists are more likely to return to the destination and recommend it to others, thus enhancing loyalty (Jeong and Kim, 2020). Additionally, Sanjaya et al. (2020) demonstrated that a positive destination image boosts destination loyalty, with tourist satisfaction serving as a mediating factor.

Fitriana et al. (2021) show that integrated digital marketing enhances destination image and guest satisfaction, fostering loyalty through personalized experiences. Khan and Hashim (2020) propose a destination tourist satisfaction index using social media engagement to gauge the impact of digital marketing on loyalty intentions. Mirzaalian and Halpenny (2021) explore how digital information sources and positive digital feedback enhance horizontal and traditional loyalty. Proposed Hypothesis:

H6: Tourism satisfaction positively affects destination loyalty.
H8: Tourism satisfaction mediates the relationship between digital marketing communication and destination loyalty.

Destination loyalty

Destination loyalty refers to the commitment and attachment tourists feel towards a specific destination, which influences their likelihood to revisit, choose it over alternatives, and recommend it to others based on positive experiences. If tourists view the destination experience as a product, they may decide to return or suggest it to family and friends (Stavrianea and Kamenidou, 2021). This loyalty is often measured as a behavioral intention, including both revisiting and recommending the destination. Intention to revisit a tourist destination is a type of post-consumption behavior, defined as a tourist’s assessment of the likelihood of returning to the same place (Chen et al., 2020). Therefore, most studies (Cosso-Silva et al., 2019; Lv et al., 2020) define destination loyalty in terms of revisit intention and recommendation intention. Including both aspects enhances the prediction of the construct and provides a more accurate representation of destination loyalty (Cossio-Silva et al., 2019).

Research model and hypothesis

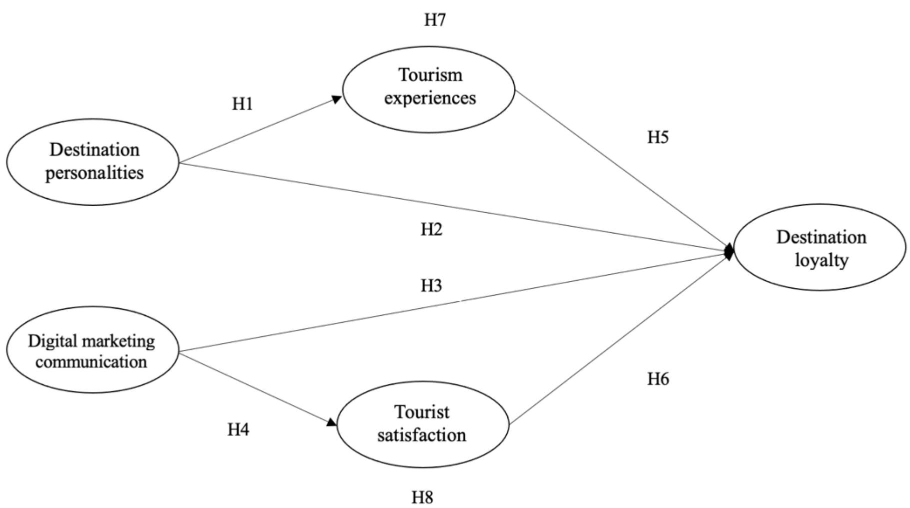


Figure 1 A proposal model

The proposed model presented in Figure 1. Key hypotheses for the proposed models are also designed to provide meaningful insights into the relationships as follows:

H1: Destination personalities positively affect tourism experiences.
H2: Destination personalities positively affect destination loyalty.
H3: Digital marketing communication positively effects destination loyalty.
H4: Digital marketing communication positively effects tourist satisfaction.
H5: Tourism experiences positively affect destination loyalty.
H6: Tourism satisfaction positively effects destination loyalty.
H7: Tourism experiences mediate the relationship between destination personalities and destination loyalty.
H8: Tourism satisfaction mediates the relationship between digital marketing communication and destination loyalty.

Methodology

This study employed a quantitative research design using a survey to collect data from participants. The target population for this study was tourists visiting Thailand. A total of 402 participants were surveyed, a sample size determined to provide sufficient statistical power for Partial Least Squares Structural Equation Modeling (PLS-SEM). Convenience sampling was employed to select participants, allowing for the efficient collection of data from a diverse group of tourists. A structured questionnaire was used, comprising sections on demographic information, destination personalities, tourism experiences, digital marketing communication, tourism satisfaction, and destination loyalty. The questionnaires were distributed to participants at various tourist locations in Bangkok and surrounding areas. Participants were briefed on the purpose of the study and assured of their anonymity. Participants were required to have visited Bangkok at least once in the past twelve months and to have previously visited specific places in Bangkok, Thailand.

The survey included items measured using a 5-point Likert scale, where 1 represented strongly disagree and 5 represented strongly agree. Some sample survey items included: "I use digital marketing channels to search for information about tourism destinations." (adapted from Amaro et al., 2016), "I felt relaxed when traveling in Thailand." (adapted from Uriely, 2005), and "I would like to visit Thailand next time." (adapted from Jacoby et al., 1978). Before data analysis, the collected data were screened to ensure accuracy and completeness. Incomplete responses were discarded, and the remaining data were checked for outliers and inconsistencies. Normality and linearity of the data were assessed to meet the assumptions for PLS-SEM analysis. Descriptive statistics were used to summarize the data, and reliability tests were conducted to ensure the internal consistency of the survey items.

Data collection

To ensure validity and reliability, this research employs a multi-stage data collection process. Initially, a comprehensive questionnaire is developed to gather demographic data and utilize established scales for measuring destination loyalty and satisfaction. A convenience sample of at least 400 respondents from Bangkok, Thailand, is selected based on accessibility and willingness. To enhance data reliability, several steps are taken: using proven criteria from previous studies, designing clear and straightforward surveys to maintain respondent interest, conducting a pilot study to refine the questionnaire, collaborating with relevant organizations to improve participation and data representativeness, and filtering out excessively harsh or irrelevant responses. Multiple rounds of data collection are conducted until data saturation is achieved. Despite its limitations, convenience sampling provides valuable insights into factors affecting traveler satisfaction and destination loyalty.

Measurement development

Measurement items were developed from a thorough review of previous research, focusing on key variables such as destination personalities (DPER), digital marketing communication (DMC), tourism experiences (TEXP), tourist satisfaction (TSAT), and destination loyalty (DL). Each construct is assessed using a 5-point Likert scale to capture participants' opinions and attitudes. Aspects of marketing communication, consumer loyalty, and tourism are all covered in the questionnaire sections. The research questionnaire design, which measures opinions on a 5-point Likert scale. The scale facilitates data analysis and streamlines the survey process, ranging from 1 (strongly disagree) to 5 (strongly agree). There are two sections to the questionnaire. Verifying the ease of use, comprehension, and clarity of surveys requires pilot testing. It enables researchers to recognize and hone possible problems prior to the primary data collection. This study's measuring scales showed excellent dependability.

Data analysis and results

Data distribution

Gathering demographic data is essential to understanding the travel preferences and inclinations of visitors to Thailand. The demographic information on tourists visiting Thailand: The majority of tourists are female, accounting for 56.5% of the total. The most common age group among tourists is 21-30 years old, representing 42% of the tourists. In terms of marital status, 46.3% of the tourists are single. Geographically, the largest group of tourists comes from Asia, making up 26.4% of the total. Regarding their travel history, the highest frequency is observed among tourists who have visited Thailand 3-4 times, at 32.8%.

Table 1 Demographic information on tourists visiting Thailand (n = 402)

Demographic	Frequency	Percent
Gender		
Male	175	43.5
Female	227	56.5
Age		
Less than 20 years old	76	18.9
21 – 30 years old	169	42.0
31 – 40 years old	93	23.2
More than 40 years old	64	15.9
Marriage status		
Single	186	46.3
Married	162	40.3
Divorce	54	13.4
Region origin		
Asia	106	26.4
Africa	65	16.2
North America	68	16.9
South America	54	13.5
Antarctica	30	7.5
Europe	47	11.7
Australia	32	8.0
Number of times the tourists have visited Thailand		
1 – 2 time(s)	129	32.1
3 – 4 times	132	32.9
4 – 5 times	85	21.1
More than 5 times	56	13.9

Measurement model assessment

Measurement model assessment is a critical step in structural equation modeling (SEM) to ensure the reliability and validity of the constructs being studied. It involves evaluating the measurement properties of latent variables through various criteria. The number of questions, mean scores, and standard deviations (STD) for various tourism-related variables. For destination personalities, with 27 questions, the mean score is 4.38 with a standard deviation of 0.40. Digital marketing communication, assessed with 4 questions, has a mean score of 4.42 and a standard deviation of 0.56. Tourism experiences, based on 9 questions, have a mean score of 4.34 and a standard deviation of 0.49. Tourist satisfaction, measured with 4 questions, shows a mean score of 4.38 and a standard deviation of 0.52. Lastly, destination loyalty, with 9 questions, has a mean score of 4.40 and a standard deviation of 0.49.

Table 2 The number of questions, mean scores, and standard deviations (STD) for variables.

Variables	Number of Questions	Mean	STD
Destination personalities	27	4.38	0.40
Digital marketing communication	4	4.42	0.56
Tourism experiences	9	4.34	0.49
Tourist satisfaction	4	4.38	0.52
Destination loyalty	9	4.40	0.49

The outer loadings and Variance Inflation Factor (VIF) values for various constructs related to tourism are assessed both their reliability and potential multicollinearity issues. All constructs have outer loadings above 0.7 and VIF values below 5, indicating good reliability and no significant multicollinearity issues. Specifically, destination personalities, digital marketing communication, tourism experiences, tourist satisfaction, and destination loyalty all demonstrate these qualities, signifying that each construct is both reliable and well-differentiated from each other in the context of this study. shown in Table 3.

Table 3 The outer loadings and Variance Inflation Factor (VIF)

Factors	Outer loadings	VIF
Destination personalities		
DPER 20	0.712	2.485
DPER 23	0.717	2.617
DPER 24	0.714	1.835
Digital marketing communication		
DMC 01	0.819	1.985
DMC 02	0.798	2.130
DMC 03	0.820	2.001
Tourism experiences		
TEXP 05	0.768	2.212
TEXP 06	0.756	1.311
TEXP 07	0.726	1.842
Tourist satisfaction		
TSAT 01	0.775	1.791
TSAT 02	0.744	1.574
TSAT 03	0.743	1.722
TSAT 04	0.704	1.817
Destination loyalty		
DL 05	0.759	2.050
DL 06	0.734	2.157
DL 07	0.785	1.821
DL 08	0.830	1.479

The reliability and validity measures for various constructs related to tourism. All constructs pass the threshold in Cronbach's alpha, Rho_A, Rho_C, and AVE, indicating good internal consistency, reliability, and adequate convergent validity. Specifically, destination personalities, digital marketing communication, tourism experiences, tourist satisfaction, and destination loyalty all demonstrate these qualities, signifying that each construct is both reliable and valid for the measurements used. shown in Table 4.

Table 4 The reliability and validity measures for variables.

