Customer Personality And Brand Personality In Service Brand Evangelism: Mediating Role Of Brand Satisfaction

Shahid Ali Khawaj[1*], Dr. Syed Sibtain Ali Shah Kazmi[2], Muhammad Faheem Jan[3], Dr. Siti Falindah Padlee[4]

[1*]Universiti Malaysia Terengganu
[2]Abbottabad University of Science & Technology
[3]University of Central Punjab Lahore Pakistan
[4]Universiti Malaysia Terengganu E Mail: siti.falindah@umt.edu.my

ARTICLE INFO	ABSTRACT
	Purpose - The study aims to investigate the mediating role of brand satisfaction (BS) in the relationship between customer personality (CP), brand personality (BP), and service brand evangelism (SBE). **Design/methodology/approach -** Drawing upon social exchange theory, cross-sectional design approach was used to collect data from 407 respondents in Pakistan. Partial Least Squares (PLS) based Structural Equation Modeling (SEM) was used to analyze the data. **Findings -** BS was seen to mediate the relationship between CP, BP, and SBE. **Practical implications -** The study offered valuable insights to business organization emphasizing the fact that SBE can be enhance by focusing on CP and BP. Particularly, companies with limited resources focus on consumers who possess the characteristics that lead to becoming brand evangelists. By turning their customers into service brand evangelists could help service companies especially in increasing the revenues. **Originality/value -** This is the first study to examine BS as a mediator in the relationship between CP, BP and SBE. **Keywords –** Customer personality, brand personality, brand satisfaction, service brand evangelism, social exchange theory.

1. Introduction

Marketing managers are increasingly recognizing the significance of cultivating a perpetuating customer base. Extensive research across various industries has revealed a strong correlation between a company's sustained growth and profitability and the presence of brand advocates or brand evangelists who actively promote the brand to others (Swimberghe et al., 2018). These findings reveal an interesting trend where "word of mouth" surpasses both brand image and customer satisfaction as a predictor of profitability and growth. Prospective customers tend to assess the credibility of brand claims by considering the experiences and judgments of previous users. In other words, the recommendations and opinions of others carry more weight in shaping customer perceptions and influencing their decision-making process (Filieri, 2015).

Because it has the ability to influence customer behavior and give businesses a competitive edge, the interaction between consumers and brands has become an important field of study for marketers (Fernandes & Moreira, 2019). Strong consumer-brand relationships have been shown to affect consumer behaviors, including buying the brand, praising or defending the brand, and even expressing divergent views about rival brands, according to a wealth of research (Marticotte et al., 2016; Park et al., 2013; Schmitt, 2013). In the end, strong linkages between consumers and brands can promote brand loyalty, thriving communities around brands, and sustained corporate success (Fernandes & Moreira, 2019). Understanding the nature and consequences of consumer-brand connections is therefore of great interest to marketing scholars and practitioners.

Customers primarily rely on their social circles, which include colleagues, family members, and friends, to gather information about new products or services. These interpersonal connections play a crucial role in spreading knowledge and recommendations among individuals (Anggraini, 2018). According to statistics, a relatively small percentage of customers, around 13%, obtain information from advertising. Technological sources such as websites account for approximately 20% of customer information acquisition. In contrast,

word-of-mouth, which includes recommendations from colleagues, family members, and friends, is responsible for about 34% of the information customers gather about products or services. Moreover, an additional statistic reveals that 40% of customers indicate that receiving recommendations from friends, relatives, coworkers, and associates not only captures their attention but also generates enthusiasm for products and services. These statistics emphasize the significance of leveraging people who have the ability and willingness to provide insights about a company and its products/services as the most effective approach to reach potential customers in today's interconnected globalized world. Thus, brand evangelism, as a more advanced form of positive word-of-mouth, becomes increasingly vital in contemporary business settings. The widespread use of social media technologies and social networking sites has significantly contributed to the removal of barriers that impede the flow of information (Vyas & Pandey, 2020).

In recent years, there has been growing attention focused on elucidating the nature and drivers of intense and extreme consequences arising from consumer-brand relationships. Contemporary literature has duly acknowledged the concept of brand evangelism and its determining factors (Anggraini, 2018; Riivits-Arkonsuo et al., 2015). Firms are increasingly realizing that emotionally motivated and committed customers develop an intense passion for brands, which compels them to disseminate information about the brand with others (Kinyongoh, 2019). Consequently, companies are actively targeting these brand evangelists to serve as spokespersons and promote the brand, with the intent to persuade and encourage others to purchase the brands being endorsed (Doss, 2014).