Construct and Measurement Items	Cronbach's alpha >0.7	Rho_A >0.7	Rho_C >0.7	AVE >0.5
Destination personalities	0.757	0.861	0.860	0.510
Digital marketing communication	0.853	0.757	0.757	0.660
Tourism experiences	0.795	0.854	0.853	0.563
Tourist satisfaction	0.829	0.795	0.794	0.550
Destination loyalty	0.861	0.831	0.830	0.605

The Heterotrait-Monotrait Ratio (HTMT) values assess the discriminant validity of constructs in tourism, ensuring they are distinct from each other:

Destination loyalty has an HTMT value of 0.822 with destination personalities, 0.745 with digital marketing communication, 0.751 with tourism experiences, and 0.748 with tourist satisfaction. These values indicate a moderate to high distinction between constructs.

Destination personalities have an HTMT value of 0.850 with digital marketing communication, 0.813 with tourism experiences, and 0.795 with tourist satisfaction. These higher values reflect a closer relationship but still confirm distinct constructs.

Digital marketing communication has an HTMT value of 0.703 with tourism experiences and 0.727 with tourist satisfaction, showing a clear distinction while highlighting meaningful relationships.

Tourism experiences have an HTMT value of 0.616 with tourist satisfaction, indicating they are related yet distinct constructs.

Overall, these HTMT values confirm that the constructs in the model are sufficiently distinct, ensuring the model accurately represents the relationships within the tourism domain.

Table 5 The Heterotrait-Monotrait Ratio (HTMT) values for the relationships between different constructs in tourism.

	DL	DPER	DMC	TEXP	TSAT
Destination loyalty (DL)					
Destination personalities (DPER)	0.822				
Digital marketing communication (DMC)	0.745	0.850			
Tourism experiences (TEXP)	0.751	0.813	0.703		
Tourist satisfaction (TSAT)	0.748	0.795	0.727	0.616	

Structural model and hypotheses testing

This study uses Partial Least Squares Structural Equation Modeling (PLS-SEM) due to its suitability for exploratory research, complex model handling, and robustness with smaller samples. The Normed Fit Index (NFI) is included for its historical significance and straightforward assessment of model fit.

The structural model assesses the overall fit and specific relationships between constructs in tourism. The SRMR (0.051) and NFI (0.913) values for both models are within acceptable ranges, indicating a good fit. The Chi-square values are higher for the estimated model, which is typical as it includes fewer parameters than the saturated model. The discrepancies (d_ULS and d_G) are slightly higher for the estimated model, suggesting some loss of fit compared to the saturated model, Overall, both models fit the data reasonably well, with the saturated model generally showing a slightly better fit across the indices. It's important to interpret these indices considering the specific model, its complexity, and the sample size, as each index has its limitations.

Table 6 Model Fit

Model fit	Saturated model	Estimated model
SRMR	0.036	0.051
d_ULS	0.199	0.402
d_G	0.153	0.171
Chi-square	309.123	335.513
NFI	0.919	0.913

The results of hypothesis testing in the context of tourism. The analysis shows that destination personalities have a significant positive effect on tourism experiences, with a coefficient (B) of 0.814, a t-value of 23.454, and a p-value of 0.000, thus supporting Hypothesis 1 (H1). However, Hypothesis 2 (H2), which posited that destination personalities positively affect destination loyalty, is not supported, as indicated by a coefficient of 0.303, a t-value of 1.165, and a p-value of 0.244. Similarly, Hypothesis 3 (H3) is not supported, as digital marketing communication does not significantly affect destination loyalty (B = 0.111, t = 0.867, P = 0.386).

On the other hand, Hypothesis 4 (H4) is supported, demonstrating that digital marketing communication positively affects tourist satisfaction (B = 0.726, t = 18.845, P = 0.000). Further, the analysis supports Hypothesis 5 (H5), indicating that tourism experiences positively affect destination loyalty, with a coefficient of 0.270, a t-value of 2.130, and a p-value of 0.033. Lastly, Hypothesis 6 (H6) is also supported, showing that tourism satisfaction positively affects destination loyalty, with a coefficient of 0.259, a t-value of 2.220, and a p-value of 0.026.

Table 7 The results of hypothesis testing for various relationships in tourism

Hypothesis	B	STDEV	t	P	Result
H1: Destination personalities positively affect tourism experiences.	0.814	0.035	23.454	0.000	Supported
H2: Destination personalities positively affect destination loyalty.	0.303	0.260	1.165	0.244	*Not Supported*
H3: Digital marketing communication positively effects destination loyalty.	0.111	0.128	0.867	0.386	*Not Supported*
H4: Digital marketing communication positively effects tourist satisfaction.	0.726	0.039	18.845	0.000	Supported
H5: Tourism experiences positively affect destination loyalty.	0.270	0.126	2.130	0.033	Supported
H6: Tourism satisfaction positively effects destination loyalty.	0.259	0.117	2.220	0.026	Supported

The results of mediation analysis in the context of tourism. Hypothesis 7 (H7) posits that tourism experiences mediate the relationship between destination personalities and destination loyalty. This hypothesis is supported, with a coefficient (B) of 0.220, a t-value of 2.074, and a p-value of 0.038. Similarly, Hypothesis 8 (H8) suggests that tourism satisfaction mediates the relationship between digital marketing communication and destination loyalty. This hypothesis is also supported, with a coefficient of 0.187, a t-value of 2.215, and a p-value of 0.027.

Table 8 Presents the results of hypotheses regarding mediation effects in tourism.

Hypothesis	B	STDEV	t	P	Result
H7: Tourism experiences mediate the relationship between destination personalities and destination loyalty.	0.220	0.106	2.074	0.038	Supported
H8: Tourism satisfaction mediates the relationship between digital marketing communication and destination loyalty.	0.187	0.086	2.215	0.027	Supported

Discussion

The study supports the theories connecting traveler experiences, destination personalities, and loyalty. Destination personalities significantly enhance tourism experiences and emotional bonds, contributing to destination loyalty (Aaker, 1997; Kovacic et al., 2019; Lin & Roberts, 2019). These personalities create memorable identities that strengthen tourists' connections and satisfaction, which are crucial for increasing revisit intentions and recommendations (Yang et al., 2021; Tešin et al., 2023).

Despite these strong connections, the direct effect of destination personalities on loyalty is not supported (H2). This may indicate that the impact of destination personalities on loyalty is more complex and relies on the mediating effects of other factors such as tourist satisfaction and tourism experiences. Tourists may require tangible and emotional experiences to translate the perceived personality of a destination into loyalty behaviors (Lu et al., 2020; Sanjaya et al., 2020). Additionally, destination personalities might need to interact with personal experiences and satisfaction to effectively influence loyalty.

Digital marketing communication, while enhancing tourist satisfaction significantly (H4), does not directly affect destination loyalty (H3). However, it indirectly influences loyalty through increased satisfaction and personalized experiences (Al-Dmour et al., 2023; Bedi, 2023). This suggests that while digital marketing can create positive perceptions and satisfaction, it might not be sufficient on its own to drive loyalty without the reinforcing effect of actual travel experiences and satisfaction.

Tourism experiences have a significant positive impact on destination loyalty (H5) and mediate the relationship between destination personalities and loyalty (H7). Memorable experiences drive loyalty behaviors, particularly the intention to revisit and recommend destinations (Kim, 2018; Liu & Soutar, 2021; Yu et al., 2019).

Tourist satisfaction is a critical factor that directly affects destination loyalty (H6) and mediates the relationship between digital marketing communication and loyalty (H8). High satisfaction levels lead to increased referrals and repeat visits, essential for the success of tourism destinations (Chen & Chen, 2020; Jeong & Kim, 2020).

Contribution to the literature

This research significantly advances the academic field of tourism management and marketing by elucidating the roles of destination personality and digital marketing communication in shaping tourism experiences and destination loyalty. It systematically examines how destination personality traits, such as competence, excitement, sophistication, and ruggedness, influence tourist experiences and behavioral intentions, thereby enriching theoretical frameworks around destination branding. The study also provides comprehensive insights into the impact of digital marketing on tourist satisfaction and loyalty, emphasizing personalized digital interactions and real-time data usage. By identifying the mediating roles of tourism experiences and satisfaction, the research links destination personality and digital marketing directly with destination loyalty, offering a nuanced perspective on tourist behavior. By emphasizing the importance of cultural and symbolic alignment in bringing travelers' self-identities into line with the personalities of their locations, this study contributes to the cultural elements of tourist marketing theories. By offering a comprehensive examination of the complex connections between destination personality, experiences, satisfaction, and loyalty, it outperforms the existing loyalty models. These results add to the theoretical knowledge and have practical implications for marketing and tourism administration.

Implications for practice

The findings from this research provide several key implications for tourism management and marketing practices. Firstly, it is crucial to manage and align the destination's personality with marketing strategies to positively influence tourist behavior and expectations. By doing so, destinations can enhance tourist engagement and satisfaction. Secondly, the importance of digital marketing is underscored; adopting innovative digital marketing strategies is essential to effectively engaging target audiences and boosting destination loyalty.

Moreover, improving the quality of tourism experiences and ensuring high levels of satisfaction are pivotal, as these factors mediate the relationship between marketing efforts and loyalty. Destinations should also focus on aligning their offerings with tourists' cultural expectations to strengthen emotional and psychological connections, which in turn enhances loyalty. Addressing the multifaceted nature of destination loyalty requires a comprehensive approach that integrates personality, experiences, satisfaction, and effective marketing strategies.

Recommendations

To capitalize on this data, destinations should employ targeted marketing campaigns to accurately articulate and showcase their unique selling points. Highlighting unique aspects of the place could help you live up to visitor expectations. Enhancing digital marketing initiatives with real-time data, personalized content, interactive platforms, and social media can significantly improve tourist involvement.

Creating distinctive travel experiences that speak to tourists' interests and convey the spirit of the place is also essential. Using data analytics to customize experiences for different visitor segments can increase satisfaction and loyalty. Marketing and operational initiatives can be optimized with the help of ongoing feedback tools, such as online review analysis and monthly questionnaires.

In conclusion, local businesses and stakeholders can gain from training programs that highlight the significance of distinctive destination features in attracting repeat visitors. By educating local stakeholders, destinations can ensure the widespread implementation of best practices in digital marketing. Employing these strategies allows venues to stay ahead of competitors, increase their attractiveness, and achieve consistent growth in visitor numbers and loyalty metrics.

Limitations and future research directions

This study provides insightful information about the dynamics of digital marketing, tourism experiences, destination personality, and loyalty. It does, however, have a number of shortcomings that provide opportunities for more study.

The results may not apply to all tourist groups or types of places because of the diversity of traveler demographics, personal preferences, and cultural backgrounds. The results are based on a specific sample of visitors. Tracking changes in attitudes and behaviors over time is difficult with the cross-sectional methodology since it collects data at a single moment in time, especially in reaction to changing destination features or marketing strategies. More sophisticated measurement methods might also be necessary due to the intricacy of the variables involved, as the study might not have fully caught indirect or interaction effects. The reliance on self-reported data to measure subjective constructs like destination personality and tourist satisfaction introduces potential biases such as social desirability or response tendencies.

Future studies could use longitudinal studies to overcome these limitations by providing a clearer examination of causality and a better understanding of how visitor actions and views change over time. The generalizability of the results can be improved by broadening the sample to include visitors from other cultural backgrounds and demographic categories. It would also be helpful to investigate similar patterns in different destination categories, such as urban versus rural or popular versus growing places. To gain deeper insights, more research should look into other mediating or moderating variables, such as competitive dynamics, economic issues, or individual differences in travel motivation.

By uncovering underlying reasons behind visitor preferences and satisfaction that are not immediately apparent through quantitative measures alone, combining quantitative and qualitative methodologies could improve our understanding of how tourists perceive and respond to destination personalities and digital marketing initiatives. Finally, future studies should evaluate the effects of cutting-edge technology like advanced analytics, virtual reality, and artificial intelligence on visitor experiences and satisfaction as digital marketing technologies improve. By addressing these limitations and exploring the suggested areas for future research, scholars can deepen understanding of the intricate relationships that define tourism marketing and management, ultimately leading to more effective strategies for enhancing tourist satisfaction and loyalty.

Conclusion

This study was found that destination personalities significantly improve tourism experiences, which in turn enhance destination loyalty. Digital marketing communication also plays a critical role in boosting tourist satisfaction, which further impacts loyalty. However, the direct influence of destination personalities and digital marketing communication on loyalty is mediated by tourism experiences and satisfaction.

For Thailand's tourism sector, these results imply that improving tourist experiences and satisfaction can strategically enhance destination loyalty and promote repeat visits. The study recommends a holistic approach to tourism management, integrating destination personality, experiences, satisfaction, and effective digital marketing strategies, while aligning cultural aspects to strengthen emotional ties with visitors. This strategy not only enriches theoretical understanding but also provides practical methods for boosting tourist loyalty and achieving sustainable growth.

References

Aaker, J. L. (1997). Dimensions of brand personality. *Journal of marketing research*, *34*(3), 347-356.

Al-Dmour, R., Alkhatib, O. H., Al-Dmour, H., & Basheer Amin, E. (2023). The Influence of Social Marketing Drives on Brand Loyalty via the Customer Satisfaction as a Mediating Factor in Travel and Tourism Offices. *SAGE Open*, *13*(2).

Amaro, S., Duarte, P., & Henriques, C. (2016). Travelers' use of social media: A clustering approach. *Annals of Tourism Research*, *59*, 1-15.

Auemsuvarn, P., & Ngamcharoenmongkol, P. (2022). A Destination Personality and Its Antecedents and Consequence: An Application of Product Branding to Destination Branding. *ABAC Journal*, *42*(3), 180-198.

Auemsuvarn, P., & Ngamcharoenmongkol, P. (2022). Destination personality: A dimensions analysis and a new scale development in Thailand. *International Journal of Tourism Cities*, *8*(4), 1019-1041.

Baker, C., & Phongpaichit, P. (2021). Thailand and the COVID-19 Pandemic in 2020. *Southeast Asian Affairs*, 356-378.

Chamboko-Mpotaringa, M., & Tichaawa, T. M. (2023). Domestic tourists'perceptions of the intention to use digital marketing tools and platforms. *Geo Journal of Tourism and Geosites*, *46*(1), 9-18.

Chamidah, N., Guntoro, B., & Sulastri, E. (2020). Marketing communication and synergy of pentahelix strategy on satisfaction and sustainable tourism. *The Journal of Asian Finance, Economics and Business*, *7*(3), 177-190.

Chandra, S., Verma, S., Lim, W. M., Kumar, S. & Donthu, N. (2022). Personalization in personalized marketing: Trends and ways forward. *Psychology & Marketing,* 39(8), 1529–1562.

Chen, X., Cheng, Z. F., & Kim, G. B. (2020). Make it memorable: Tourism experience, fun, recommendation and revisit intentions of Chinese outbound tourists. *Sustainability*, *12*(5), 1904.

Cossío-Silva, F. J., Revilla-Camacho, M. Á., & Vega-Vázquez, M. (2019). The tourist loyalty index: A new indicator for measuring tourist destination loyalty?. *Journal of Innovation & Knowledge*, *4*(2), 71-77.

Fitriana, F., Kamase, J., Ramlawati, R., & Rahman, Z. (2021). The effect of integrated marketing communication on image, satisfaction and loyalty of hotel guests in Makassar city. *International Journal of Health, Economics, and Social Sciences (IJHESS)*, *3*(2), 74-91.

Ghorbani, M., Karampela, M. & Tonner, A. (2022). Consumers' brand personality perceptions in a digital world: A systematic literature review and research agenda. *International Journal of Consumer Studies,* 46(5), 1960–1991.

Hanna, S., & Rowley, J. (2019). The projected destination brand personalities of European capital cities and their positioning. *Journal of Marketing Management, 35*(11-12), 1135-1158.

Jacoby, J., Chestnut, R. W., & Fisher, W. A. (1978). A behavioral process approach to information acquisition in nondurable purchasing. *Journal of marketing research*, *15*(4), 532-544.

Jeong, Y., & Kim, S. (2020). A study of event quality, des- tination image, perceived value, tourist satisfaction, and destination loyalty among sport tourists. *Asia Pacific Journal of Marketing and Logistics, 32*(4), 940–960.

Kaewklub, P., & Phetvaroon, K. (2023). Destination Image from Domestic Tourists' Perspective During COVID-19: A Case Study of Phuket, Thailand. *Asia-Pacific Journal of Innovation in Hospitality & Tourism*, *12*(1).

Kim, J. H. (2018). The impact of memorable tourism experiences on loyalty behaviors: The mediating effects of destination image and satisfaction. *Journal of travel research*, *57*(7), 856-870.

Kim, M. S., & Stepchenkova, S. (2020). Altruistic values and environmental knowledge as triggers of pro-environmental behavior among tourists. *Current Issues in Tourism*, *23*(13), 1575-1580.

Klinsrisuk, R., & Pechdin, W. (2022). Evidence from Thailand on easing COVID-19's international travel restrictions: an impact on economic production, household income, and sustainable tourism development. *Sustainability*, *14*(6), 3423.

Kovačić, S., Jovanović, T., Vujičić, M. D., Morrison, A. M., & Kennell, J. (2022). What shapes activity preferences? The role of tourist personality, destination personality and destination image: evidence from Serbia. *Sustainability*, *14*(3), 1803.

Kuai, Y. H., & Ser, H. L. (2021). COVID-19 situation in Thailand. *Progress In Microbes & Molecular Biology*, *4*(1).

Kurdi, B., Alshurideh, M., Akour, I., Alzoubi, H., Obeidat, B. & AlHamad, A. (2022). The role of digital marketing channels on consumer buying decisions through eWOM in the Jordanian markets. *International Journal of Data and Network Science,* 6(4), 1175–1186.

Lee, H. C., Pan, H. L., & Chung, C. C. (2019). The study of destination image, service quality, satisfaction and behavioral intention—An example of Dapeng Bay National Scenic Area. *International Journal of Organi- zational Innovation*, *11*(3), 25.

Leurcharusmee, S., Maneejuk, P., Yamaka, W., Thaiprasert, N., & Tuntichiranon, N. (2022). Survival analysis of Thai micro and small enterprises during the COVID-19 pandemic. *Journal of Business Economics and Management*, *23*(5), 1211-1233.

Li, T. T., Liu, F., & Soutar, G. N. (2021). Experiences, post-trip destination image, satisfaction and loyalty: A study in an ecotourism context. *Journal of Destination Marketing & Management*, *19*, 100547.

Limna, P., Siripipatthanakul, S., Jaipong, P., Sitthipon, T., & Auttawechasakoon, P. (2022). A Review of Digital Marketing and Service Marketing during the COVID-19 and the Digital Economy. *Advance Knowledge for Executives*, *1*(1), 1-10.

Lin, N., & Roberts, K. R. (2019). Destination personality: how to make the metaphor simpler?. *Anatolia*, *30*(3), 346-357.

Lu, C. S., Weng, H. K., Chen, S. Y., Chiu, C. W., Ma, H. Y., Mak, K. W., & Yeung, T. C. (2020). How port aesthetics affect destination image, tourist satisfaction and tourist loyalty?. *Maritime Business Review*, *5*(2), 211-228.

Luangasanatip, N., Painter, C., Pan-Ngum, W., Saralamba, S., Wichaita, T., White, L., ... & Teerawattananon, Y. (2023). How to model the impact of vaccines for policymaking when the characteristics are uncertain: A case study in Thailand prior to the vaccine rollout during the COVID-19 pandemic. *Vaccine*, *41*(33), 4854-4860.

Lv, X., & McCabe, S. (2020). Expanding theory of tourists' destination loyalty: The role of sensory impressions. *Tourism management*, *77*, 104026.

Marome, W., & Shaw, R. (2021). COVID-19 response in Thailand and its implications on future preparedness. *International journal of environmental research and public health*, *18*(3), 1089.

Mathew, V., & Soliman, M. (2021). Does digital content marketing affect tourism consumer behavior? An extension of t echnology acceptance model. *Journal of Consumer Behaviour*, *20*(1), 61-75.

Melania, K., & Ellyawati, J. (2018). The role of online promotion and its effect on destination loyalty. *Kinerja*, *22*(2), 126-141.

Mirzaalian, F., & Halpenny, E. (2021). Exploring destination loyalty: Application of social media analytics in a nature-based tourism setting. *Journal of Destination Marketing & Management*, *20*, 100598.

Ongsakul, V., Kajla, T., Raj, S., Khoa, T. T., & Ahmed, Z. U. (2022). Changing tourists' preferences in the hotel industry amid COVID-19 pandemic. *Journal of Hospitality and Tourism Technology*, *13*(2), 295-313.

Pan, L., Zhang, M., Gursoy, D., & Lu, L. (2017). Development and validation of a destination personality scale for mainland Chinese travelers. *Tourism management*, *59*, 338-348.

Sanjaya, S., Wijaya, R. A., & Yulasmi, Y. (2020). The effect of destination image on tourists' satisfaction and destination loyalty: Bukittinggi city, West Sumatra. In *8th International Conference of Entrepreneurship and Business Management Untar (ICEBM 2019)* (pp. 62-67). Atlantis Press.

Sann, R., Lai, P. C., & Chen, C. T. (2022). Crisis adaptation in a Thai community-based tourism setting during the COVID-19 pandemic: a qualitative phenomenological approach. *Sustainability*, *15*(1), 340.

Seyfi, S., Hall, C. M., & Rasoolimanesh, S. M. (2020). Exploring memorable cultural tourism experiences. *Journal of Heritage Tourism*, *15*(3), 341-357.

Seyfi, S., Hall, C. M., & Shabani, B. (2023). COVID-19 and international travel restrictions: the geopolitics of health and tourism. *Tourism Geographies*, *25*(1), 357-373.

Sharma, P., & Nayak, J. K. (2019). Understanding memorable tourism experiences as the determinants of tourists' behaviour. *International Journal of Tourism Research*, *21*(4), 504-518.

Siriluck Thaicharoen, M. D., Meunrat, S., Viprakasit, V., & Phill, D. (2023). How Thailand's tourism industry coped with COVID-19 pandemics: a lesson from the pilot Phuket Tourism Sandbox project. *Journal of Travel Medicine*, *1*, 5.

Stavrianea, A., & Kamenidou, I. E. (2021). Memorable tourism experiences, destination image, satisfaction, and loyalty: an empirical study of Santorini Island. *EuroMed Journal of Business*, *17*(1), 1-20.