However, despite the considerable devotion in the literature, a clear framework for brand evangelism is still lacking (Cestare & Ray, 2019). Particularly in the contemporary business world, the propensity to consume has undergone a substantial modification in today's environment of quick changes and transformations, rising alternatives, dwindling differentiation, and an abundance of imitation products. When purchasing products, consumers are starting to look for features that offer emotional and psychological satisfaction rather than functional features (Deniz, 2011). Additionally, due to the shortened product life cycle and the quick replication of differentiation brought about by technological advancements, it has been found that emotional and psychological satisfaction-producing characteristics are valued more highly than practical ones (Beyaz & Güngör, 2021). Thus, brands have to reaffirm what brings about brand satisfaction that could lead to brand evangelism.

Although brand evangelism has garnered attention from scholars and practitioners in the field of branding, the exact triggers or catalysts for brand evangelism remain unclear (Anggraini, 2018; Riivits-Arkonsuo et al., 2015). In the existing brand evangelism literature, there is an overall agreement that brand evangelists play a crucial role as influential individuals who can persuade other consumers and impact their purchase intentions. However, there are still several gaps in the literature, particularly regarding the definition of brand evangelism. For example, some studies have measured brand evangelism by focusing on behavioral intentions (Rozanski et al., 1999), and word-of-mouth (Scarpi, 2010), whereas some researchers have employed the experience model to assess the consumer journey of a brand evangelist (Riivits-Arkonsuo et al., 2015).

Even so, there is a paucity of research that objectively shows the benefits of cultivating a strong, positive brand personality—that is, the impact that brand personality will have on consumer-related outcomes—despite the significance of the brand personality construct in marketing research (Su & Tong, 2016; Sung & Kim, 2010). Furthermore, there is a lack of extensive research that has empirically investigated the impacts of different aspects of brand personality on consumer behavior (Su & Tong, 2016). Consequently, this study puts forth a theoretical model that encompasses brand personality, customer personality, and brand satisfaction, and aims to empirically examine the influence of brand personality dimensions on brand satisfaction and brand evangelism. Through the exploration of these connections, researchers seek to enhance our comprehension of the factors that contribute to brand satisfaction and brand evangelism.

It is also worth-mentioning that most of the studies conducted to explore brand evangelism are limited to product brands (see for instance, (Aydın, 2017; Cestare & Ray, 2019; Doss, 2014; Harrigan et al., 2021; Igwe & Nwamou, 2017; Marticotte et al., 2016; McConnell & Huba, 2003; Panda et al., 2020; Riivits-Arkonsuo et al., 2015; Shaari & Ahmad, 2016, 2020). However, literature has not paid due attention to exploring service bands with regard to brand evangelism and the factors that result in customers' evangelistic behavior. Thus, this study fills this gap in the literature by focusing on the service brands.

Thus, this study concentrates on the means of developing service brand evangelism among customers by taking into account the customers' personality traits and the brand personality. It intends to augment the current literature by developing a fuller understanding of service brand evangelism with a focus on its determinants. The central objective of this study is to address two pivotal research questions:

− RQ1: What is the effect of CP and BP on SBE?
− RQ2   To what extent does brand satisfaction mediate the relationship between a) CP, b) BP, and SBE?

An introduction that provides background information before the investigation. After a thorough analysis of previous research on the subject, a hypothesis is developed. Subsequently, the research methodology is expounded upon, encompassing the participant details, variable measurement techniques, and the analysis approach employed to evaluate the hypothesis. The study results and their implications are presented in a comprehensible and well-organized manner in the discussion section. Lastly, the research and its key findings are summarized in the conclusion.