Sthapit, E., Del Chiappa, G., Coudounaris, D. N., & Björk, P. (2019). Tourism experiences, memorability and behavioural intentions: a study of tourists in Sardinia, Italy. *Tourism Review*, *75*(3), 533-558.

Suryawardani, B., Wulandari, A., & Marcelino, D. (2021). Tourism 4.0: digital media communication on online impulse buying and e-satisfaction. *BISMA (Bisnis dan Manajemen)*, *14*(1), 74-93.

Sutawatnatcha, S., Sirirat, S., & Sasikala, P. (2021). Influences of Covid 19 on Environment and Its Impact on Community Health in Thailand. *International Journal of Pharmaceutical Research (09752366)*, *13*(1).

Suyaman, D. J., Cunayah, C., Widiarti, W., & Nurhanansyah, M. F. (2024). Analysis of consumer satisfaction with digital marketing and service quality. *JPPI (Jurnal Penelitian Pendidikan Indonesia)*, *10*(1), 197-209.

Tantrakarnapa, K., Bhopdhornangkul, B., & Nakhaapakorn, K. (2020). Influencing factors of COVID-19 spreading: a case study of Thailand. *Journal of Public Health*, 1-7.

Tešin, A., Kovačić, S., & Obradović, S. (2023). The experience I will remember: The role of tourist personality, motivation, and destination personality. *Journal of Vacation Marketing*, 13567667231164768.

Thomas, J. S., Chen, C. & Iacobucci, D. (2022). Email Marketing as a Tool for Strategic Persuasion. *Journal of Interactive Marketing,* 57(3), 377–392.

Uriely, N. (2005). The tourist experience: Conceptual developments. *Annals of Tourism research*, *32*(1), 199-216.

Wongmonta, S. (2021). Post-COVID 19 tourism recovery and resilience: Thailand context. *International Journal of Multidisciplinary in Management and Tourism*, *5*(2), 137-148.

Wudhikarn, R., Pattanasak, P., Cherapanukorn, V., & Paphawasit, B. (2024). Evaluating the Intellectual Capital of Intensively Tourism-Dependent Countries Between, Prior, and During theCOVID-19 Pandemic. *Sustainability*, *16*(4), 1510.

Yang, F., Huang, A., & Huang, J. (2021). Influence of sensory experiences on tourists' emotions, destination memories, and loyalty. *Social Behavior and Personality: an international journal*, *49*(4), 1-13.

Yu, C. P., Chang, W. C., & Ramanpong, J. (2019). Assessing visitors' memorable tourism experiences (MTEs) in forest recreation destination: A case study in Xitou nature education area. *Forests*, *10*(8), 636.

Zhang, C., Huang, Z., Cao, F., & Chen, X. (2019). Recognise me from outside to inside: Learning the influence chain of urban destination personalities. *Tourism Management*, *70*, 390-403.

Zikmund-Fisher, B. J., Smith, D. M., Ubel, P. A., & Fagerlin, A. (2007). Validation of the Subjective Numeracy Scale: effects of low numeracy on comprehension of risk communications and utility elicitations. *Medical Decision Making*, *27*(5), 663-671.

FBMS Journal of Family Business and Management Studies
ISSN 2821-9643 (online) Volume 18 Number 1, January-June 2026

Factors Affecting Purchase Intention of TikTok Social Commerce in Thailand

Received: 20.12.2023
Revised: 05.02.2024
Accepted: 04.03.2024

Chanin Taeratanachai[1*] and Chanatip Lekhskul[2]
[1,2]Business School, University of Thai Chamber of Commerce
126/1 Vibhavadee-Rangsit Rd., Dindang, Bangkok 10400, Thailand
[2]Chanatip_lek@utcc.ac.th
**Corresponding author:* Ninology@hotmail.com

Abstract

This quantitative study explores the impact of social support, platform quality, and relationship quality on the purchase intentions of TikTok users in social commerce. Utilizing a 5-point Likert scale questionnaire, the analysis employs descriptive and inferential statistics, including frequency, standard deviation, Pearson correlation, and multiple regression, on a robust dataset of 825 valid responses from the Thai TikTok user base. Findings indicate TikTok's significant influence on consumer purchase intentions, with social support identified as non-significant. The insights offer actionable guidance for refining TikTok commerce strategies, emphasizing the improvement of platform quality and relationship quality. This research contributes substantively to academic discourse and provides practical implications for optimizing TikTok commerce strategies.

Keywords: TikTok, Social Commerce, Purchase Intention, Social Support, Platform Quality, Relationship Quality

Introduction

Social commerce, exemplified by platforms such as Facebook, Instagram, Line, and TikTok, represents a rapidly expanding domain of e-commerce that leverages social media and online social interactions to enhance brand visibility and boost sales. The practice of buying and selling via social media establishes a dependable and sustainable avenue for both buyers and vendors, offering an alternative to conventional online methodologies (Alalwan et al., 2017; Mardjo, 2019). How does this modern approach to buying and selling, seamlessly integrated into social media, provide a dependable and sustainable channel for both consumers and sellers? This study aims to unravel the intricacies of this transformative phenomenon, offering valuable insights into the evolution of online methodologies. Demonstrating its significance, social commerce serves as a vital platform for online shoppers, enabling them to peruse products, access reviews, scrutinize essential information, and explore exclusive offers. The adoption of social commerce fosters active engagement, consistently presenting pertinent product content in the consumer's news feed and social interactions, encouraging actions such as likes, comments, and tagging within their social network (Sarker et al., 2020). Social commerce is experiencing rapid growth and has garnered substantial attention from scholars and practitioners, particularly in response to recent revenue developments. Noteworthy is the recent expansion of social commerce to real-time operations, presenting a business model with substantial potential for significant sales. To enhance responsiveness to customer behavior within the realm of social commerce, a comprehensive understanding of its attributes is imperative for effective strategies (Sohn & Kim, 2020).

The COVID-19 pandemic has profoundly shaped consumer behavior in Thailand, leading business owners to explore more effective practices. The combination of extensive social media usage and e-commerce growth has given rise to social commerce as an innovative sales channel for businesses (Statista Research Department, Jan 11, 2023). Projections indicate a steady increase in Thailand's social media penetration rate from 2024 to 2028, rising by 2.7 (+3.3 percent) and reaching 84.49% in 2028 (Statista Research Department, Aug 15, 2023). The internet and smartphone adoption have spurred increased online activity among Thais on platforms like Instagram, Twitter, LINE, and TikTok. Despite Facebook's dominance, an expected decline in its user base opens doors for more penetrative platforms like Twitter and TikTok, particularly favored by the younger generation (Statista Research Department, Jul 5, 2023).

Survey results from Thailand in February 2023 revealed that Facebook ranked as the most popular social commerce platform for online shopping, with a respondent share close to 63 percent. TikTok closely followed, with 52 percent of respondents utilizing it for online shopping (Statista Research Department, Mar 31, 2023). Exploiting its extensive user diversity, TikTok is emerging as a compelling platform for brands and businesses to actively promote their products. TikTok facilitates businesses in actively employing creative advertising strategies to showcase both their products and their identity as esteemed employers (Feldkamp, 2021). The significance of TikTok in the social commerce landscape highlights its role in shaping consumer preferences and providing businesses with a unique platform for effective promotion and engagement.

Recent studies underscore the significance of social commerce behavioral intentions in the decision-making processes (Mardjo, 2019; Oo et al., 2021). However, numerous technical and social challenges, notably multi-faceted trust concerns, characterize this landscape. The evaluation and significance attributed by consumers to referent's online testimonials, ratings, expressions of satisfaction or dissatisfaction, and product usage experiences constitute a crucial yet insufficiently comprehended factor (Hajli, 2020; Li, 2019). Research on the factors impacting consumers' engagement in TikTok-based social commerce in Thailand is currently scarce (Dancharoenpol, 2022; Dhaninee, 2021).

Gaps still exist in understanding how Thai consumers perceive the values and benefits of social commerce, shaping their purchase intentions (Liao et al., 2022). This research incorporates theories of social support, platform quality, and relationship quality, aiming to investigate their impact on consumers' purchase intention. The study reports survey results examining the factors influencing consumer purchase intention through TikTok commerce. The findings are presented and discussed to refine the preliminary research model derived from an extensive literature review. A comprehensive understanding of the factors shaping these constructs allows companies to develop effective strategies that enhance customer purchase intention on TikTok commerce. Addressing and bridging these knowledge gaps is imperative. As a result, the study reveals two crucial questions: What influences consumers in social commerce purchases? How do social and technical dynamics impact their choices? These questions are essential for understanding consumer behavior in the evolving landscape of social commerce.

Literature review and theory development

Social media, as defined by Liao et al. (2022), facilitates users' social behaviors and holds potential to reshape e-commerce, transitioning from product-centric to socially centered interactions and customer attention (Bugshan & Attar, 2020). Addressing this challenge necessitates a comprehensive approach, considering concerns related to product recommendations, information reliability, and relationship trust (Busalim & Ghabban, 2021).

Forthcoming studies should concentrate on understanding the factors influencing consumer behavior, exploring how platforms shape user experiences, and developing strategies to ensure consistent growth. Essential considerations encompass comprehending the pivotal role of social support, platform quality, and relationship quality in shaping purchasing intention. These factors play a critical role in influencing consumer behavior in social commerce (Hossain et al., 2020; Rashid et al., 2020).

A meticulous examination of these aspects provides insightful perspectives and guidance for businesses. Customers can benefit from social knowledge, aiding them in understanding their online purchase goals and making informed decisions. Simultaneously, businesses gain insights into customer behaviors, helping them understand shopping experiences and expectations, ultimately informing effective business strategies (Liu et al., 2021a; Sohn & Kim, 2020). The study findings suggest that consumer purchase intention is shaped by pivotal emotional and technological factors, specifically social support, platform quality, and relationship quality.

Social support

Social support encompasses individuals' perceptions of care, responsiveness, and assistance within a group. Formally defined as perceived social resources available from non-professionals, it occurs in both formal and informal support structures (Cobb, 1976; Gottlieb & Bergen, 2010). Within a social network, the presence of social support may extend sharing behavior from supportive information to commercial insights and recommendations. Perceptions of care and helpfulness in sharing important information create an obligation for users to exchange meaningful shopping insights, fostering friendship and trust (Liu et al., 2021b). This suggests a relationship between social support and the intention to engage in social commerce.

In online interactions, individuals encounter two primary forms of support: informational and emotional (Makmor et al., 2018). Emotional support involves benevolence, caring, kindness, understanding, and empathy, fostering a sense of care and belonging. Informational support provides recommendations or knowledge for problem-solving, indicating access to resources (House, 1983). Heightened perceptions of both supports increase the intention to use social commerce (Hammouri et al., 2021; Riaz et al., 2021; Sheikh et al., 2019). These factors collectively shape online social support, affirming the crucial role of both information and emotional support in driving the inclination towards engaging in social commerce.

Hypothesis 1: Emotional support positively influences TikTok purchase intention.

Hypothesis 2: Informational support positively influences TikTok purchase intention.