2. Theoretical Foundation and Hypotheses Development

Social Exchange (SE) Theory

The social exchange theory, originally proposed by Blau (1964), highlights the significance of cultivating relationships based on mutual understanding. According to this theory, social exchange involves individual actions that depend on receiving rewarding responses from others. In other words, when two parties engage in social exchange, each party anticipates receiving something valuable in return from the other party, which can take the form of social or economic rewards (Prizer et al., 2017). The theory posits that relationships between two parties are established on the principle of reciprocity, where there is a mutual give and take (Rousseau, 2001). Reciprocity is the foundation of this principle, meaning that a mutual exchange must occur for a strong relationship to form between the parties. Consequently, a solid relationship emerges when one party expresses appreciation when their expectations are met by the other party (Ng et al., 2014). Any response resembling appreciation is considered reciprocity in this context. Shore et al., (2009) further assert that social exchange can lead to strong behavioral responses only when both parties uphold constructive reciprocity.

Academic scholars have widely acknowledged the service encounter as a social exchange construct, primarily due to its fundamental nature involving the exchange of value between two parties (Patterson & Mattila, 2008). Within the marketing discipline, the service encounter is recognized as a social exchange phenomenon that offers both social and economic rewards to the participating parties. This perspective underscores the interactive nature of service encounters and emphasizes the significance of comprehending the dynamics of these exchanges for the purpose of effectively managing and enhancing customer experiences. Empirical research has demonstrated that satisfaction in service delivery is achieved when service providers and customers collaborate to attain mutually beneficial outcomes (Katsaridou & Wilson, 2017). This highlights the importance of voluntary cooperation and collaboration between service providers and customers to create a memorable service experience. Positive service encounters are more likely to occur when both parties actively participate in the interaction, share a mutually satisfying experience, and derive various benefits from it (Sierra & McQuitty, 2005). The concept of a mutually satisfying experience emphasizes the need for each party involved in the encounter to fulfill their obligations in order to create lasting and impactful experiences for the other party. The present study postulates that it is this mutually satisfactory and memorable experience that can potentially trigger SBE.

Customer Personality and Brand Satisfaction.

Customer personality is "an individual's characteristic pattern of thought, emotion and behavior, together with the psychological mechanisms —hidden or not—behind those patterns" (Funder, 1997, pp. 1–2). Personality traits are recurring patterns through which consumers manifest their authentic or idealized self-image. These traits reflect a customer's values, behaviors, and language in relation to a specific brand. Within the consumer behavior literature, personality traits serve as valuable constructs for developing comprehensive frameworks that aid in understanding consumers and formulating more targeted communication strategies (Baumgartner, 2002). Traditionally, personality traits have been conceptualized as multidimensional constructs (Geuens et al., 2009). However, for the purposes of this study, the focus is on overall personality traits, as previous research in consumer behavior indicates that consumers have difficulty distinguishing between their individual personality traits, and overall personality traits have a significant impact on consumer behaviors (Adjei & Clark, 2010; Vázquez-Carrasco & Foxall, 2006). "

Multiple studies have highlighted the relationship between personality traits and consumer involvement. Ajzen (1988) emphasized that personality traits serve as influential factors in explaining and predicting human behavior. Therefore, a consumer's personality traits can play a crucial role in fostering involvement with a specific brand, based on the individual's value system. Kim et al. (2010) further supported this notion by demonstrating the association between consumer beliefs, attitudes, behaviors, and their personality traits.

Many studies have found that certain personality traits are associated with higher levels of brand satisfaction. For example, customers high in agreeableness and conscientiousness tend to have higher levels of brand satisfaction (Lee & Jeong, 2014). Extraversion has also been found to have a positive relationship with brand satisfaction (Jani & Han, 2014).

On the other hand, some studies have found that certain personality traits are associated with lower levels of brand satisfaction. For example, neuroticism has been found to have a negative relationship with brand satisfaction (Jani & Han, 2014). In addition to personality traits, research has also examined the role of other individual characteristics such as self-esteem and brand loyalty in the relationship between customer personality and brand satisfaction. For example, a study found that self-esteem is positively associated with brand satisfaction (Le, 2021).

Several studies have also found that brand loyalty is positively associated with customer personality traits such as agreeableness and conscientiousness (Barbosa et al., 2021; Jani & Han, 2014). Overall, the literature suggests that customer personality plays a significant role in determining brand satisfaction and loyalty. However, it is important to note that these studies are based on self-reported data, and future research should explore the relationship between personality and brand satisfaction using other methods such as behavioral measures.