Platform quality

In this research, the definition of platform quality is modeled on the principles of website quality (Anttonen et al., 2011; Taivalsaari & Mikkonen, 2011). Platform quality is defined as the users' assessment of how well the platform's features align with their needs, thereby contributing to the overall excellence of the platform (Aladwani & Palvia, 2002). The impact of design elements on users' social sharing and shopping behavior is crucial for companies evaluating their platform offerings. Understanding which aspects are most important to users has become a top priority for companies aiming to implement a successful strategy. In essence, attracting and retaining customers require a clear understanding of the platform qualities expected by online users (Busalim & Ghabban, 2021; Dirgantari et al., 2020).

System quality, information quality, and service quality are three direct measures of platform quality (Lin et al., 2021). These factors are based on the Information System (IS) success model initially presented by DeLone and McLean in 1992, subsequently refined in 2003 and 2004. This three-dimensional assessment is instrumental in understanding the primary factors that impact users' expectations and perceptions of the overall quality of the platform (DeLone & McLean, 1992; DeLone & McLean, 2003; DeLone & McLean, 2004). System quality involves assessing how effectively the platform meets fundamental requirements such as availability, reliability, and response time (McKinney et al., 2002). Information quality pertains to the accuracy, timeliness, and completeness of the content on the platform (DeLone & McLean, 2003). Lastly, service quality relates to users' evaluations of the support and services delivered by the service provider through the platform (Parasuraman et al., 1985). The perceived level of interaction on a social commerce platform is anticipated to improve customers' social experience, positively influencing their intention to make a purchase (Hsu et al., 2018; Qalati et al., 2021).

Hypothesis 3: System quality positively influences TikTok purchase intention.
Hypothesis 4: Service quality positively influences TikTok purchase intention.
Hypothesis 5: Information quality positively influences TikTok purchase intention.

Relationship quality

Relationship quality refers to the comprehensive evaluation of the robustness of a relationship, conceptualized as a composite or multidimensional construct that encompasses distinct yet interconnected facets of the relationship (Crosby et al., 1990). In the field of studying relationship quality, scholars consider the interconnectedness of the three foundational variables: commitment, trust, and satisfaction, rather than treating them as separate entities. There is a consensus within the academic community that critical elements of relationship quality encompass customer satisfaction with the service provider's performance, trust in the service provider, and commitment to fostering an enduring relationship with the service firm (Kousheshi et al., 2020; Tran, 2020; Wisker, 2020).

Commitment involves the sustained aspiration to maintain a lasting relationship with both the buyer and the seller (Morgan & Hunt, 1994). Trust encompasses the belief that a service provider is honest and benevolent, a crucial aspect in social or economic transactions (Morgan & Hunt, 1994). Satisfaction represents an individual's emotional disposition resulting from the assessment of interactive experiences with a service provider (Gustafsson et al., 2005). The success of social commerce relies on relationships, where commitment, trust, and satisfaction are vital for building and maintaining long-term connections. These three factors significantly impact a user's long-term intention to continue and mirror the overall sentiments of consumers towards a social media platform (Antwi, 2021; Hossain et al., 2020).

Hypothesis 6: Commitment positively influences TikTok purchase intention.
Hypothesis 7: Trust positively influences TikTok purchase intention.
Hypothesis 8: Satisfaction positively influences TikTok purchase intention.

This study's conceptual framework addresses prior research limitations, specifically the neglect of emotional factors and platform quality's impact on consumer behavior (Akram et al., 2021; Wang et al., 2021). Building upon existing research, it proposes a more encompassing framework that considers previous oversights. The holistic approach comprehends purchase intention in social commerce, exploring the relationship between TikTok commerce and consumers' intent to make purchases. Illustrated in Figure 1, the framework integrates factors like social support (emotional and informational), platform quality (system, service, and informational), and relationship quality (trust, satisfaction, commitment). This inclusive perspective aims to assist businesses in tailoring strategies to meet emotional needs, preferences, and motivations, fostering long-term loyalty (Molinillo et al., 2020).

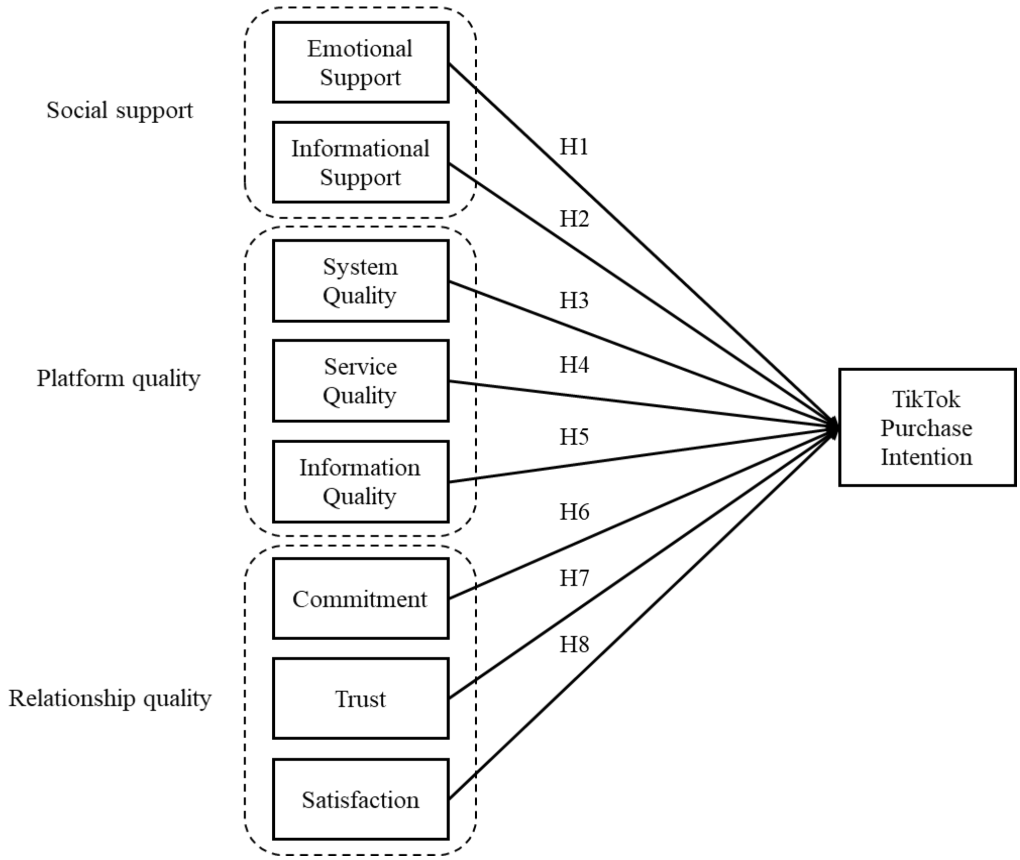


Figure 1 Conceptual Framework

Research methodology

This study specifically targeted consumers engaged in TikTok commerce, aiming to gain insights into their experiences and purchase intentions. Participants had to use TikTok commerce monthly for the past six months, making a purchase within that timeframe. Age eligibility was set at a minimum of 20 years, ensuring both purchasing power and legal capacity. Participants had to be residents of Thailand, aligning with the local social commerce context. Focusing on a medium price range aimed to capture diverse social commerce users, and participants could choose product categories reflecting their frequent purchases, providing a nuanced understanding of their experiences and preferences.

This study adopts a positivistic paradigm and utilizes a quantitative research methodology. Data collection occurred in Thailand through a self-administered online survey with a structured questionnaire. Employing a convenience sampling approach and sharing the survey link until a satisfactory sample size was achieved helped mitigate potential biases. Participation was voluntary, and participants encountered a screening question before proceeding to the main set of questions. Measurement scales from previous studies were integrated but modified to align with the social commerce framework. To ensure an accurate understanding, the questionnaire was translated from English to Thai. Scales from Liang et al. (2011) and informational quality scales from Wang et al. (2016) were adjusted. A 5-point Likert scale measured constructs within the research model, with 5 indicating “strongly agree” and 1 signifying “strongly disagree” (Liang et al., 2011; Wang et al., 2016).

A pilot test involving 30 individuals familiar with TikTok commerce platforms ensured the survey's reliability, yielding a Cronbach's alpha score exceeding 0.70 (George & Mallery, 2021). Purchase intention exhibited the highest reliability at 0.95, while system quality showed the lowest at 0.83. Robust statistical practices were adhered to, conducting tests for normality and linearity. The assessment of data normality utilized comprehensive normal probability plots, confirming that residual values conform to a normal distribution. Simultaneously, scatter plot matrices examined the assumption of linearity, revealing a random dispersion of points, indicating the absence of heteroskedasticity issues. These meticulous analyses ensure data met essential criteria before deploying advanced statistical techniques, enhancing the academic integrity and reliability of the study's findings (Srinivasan & Lohith, 2017). Subsequently, responses from 825 participants were collected following the data screening process, and descriptive and inferential statistics, including frequency, standard deviation, Pearson correlation, and multiple regression, were deployed for comprehensive analysis.

Data analysis

Out of the collected questionnaires, 825 were considered for analysis. Table 1 presents the demographic distribution of respondents. The majority of participants were female (76.85%), aged between 28 and 42 (57.70%), and reported monthly purchases (51.14%). Additionally, a significant proportion made purchases ranging from 100 to 500 Baht (67.39%), primarily in the fashion category (33.31%).

Table 1 Demographic and behavior (N=825)

Demographic and behavior	Frequency	Percent
Gender		
Male	191	23.15
Female	634	76.85
Age		
Below 21	30	3.63
21-27	179	21.70
28-42	476	57.70
43-63	140	16.97
Product category		
Electronic	16	1.94
TV	2	0.24
Mobile	10	1.21
Game	1	0.12
Beauty	233	28.23
Kid	34	4.11
Pet	37	4.47
Supermarket	45	5.44
Home	29	3.52
Car	4	0.48
Fashion	275	33.31
Food	126	15.26
Watch	3	0.36
Stationery	10	1.21
Purchase frequency		
Every week	154	18.67
Every month	422	51.14
Every 3 months	104	12.61
More than 3 months	145	17.58
Purchase amount		
Below 100	11	1.33
100 - 500	556	67.39
501 - 3,000	239	28.97
3,001 - 5,000	5	0.61
Over 5,000	14	1.70

This section presents an analysis of descriptive statistics, including means, standard deviations, and levels of agreement. Congruent validity was assessed by examining the average variance extracted (AVE) and indicator loadings. The results are outlined in Table 2, highlighting that satisfaction has the highest mean at 3.98, while emotional support has the lowest mean at 3.21. The rating scale used is as follows: 1.00-1.80 (Low), 1.81-2.60 (Low-Moderate), 2.61-3.40 (Moderate), 3.41-4.20 (High-Moderate), and 4.21-5.00 (High).