Likewise, Personality traits have been found to play a crucial role in shaping favorable attitudes and behaviors towards specific brands. Customers are more likely to speak positively about and repurchase brands that possess favorable and distinctive features that align with their own personality tendencies (Chi & Qu, 2008). Building on this premise, the current study puts forth the hypothesis that:

H1: There is a significant effect of customer personality on brand satisfaction.

Brand personality and brand satisfaction.

Without a brand personality, a brand would struggle to introduce itself and establish a lasting presence in the minds of customers. A compatible and distinctive brand image is essential for creating a memorable impression. Although the concept of brand personality has been around for several decades, it continues to garner significant interest from both marketing academics and practitioners (Freling et al., 2011; Nikhashemi et al., 2017). Researchers in consumer behavior have explored how brand personality influences self-expression and associations for consumers (Freling et al., 2011), while practitioners recognize the utility of brand personality for product differentiation (Nikhashemi et al., 2017). Moreover, scholars believe that when consumers are familiar with and have a positive affinity towards a brand's personality, the shopping process becomes less complex, leading to reduced time spent on information search (Freling & Forbes, 2005). This advantage is attributed to a strong brand personality that distinguishes the brand from its competitors and creates brand value in the minds of consumers (Freling et al., 2011).

Culture and brand positioning serve as valuable tools for organizations to introduce their brands. However, customers hold their own unique perspectives and opinions about a brand, which they express as the brand image. This implies that the customer's perception of a brand holds greater significance than the brand's defined reality. Consequently, establishing a suitable brand personality becomes crucial in creating a consistent brand image in the minds of customers. Therefore, organizations need to establish fundamental principles for effective and long-term communication with their customers. This ensures that the brand's image aligns with customer perceptions and fosters a strong and enduring connection.

The brand personality, which can be influenced by customer experiences and corporate marketing activities, has a significant impact on customer preferences. Aaker (1997) concluded that well-known brands often possess distinct characteristics that strongly resonate with certain customer traits, attracting individuals who share those traits. Mulyanegara et al. (2009) further supported this notion by establishing a meaningful relationship between customer personality and various aspects of brand personality. As a result, customers with specific characteristics tend to prefer brands that align with their own personalities.

Kim's research findings support those of Aaker (1997) and suggest that brand personality influences word-of-mouth communication by shaping brand preferences and customer loyalty (Kim et al., 2018). Akin argues that enhancing the customer-brand relationship leads to an increase in brand preference, which, in turn, fosters customer dependence on the brand. To sustain this trend, customers attribute their own personalities to the brand, thereby defining their own identities based on the brand's personality. The compatibility of these personalities relies on the elements comprising the brand personality structure. A distinct brand personality plays a crucial role in enabling customers to perceive the brand's personality and develop a long-term relationship with it (Yoon et al., 2002). Each brand possesses its own unique personality, which consumers perceive and associate with the brand (Lin, 2010). Thus, this study proposes that:

H2: There is a significant effect of brand personality on brand satisfaction.

The mediating role of brand satisfaction

Satisfaction refers to the consumer's subjective response to the fulfillment of their needs, wants, or desires in a pleasurable manner (Oliver, 2014). Research has shown that satisfied consumers are more likely to engage in positive word-of-mouth behavior, meaning they are more inclined to share positive information about a brand with others (De Matos & Rossi, 2008; Nguyen et al., 2019; Wang et al., 2017). Word-of-mouth communication involves informal conversations among consumers about the ownership, usage, or characteristics of goods and services, and it is often considered more reliable and trustworthy than other forms of promotional information (Westbrook, 1987, p. 261).

Brand evangelists, who are emotionally loyal to a brand, tend to exhibit higher levels of brand satisfaction compared to other consumers (Eighmey et al., 2006). Given that brand satisfaction has been found to influence word-of-mouth communication (Brown et al., 2005; De Matos & Rossi, 2008), there is support for the hypothesized relationship between brand satisfaction and brand evangelism.

Satisfied customers play a vital role in spreading information about the brand to others through word-of-mouth marketing activities. Their continuous communication about the brand contributes to its salience and can positively impact sales. Additionally, satisfied and evangelist customers tend to be more tolerant of mistakes made by the brand. They are more likely to overlook or forgive such mistakes compared to other customers (Schnebelen & Bruhn, 2018).