Table 2 Descriptive Statistics (N=825)

Mean Variables	Indicators	Max	Min	Mean	Std. Deviation	Rating Scale
Emotional support	AVEEMS	5.00	1.00	3.21	0.99	Moderate
Informational support	AVEINS	5.00	1.00	3.67	0.90	High
System quality	AVESYQ	5.00	1.00	3.72	0.79	High
Service quality	AVESEQ	5.00	1.00	3.57	0.83	High
Information quality	AVEINQ	5.00	1.00	3.67	0.75	High
Commitment	AVECMT	5.00	1.00	3.80	0.83	High
Trust	AVETST	5.00	1.00	3.70	0.84	High
Satisfaction	AVESTS	5.00	1.00	3.98	0.79	High
Purchase intention	AVEPI	5.00	1.00	3.92	0.77	High

The analysis of Pearson correlation coefficients revealed significant correlations (coefficient of 0.01) between all factors and TikTok commerce intention. Notably, satisfaction exhibited the highest correlation (0.76), while emotional support demonstrated the lowest correlation (0.31), as depicted in Table 3.

Table 3 The correlation between constructs (N=825)

Mean variables	AVEEMS	AVEINS	AVESYQ	AVESEQ	AVEINQ	AVECMT	AVETST	AVESTS	AVEPI
AVEEMS	1.00								
AVEINS	0.72**	1.00							
AVESYQ	0.48**	0.54**	1.00						
AVESEQ	0.46**	0.48**	0.71**	1.00					
AVEINQ	0.35**	0.42**	0.62**	0.70**	1.00				
AVECMT	0.33**	0.39**	0.52**	0.54**	0.56**	1.00			
AVETST	0.32**	0.38**	0.49**	0.57**	0.62**	0.79**	1.00		
AVESTS	0.29**	0.40**	0.51**	0.53**	0.57**	0.77**	0.80**	1.00	
AVEPI	0.31**	0.40**	0.53**	0.54**	0.57**	0.68**	0.70**	0.76**	1.00

***. Correlation is significant at the 0.01 level (2-tailed).*

According to the data in Table 4, the multiple regression analysis involving emotional support, informational support, system quality, service quality, information quality, commitment, trust, and satisfaction indicates that 55.08% (Adjusted R-Square = 0.5508) of the variability in the purchase intention on TikTok is explained by the predictors in our model, providing evidence of a reasonably good fit of the model. At a statistically significant level of 0.05, system quality, information quality, commitment, trust, and satisfaction were identified as influential contributors to TikTok commerce intention. Specifically, satisfaction emerged as the most influential, displaying the highest regression coefficient ($\beta = 0.43$), followed by trust ($\beta = 0.14$) and commitment ($\beta = 0.12$). All these factors exhibited a positive impact on TikTok commerce purchase intention.

Table 4 Coefficients[a] (N=825)

	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.53	0.10		5.32	0.00		
AVEEMS	-0.01	0.02	-0.01	-0.33	0.74	0.45	2.22
AVEINS	0.03	0.03	0.03	0.95	0.34	0.41	2.41
AVESYQ	0.08	0.03	0.08	2.44	0.01	0.41	2.43
AVESEQ	0.04	0.03	0.04	1.26	0.21	0.36	2.76
AVEINQ	0.09	0.03	0.08	2.53	0.01	0.42	2.40
AVECMT	0.11	0.04	0.12	3.24	0.00	0.31	3.20
AVETST	0.13	0.04	0.14	3.33	0.00	0.26	3.84
AVESTS	0.42	0.04	0.43	10.84	0.00	0.29	3.41

a. Dependent Variable: AVGPI

R Square = 0.5557, Adjust R-Square = 0.5508, F = 112.08, Sig = 0.00 Significant level at 0.05

Conclusion and discussion

Despite the increasing prevalence of social commerce, a significant knowledge gap persists regarding how TikTok commerce features influence consumer purchasing intentions. While previous studies have explored these features, aligning consumer buying intentions remains a challenge for businesses. TikTok commerce is still in its early stages, especially in Thailand, where limited evidence provides meaningful insights (Kluabmart & Distanont, 2023; Zhou & Hattakitpanitchakul, 2023). The results illuminate TikTok commerce's landscape, emphasizing the interconnected nature of social support, platform quality, and relationship quality in influencing purchase intentions. This evidence not only corroborates existing conceptual studies but also introduces novel insights.

The study examined the impact of social support, platform quality, and relationship quality on TikTok consumers' purchase intentions. The outcomes supported conclusions from prior research, indicating that various aspects of platform quality, including system quality and informational quality, as well as relationship quality components such as commitment, trust, and satisfaction (Hypotheses 3, 5, 6, 7, and 8), significantly influenced purchasing intentions (Antwi, 2021; Fu et al., 2020; Liang et al., 2011; Wang et al., 2016; Xu et al., 2021). In contrast, TikTok commerce intention showed no influence from social support, encompassing emotional and informational support, as well as service quality within platform quality (Hypotheses 1, 2, and 4). This deviation from prior research findings highlights a discrepancy, prompting a closer examination of factors influencing TikTok commerce intentions and revealing potential nuances in user behavior not previously identified in existing literature (Hajli, 2014; Hossain et al., 2020; Lal, 2017; Qalati et al., 2021; Sheikh et al., 2019).

In summary, this research not only aligns with established theories in the field of social commerce but also introduces novel empirical evidence, particularly within the domain of Thai social commerce. The application of descriptive and inferential statistics in data analysis enhances the robustness and reliability of the findings, delivering crucial conclusions for practitioners aiming to develop strategies for designing and improving TikTok commerce platforms. These insights play a crucial role in steering future research directions and provide practical implications for effectively leveraging TikTok commerce platforms in culturally diverse markets.

Managerial implications

The managerial implications drawn from the findings of this study regarding Thai TikTok commerce hold significant relevance for businesses seeking to capitalize on the platform's growing potential. Insight into the determinants influencing consumer behavior becomes imperative for businesses aiming to optimize their social commerce strategies. Derived from the study, key areas are identified for managerial focus. To devise an effective TikTok commerce strategy, businesses must prioritize enhancing and maintaining system quality, informational quality, commitment, trust, and satisfaction—factors that notably influenced purchasing intentions, as evidenced by Hypotheses 3, 5, 6, 7, and 8.

Enhancing system quality in TikTok commerce demands investments in advanced technological infrastructure, ensuring seamless functionality and reliability, and regular updates of software and hardware components. To improve informational quality, accurate, timely, and relevant information aligned with consumer needs should be provided, coupled with effective information dissemination channels (Qin et al., 2022). Commitment is cultivated through transparent communication, consistent and meaningful customer engagement, and reliable and responsive customer service. Building trust involves positive market reputation, ethical business practices, and fulfilling promises to customers. Customer satisfaction is ensured through regular feedback, prompt issue resolution, and continuous product or service enhancement based on insights (Soren & Chakraborty, 2024). These insights offer nuanced managerial implications for TikTok commerce strategy development in the evolving social commerce landscape.

Despite managerial recommendations, factors may limit the impact of emotional support, informational support, and service quality on TikTok commerce intention, as indicated by Hypotheses 1, 2, and 4. TikTok's unique content-oriented nature prioritizes entertainment, potentially overshadowing emotional or informational support, leading users to engage primarily for leisure rather than transactional purposes. Users may perceive TikTok as a platform for creative expression rather than seeking support, and the short-form video format may limit in-depth interactions. Demographic differences on TikTok compared to platforms where support influences may impact these factors' relevance (Masciantonio et al., 2021). Regarding service quality, the concept may be less tangible in the context of short-form video content, where creativity and trends may take precedence over traditional service-related attributes. These insights emphasize the need for businesses to adapt strategies to TikTok's dynamics, redefining or supplementing traditional notions with innovative approaches tailored to the content-driven environment. Acknowledging these intricacies is crucial for businesses seeking optimization on TikTok, effectively engaging with users in this distinct social commerce landscape.

Limitations and further research

Exploring TikTok's distinctive dynamics and its impact on user intentions in commerce through targeted research could offer significant insights. However, the study faces limitations. The recent introduction of TikTok as a commerce platform may limit understanding of factors influencing user intentions. Empirical examination focused solely on TikTok, making outcomes less transferable to other platforms like Facebook or Instagram. Geographical constraints to Thailand's relatively homogeneous population may affect findings' applicability to diverse social structures and cultures. Additionally, relying on survey data introduces potential variance between stated preferences and actual behaviors, necessitating cautious interpretation. Nevertheless, the study's insights into social support, platform quality, and relationship quality significantly contribute to understanding TikTok commerce intention, enhancing comprehension of commercial behaviors. Future research exploring additional social factors, adopting interpersonal interaction perspectives, and investigating different social commerce models like chatbot or live streaming commerce holds promise for deeper insights (Chen et al., 2022; Hossain et al., 2021; Zhou et al., 2023; Han, 2021; Lu & Chen, 2021; Sindhu & Bharti, 2023; Sun et al., 2019). These findings form a robust foundation for subsequent qualitative research initiatives aiming for deeper insights beyond the original quantitative study's scope.

References

Akram, U., Junaid, M., Zafar, A. U., Li, Z., & Fan, M. (2021). Online purchase intention in Chinese social commerce platforms: Being emotional or rational?. *Journal of Retailing and Consumer Services, 63*, 102669.

Aladwani, A. M., & Palvia, P. C. (2002). Developing and validating an instrument for measuring user-perceived web quality. *Information & Management, 39*(6), 467-476.

Alalwan, A. A., Rana, N. P., Dwivedi, Y. K., & Algharabat, R. (2017). Social media in marketing: A review and analysis of the existing literature. *Telematics and Informatics, 34*(7), 1177-1190.

Anttonen, M., Salminen, A., Mikkonen, T., & Taivalsaari, A. (2011). Transforming the web into a real application platform: new technologies, emerging trends and missing pieces. Proceedings of the 2011 ACM Symposium on Applied Computing,

Antwi, S. (2021). “I just like this e-Retailer”: Understanding online consumers repurchase intention from relationship quality perspective. *Journal of retailing and consumer services, 61*, 102568.

Bugshan, H., & Attar, R. W. (2020). Social commerce information sharing and their impact on consumers. *Technological forecasting and social change*, *153*, 119875.

Busalim, A. H., & Ghabban, F. (2021). Customer engagement behaviour on social commerce platforms: An empirical study. *Technology in Society, 64*, 101437.

Chen, H., Zhang, S., Shao, B., Gao, W., & Xu, Y. (2022). How do interpersonal interaction factors affect buyers' purchase intention in live stream shopping? The mediating effects of swift guanxi. *Internet Research, 32*(1), 335-361.

Cobb, S. (1976). Social support as a moderator of life stress. *Psychosomatic medicine, 38*(5), 30-314.

Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship Quality in Services Selling: An Interpersonal Influence Perspective. *Journal of marketing, 54*(3), 68-81.

Dancharoenpol, Phakkhaporn, "The influence of perceived value, user engagement, and emotions on usage intention of Thai Tiktok users" (2022). *Chulalongkorn University Theses and Dissertations (Chula ETD)*. 8139.

DeLone, W. H., & McLean, E. R. (1992). Information Systems Success: The Quest for the Dependent Variable. *Information systems research, 3*(1), 60-95.

DeLone, W. H., & McLean, E. R. (2003). The DeLone and McLean model of information systems success: a ten-year update. *Journal of management information systems, 19*(4), 9-30.

DeLone, W. H., & McLean, E. R. (2004). Measuring e-Commerce Success: Applying the DeLone & McLean Information Systems Success Model. *International journal of electronic commerce, 9*(1), 31-47.

Dhaninee, S. (2021). *Factors that Influence People to use TikTok in Thailand* (Doctoral dissertation, Mahidol University).

Dirgantari, P. D., Hidayat, Y. M., Mahphoth, M. H., & Nugraheni, R. (2020). Level of use and satisfaction of e-commerce customers in covid-19 pandemic period: An information system success model (ISSM) approach. *Indonesian Journal of Science and Technology*, *5*(2), 261-270.

Feldkamp, J. (2021). The rise of TikTok: The evolution of a social media platform during COVID-19. *Digital responses to Covid-19: Digital innovation, transformation, and entrepreneurship during pandemic outbreaks*, 73-85.

Fu, J.-R., Lu, I.-W., Chen, J. H., & Farn, C.-K. (2020). Investigating consumers' online social shopping intention: An information processing perspective. *International Journal of Information Management, 54*, 102189.

George, D., & Mallery, P. (2021). IBM SPSS statistics 27 step by step: A simple guide and reference. Routledge.

Gottlieb, B. H., & Bergen, A. E. (2010). Social support concepts and measures. *Journal of psychosomatic research, 69*(5), 511-520.

Gustafsson, A., Johnson, M. D., & Roos, I. (2005). The Effects of Customer Satisfaction, Relationship Commitment Dimensions, and Triggers on Customer Retention. *Journal of marketing, 69*(4), 210-218.

Hajli, M. N. (2014). The role of social support on relationship quality and social commerce. *Technological Forecasting and Social Change, 87*, 17-27.

Hajli, N. (2020). The impact of positive valence and negative valence on social commerce purchase intention. *Information Technology & People, 33*(2), 774-791.

Hammouri, Q., Al-Gasawneh, J. A., Nusairat, N. M., Hanandeh, A., & Barakat, S. (2021). The determinants of trust and its influence on online buying intention: an empirical study on social commerce in Jordan. *Annals of the Romanian Society for Cell Biology*, 4522-4539.

Han, M. C. (2021). The impact of anthropomorphism on consumers' purchase decision in chatbot commerce. *Journal of Internet Commerce, 20*(1), 46-65.

Hossain, M. A., Jahan, N., & Kim, M. (2020). A mediation and moderation model of social support, relationship quality and social commerce intention. *Sustainability, 12*(23), 9889.

Hossain, M. S., Rahman, M. F., & Zhou, X. (2021). Impact of customers' interpersonal interactions in social commerce on customer relationship management performance. *Journal of Contemporary Marketing Science, 4*(1), 161-181.

House, J. S. (1983). Work stress and social support. *Addison-Wesley series on occupational stress*.

Hsu, C.-L., Chen, M.-C., & Kumar, V. (2018). How social shopping retains customers? Capturing the essence of website quality and relationship quality. *Total quality management & business excellence, 29*(1-2), 161-184.

Kluabmart, N., & Distanont, A. (2023). Examining Factors Affecting Green Product Purchase Intention on TikTok Application. *The 15th NPRU National Academic Conference Nakhon Pathom Rajabhat University*.

Kousheshi, M. R., Aali, S., Bafandeh Zendeh, A. R., & Iranzadeh, S. (2020). The antecedents and consequences of online relationship quality in internet purchases. *Journal of Islamic Marketing*, *11*(1), 161-178.

Lal, P. (2017). Analyzing determinants influencing an individual′ s intention to use social commerce website. *Future Business Journal, 3*(1), 70-85.

Li, C.-Y. (2019). How social commerce constructs influence customers' social shopping intention? An empirical study of a social commerce website. *Technological Forecasting and Social Change, 144*, 282-294.

Liang, T.-P., Ho, Y.-T., Li, Y.-W., & Turban, E. (2011). What Drives Social Commerce: The Role of Social Support and Relationship Quality. *International journal of electronic commerce, 16*(2), 69-90.

Liao, S.-H., Widowati, R., & Cheng, C.-J. (2022). Investigating Taiwan Instagram users' behaviors for social media and social commerce development. *Entertainment Computing, 40*, 100461.

Lin, J., Li, T., & Guo, J. (2021). Factors influencing consumers' continuous purchase intention on fresh food e-commerce platforms: An organic foods-centric empirical investigation. *Electronic Commerce Research and Applications*, *50*, 101103.

Liu, P., Li, M., Dai, D., & Guo, L. (2021a). The effects of social commerce environmental characteristics on customers' purchase intentions: The chain mediating effect of customer-to-customer interaction and customer-perceived value. *Electronic Commerce Research and Applications, 48*, 101073.

Liu, X., Xiang, G., & Zhang, L. (2021b). Social support and social commerce purchase intention: The mediating role of social trust. *Social Behavior and Personality: an international journal*, *49*(7), 1-7.

Lu, B., & Chen, Z. (2021). Live streaming commerce and consumers' purchase intention: An uncertainty reduction perspective. *Information & Management, 58*(7), 103509.

Makmor, N., Alam, S. S., & Aziz, N. A. (2018). Social support, trust and purchase intention in social commerce era. *Int. J. Supply Chain Manag*, *7*(5), 572-581.

Mardjo, A. (2019). Impacts of social media's reputation, security, privacy and information quality on Thai young adults' purchase intention towards Facebook commerce. *UTCC International Journal of Business and Economics, 11*(2), 167-188.

Masciantonio, A., Bourguignon, D., Bouchat, P., Balty, M., & Rimé, B. (2021). Don't put all social network sites in one basket: Facebook, Instagram, Twitter, TikTok, and their relations with well-being during the COVID-19 pandemic. *PloS one*, *16*(3), e0248384.

McKinney, V., Yoon, K., & Zahedi, F. M. (2002). The measurement of web-customer satisfaction: An expectation and disconfirmation approach. *Information systems research, 13*(3), 296-315.

Molinillo, S., Anaya-Sánchez, R., & Liebana-Cabanillas, F. (2020). Analyzing the effect of social support and community factors on customer engagement and its impact on loyalty behaviors toward social commerce websites. *Computers in Human Behavior*, *108*, 105980.

Morgan, R. M., & Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of marketing, 58*(3), 20-38.

Oo, N. C. K. K., Rakthin, S., & Punnakitikashem, P. (2021). A study of factors influencing online purchase intention towards a popular online apparel retailer in thailand. *UTCC International Journal of Business and Economics, 13*(3), 97-108.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of marketing, 49*(4), 41-50.

Qalati, S. A., Vela, E. G., Li, W., Dakhan, S. A., Hong Thuy, T. T., & Merani, S. H. (2021). Effects of perceived service quality, website quality, and reputation on purchase intention: The mediating and moderating roles of trust and perceived risk in online shopping. *Cogent Business & Management, 8*(1), 1869363.

Qin, Y., Omar, B., & Musetti, A. (2022). The addiction behavior of short-form video app TikTok: The information quality and system quality perspective. *Frontiers in Psychology*, *13*, 932805.

Rashid, R. M., Rashid, Q. U. A., & Pitafi, A. H. (2020). Examining the role of social factors and mooring effects as moderators on consumers' shopping intentions in social commerce environments. *SAGE Open*, *10*(3), 2158244020952073.

Riaz, M. U., Guang, L. X., Zafar, M., Shahzad, F., Shahbaz, M., & Lateef, M. (2021). Consumers' purchase intention and decision-making process through social networking sites: a social commerce construct. *Behaviour & Information Technology*, *40*(1), 99-115.

Sarker, P., Hughe, L., Dwivedi, Y. K., & Rana, N. P. (2020). Social commerce adoption predictors: A review and weight analysis. Responsible Design, Implementation and Use of Information and Communication Technology: 19th IFIP WG 6.11 Conference on e-Business, e-Services, and e-Society, I3E 2020, Skukuza, South Africa, April 6–8, 2020, Proceedings, Part I 19,

Sheikh, Z., Yezheng, L., Islam, T., Hameed, Z., & Khan, I. U. (2019). Impact of social commerce constructs and social support on social commerce intentions. *Information Technology & People*.

Sindhu, P., & Bharti, K. (2023). Influence of chatbots on purchase intention in social commerce. *Behaviour & Information Technology*, 1-22.

Sohn, J. W., & Kim, J. K. (2020). Factors that influence purchase intentions in social commerce. *Technology in Society, 63*, 101365.

Soren, A. A., & Chakraborty, S. (2024). Adoption, satisfaction, trust, and commitment of over-the-top platforms: An integrated approach. *Journal of Retailing and Consumer Services*, *76*, 103574.

Srinivasan, R., & Lohith, C. P. (2017). Main study—detailed statistical analysis by multiple regression. *Strategic marketing and innovation for Indian MSMEs*, 69-92.

Statista Research Department (2023, Mar 31). Most used social media platforms for making purchases during the last 12 months in Thailand as of February 2023. https://www.statista.com/statistics/1375672/thailand-popular-social-media-platforms-used-for-shopping/

Statista Research Department (2023, Jan 11). Social commerce in Thailand - statistics & facts. https://www.statista.com/topics/9711/social-commerce-in-thailand/

Statista Research Department (2023, Jul 5). Social media in Thailand - statistics & facts. https://www.statista.com/topics/8194/social-media-in-thailand/

Statista Research Department (2023, Aug 15). Social media penetration rate in Thailand 2019-2028. https://www.statista.com/statistics/490405/mobile-messaging-user-reach-thailand/

Sun, Y., Shao, X., Li, X., Guo, Y., & Nie, K. (2019). How live streaming influences purchase intentions in social commerce: An IT affordance perspective. *Electronic Commerce Research and Applications, 37*, 100886.

Taivalsaari, A., & Mikkonen, T. (2011). The web as an application platform: The saga continues. *2011 37th EUROMICRO Conference on Software Engineering and Advanced Applications*

Tran, V. D. (2020). Assessing the effects of service quality, experience value, relationship quality on behavioral intentions. *The Journal of Asian Finance, Economics and Business*, *7*(3), 167-175.

Wang, M., Sun, L. L., & Hou, J. D. (2021). How emotional interaction affects purchase intention in social commerce: the role of perceived usefulness and product type. *Psychology Research and Behavior Management*, 467-481.

Wang, W.-T., Wang, Y.-S., & Liu, E.-R. (2016). The stickiness intention of group-buying websites: The integration of the commitment–trust theory and e-commerce success model. *Information & Management, 53*(5), 625-642.

Wisker, Z. L. (2020). Examining relationship quality in e-tailing experiences: A moderated mediated model. *Marketing Intelligence & Planning*, *38*(7), 863-876.

Xu, M., Lai, I. K. W., & Tang, H. (2021). From corporate environmental responsibility to purchase intention of Chinese buyers: The mediation role of relationship quality. *Journal of Consumer Behaviour, 20*(2), 309-323.

Zhou, W., Dong, J., & Zhang, W. (2023). The impact of interpersonal interaction factors on consumers' purchase intention in social commerce: a relationship quality perspective. *Industrial Management & Data Systems, 123*(3), 697-721.

Zhou, H., & Hattakitpanitchakul, W. (2023). Factors based on AISAS model influencing consumer purchase intention on TikTok in Bangkok under the COVID-19 pandemic background. *Faculty of Business Administration for Society*.

Guide for authors

Editorial policy

Journal of Family Business and Management Studies (FBMS) is designed as a forum for current research, opinions, and identification of trends in family business and management studies. The opinions expressed are those of the authors and do not necessarily reflect the opinions of the Editors, the Editorial Review Board, or University of the Thai Chamber of Commerce and Thailand Management Association. The copyright of all published material belongs to University of the Thai Chamber of Commerce, with future use rights reserved. This, however, does not limit the author's right to use his or her own material.

Objectives

The editorial objectives of Journal of Family Business and Management Studies (FBMS) are to advance knowledge and science and to stimulate greater thought and effort in the fields of business management, and by providing readers with:

- Novel and useful information;
- New business management theory or techniques;
- Research explaining about business management thought and practice;
- Articles in subject areas which have significant current impact on thought and practice in business management.

Focus areas

The FBMS will mainly consider for publication three types of articles:
1. Articles that report empirical research on business management issues.
2. Articles that report on the development of methodologies and techniques that can enhance business management decision making.
3. Articles that report the application of decision tools to generic or specific business management problems.

Review

Articles are considered for publication if they have not been published or accepted for publication elsewhere and are not being concurrently considered elsewhere. Authors will usually be notified of acceptance, rejection, or need for revision within 16 weeks of submission.

No manuscript is accepted for FBMS until it has been reviewed by the Editor or one of the Associate Editors and at least three outside reviewers who are experts in their respective fields.

All manuscripts are judged on their contribution to the advancement of family business and management studies. The editors expect all manuscripts to follow accepted standards for scholarly work. Manuscripts are judged not only on depth and scope of ideas presented and their contribution to the field, but also on their clarity, organization, readability, and comprehensibility.

Manuscripts should be written in a manner that is interesting and readable to both practitioners and academics. It is beneficial to include a section regarding managerial implications and discussion of the consequences of applying the proposed ideas. Technical terms should be defined.

Preparing and submitting

Manuscript format

- Manuscripts should be between 4,000 and 6,000 words, typically 15-20 single-spaced, typewritten pages. Articles of shorter length are also acceptable. Only rarely will it be possible to publish a manuscript of more than 6,000 words.
- Manuscripts should be typed single-spaced in 12-point type using Times Roman typeface. Use single spacing in endnote references. Please allow the text to wrap, rather than entering a RETURN or LINEFEED after every line.

Noted:

- Manuscripts should be submitted electronically, preferably in Microsoft Word, to the Editors at the following e-mail address: fbms@utcc.ac.th
- If it is not possible to submit an electronic copy, please send four (4) copies of the manuscript to the Editors. Non-electronic submissions require more time to administer, so authors should be aware that the processing time for their manuscripts will be longer.

The sections of the manuscript should be placed in the following order: Title page, Authors, Abstract and keywords, Table and Figures, Citation, References, and Appendices.

Title page

Type the title in bold type, all caps, single-spaced, and centered across the top of the first page with Times New Roman typeface.

Authors names and affiliations

Use full names, but not initials, for all the authors' names. The author's given name should be written before surname, and only the first letter of surname or given name should be capitalized. The corresponding author must be clearly indicated with an asterisk (*).

For affiliations, if the authors are from the same affiliation, then the same superscript (a, b, c…) should be marked on each author's name. The standard format for author names and affiliations is shown below.

Sivanart Phongvisit[1], Rawida Wiriyakitjar[2] and Aticha Promrat[3]
[1,2,3]School of Business, University of the Thai Chamber of Commerce
126/1 Vibhavadi Rangsit Rd., Dindang, Bangkok 10400, Thailand
[1]sivanart.svn@gmail.com, [2]rawida_wir@utcc.ac.th, [3]aticha_pro@utcc.ac.th

Abstract and keywords

- Abstract is a summary that describes the fundamental aspects of the work within a maximum number of words required (100-250 words). Usually the abstract is free and it is possible to read it from scientific database.
- List of words that referred to the topic discussed in the article.
- Keyword's choice is up to the author

Tables and figures

- All tables and figures in high quality with the resolution of 600dpi and saved as filename .tif or filename .jpg.
- Each table and figures should be numbered consecutively within its series type (Table 1, Table 2, Figure 1, Figure 2) and must have titles. Titles for each Table and Figure should be descriptive but not lengthy. The title should be in bold letters at the top of the table or figure.
- Only the first letter of the first word in line one should be capitalized, except proper nouns.
- If there is an axis system in the figure, the coordinate line and coordinate point should be drawn in bold.
- The background of figures should be deleted.
- If the number is larger than 1000, each group of three digits should be separated by a comma. For instance, 1630000 should be written as 1,630,000.

Regarding mathematical notation

- The percent sign (%) should be used in text and in tables. Mathematical notation must be clear within the text and illustrations.
- All equations must be very clearly typed. Display (separate line) equations should be aligned to the left margin. Italic type is used for letters in equations, except for trigonometric functions and logarithm abbreviations, which are plain (normal) type. Matrices and vectors are in boldface type. (If these cannot be typed in italic and boldface, italic type can be indicated by a hand-drawn straight underline and boldface by a wavy underline).
- Unusual and Greek symbols should be typed in the text using the Symbol capability. If no Symbol capability is possible, such special characters should be identified by name in a marginal note. (This is important; the editor may be not familiar with these symbols and may have difficulty producing the correct one without a marginal note.)
- For equations that might be too long to type in a 6" column, indicate appropriate breaks.

Citation

The FBMS follows the reference format of Academy of Management Journal. This format is available at the AMJ's website http://aom.pace.edu/amjnew/style_guide.html The use of footnotes is discouraged.

- Place the author(s) and date(s) within parentheses at an appropriate place within or at the end of a sentence:

Example: Researchers have studied how children represent mathematical problems (Alibali, Phillips, & Fischer, 2009; Siegler, 1976).

- Place only the date within parentheses:

Example: Alibali, Phillips, and Fischer (2009) asked, "Did the participants adopt the taught strategies?" (p. 96).

- Integrate both the author and date into your sentence:

Example: In 2009 Alibali, Phillips, and Fischer reported that third- and fourth-grade students improved their problem representation when they were taught the equalize strategy but did not improve their problem representation when they were taught the add-subtract strategy.

References

- In general, order the reference list alphabetically by authors' surnames
- Beginning with last name, then full first name, not just initials, followed by publication date in parentheses.
- Do not use indents, tabs, or symbols to delineate your paragraphs. Instead, use two hard returns between each reference.

Journal article

Journal article, basic form; single author; print

1) Alibali, M. W. (1999). How children change their minds: Strategy change can be gradual or abrupt. *Developmental Psychology, 35*, 127-145.

2) Murray, M. E. (2001). Outcomes of concurrent utilization review. *Nursing Economics, 19*, 17-23.

Journal article: 7 or more authors; print

Yawn, B. P., Algatt-Bergstrom, P. J., Yawn, R. A., Wollan, P., Greco, M., Gleason, M., et al. (2000). An in-school CD-ROM asthma education program. *Journal of School Health, 70*, 153-159.

Journal article: basic form; two authors; read online, with doi

G audio, J. L., & Snowdon, C. T. (2008). Spatial cues more salient than color cues in cotton-top tamarins (*Saguinus oedipus*) reversal learning. *Journal of Comparative Psychology, 122*, 441-444. doi: 10.1037/0735-7036.122.4.441

Journal article; two authors; read online from journal website; a webtext; no page numbers; no doi

Carter, S., & Dunbar-Odom, D. (2009). The converging literacies center: An integrated model for writing programs. *Kairos: A Journal of Rhetoric, Technology, and Pedagogy, 14.1*. Retrieved from http://kairos.technorhetoric.net/

Journal article: in Internet-only journal; secondary reference

Greenberg, M. T., Domitrovich, C., & Bumbarger, B. (2000, March 30). Prevention of mental disorders in school-aged children: Current state of the field. *Prevention and Treatment, 4*, Article 1. Retrieved from http://journals.apa.org/prevention/volume4/pre0040001a.htm

Books

Book: basic form; first edition, single author, read in print

Baxter, C. (1997). *Race equality in health care and education.* Philadelphia: Ballière Tindall.

Book: basic form, later edition, two authors, read in print

Hyde, J. S., & Delamater, J. (2008). *Human Sexuality* (10th ed.). New York: McGraw-Hill.

Book review: basic form; 2 authors; read in print

Grabill, C. M., & Kaslow, N. J. (1999). An ounce of prevention: Improving children's mental health for the 21st century [Review of the book *Handbook of prevention and treatment with children and adolescents*]. *Journal of Clinical Child Psychology, 28,* 115-116.

Chapter in edited work: second or later edition; print

Curtin, J. J., & Lang, A. R. (2007). Alcohol and emotion: Insights and directives from affective science. In J. Rottenberg & S. L. Johnson (Eds.), *Emotion and psychopathology: Bridging affective and clinical science* (2nd ed., pp. 191- 213). Washington, DC: American Psychological Association.

Magazine article: read online, found through a database (EBSCO)–do not list the database; list the home page for the magazine; this article has no doi

P ark, A. (2009, Sept. 14). A shot at cancer. *Time 174*(10), 32-39. Retrieved from www.time.com/

Newspaper article: read online, no doi

Barringer, F. (2009, Sept. 14). Hawaii tries green tools in remaking power grid. *The New York Times*. Retrieved from http://www.nytimes.com

Video or DVD

Arledge, E. (Producer & Director). (2009). *Autism genes* [DVD]. Available from http://www.pbs.org/wgbh/nova/sciencenow/

Web site: no author, no date of publication. If there is no author, title moves to the first spot. Use retrieval date only because the content at that address likely changes.

1) *Research Initiatives*. (n.d.). Retrieved January 11, 2007, from MIT, Comparative Media Studies website, http://cms.mit.edu/research/index.php

Technical and research reports

Author, A. A. (1998). *Title of work* (Report No. xxx). Location: Publisher.

Authors are responsible for the accuracy of their references. Check them carefully. Readers' questions and comments about incomplete and inaccurate references will be referred to the article authors with a follow-up by the Editor. All authors of a referenced work should be listed; et al. should not be used in the Reference list. Undefined acronyms should not be used.

Appendices

If any mathematical proof or development is used but not critical to the exposition of the main argument of the manuscript, authors should include it in an appendix. An appendix may also be used for the mathematical material that may be beyond the level of the average reader.

Permissions

Submitting a manuscript to FBMS constitutes an assignment of copyright to the Journal and a guarantee that the work is original. It also indicates that the author(s) owns it, and that no part of it has been previously published in substantially the same form, that it is not being published or considered for publication elsewhere, and that any use of others' materials is by permission or falls within fair use standards of copyright law. The author(s) is responsible for obtaining any necessary permission from copyright holders and for paying any necessary fees. Extensive paraphrasing is considered disguised copying; permission is required.

Portions of an item, such as some of the data from a table, or part of a graphic representation of a model, can be used without permission if they are properly credited with full and exact source information and do not comprise a significant portion of the submitted article. Copies of written permissions should be submitted with the final manuscript.

Online submission

Manuscripts should be submitted electronically at http://www.utccmbaonline.com/ Journalsys or via e-mail: fbms@utcc.ac.th , in Microsoft Word.

The sections of the manuscript should be placed in the following order: Cover page, Title page, Authors, Abstract (on a page by itself) and Body, Illustrations, Citation, References, and Appendices.