Overall, brand satisfaction plays a significant role in driving brand evangelism as satisfied customers are more likely to engage in positive word-of-mouth behavior, actively support the brand, and demonstrate tolerance towards brand mistakes. Therefore, this study hypothesizes that:

H3a: Brand satisfaction mediates the relationship between customer personality and service brand evangelism.

H3b: Brand satisfaction mediates the relationship between brand personality and service brand evangelism.

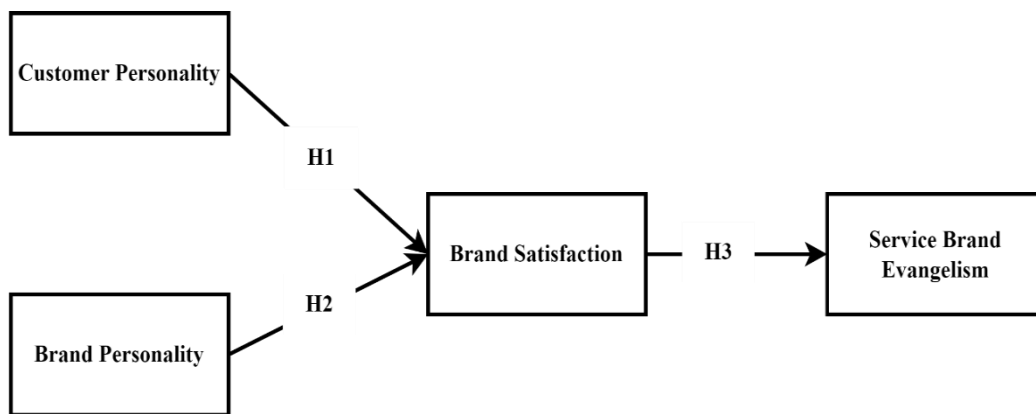Figure 1 illustrates the research framework for this study.

Figure 1: Conceptual model

3. Research Methodology

Participants and procedure

The research objectives encompass the investigation of the influence exerted by CP and BP on BS and the subsequent exploration of the potential mediating role that BS might play between SBE.

The research instrument utilized in this study was a structured questionnaire. The questionnaire consisted of two main sections. The first section focused on gathering demographic information, such as gender, age, income level, and education level. This information was essential for understanding the characteristics of the participants. The second section of the questionnaire included questions pertaining to the variables under investigation in the study. These questions were adopted from the previous studies.

The collected data assumed a quantitative, numerical nature, influencing the analytical methodologies employed to interpret the findings. All survey instruments employed a 7-point Likert-scale questions, providing a quantifiable means of assessing the extent of the three variables. The study is be guided by three formulated hypotheses, viewed through the conceptual lens of SE theory. The research endeavors to delineate the specific insights sought from the sample, framing the investigation within a focused and directed context.

The research methodology of the study encompassed several critical aspects to ensure its validity and reliability, while the demographic composition of the participants lent depth and context to the research. The study engaged the voluntary and confidential participation of brand users in Pakistan through mall-intercept method, a strategic approach to assemble a representative participant sample and enhance the generalizability of findings. A total of 407 responses were finalized for the analysis. The research process was underpinned by stringent adherence to ethical guidelines, with informed consent procured from all participants to uphold their autonomy and rights. Preceding the distribution of the main survey, a pilot test was meticulously conducted with 30 individuals, refining the questionnaire's quality, validity, and inclusivity. This iterative process rectified errors, assessed user-friendliness, ultimately bolstering the instrument's robustness.

The responses provided by participants, originating from a diverse spectrum of different domains, collectively constituted a heterogeneous cohort. This diversity conferred a heightened depth to the study's comprehensiveness and its applicability across a broad expanse of brand evangelism contexts. The analysis of participant demographics unveiled that the gender composition consisted of 34% female participants and 66% male participants. Age distribution exhibited a breakdown of 56% falling within the 18-25 range, 34% aged 25-40, 5.9% aged 40-55, 2.21% aged 55-50, and a 1.54% cohort aged 70 and above. Besides, the majority of the participants (49%) had bachelor's degree, 30% had high school, 20% had master's degree, and 2% held Ph.D. Similarly, 56% had a monthly salary of less than Rs. 25,000, 26% were earning Rs. 25,000 to Rs. 50,000, 15.2% were having less than Rs. 75,000 and 2.95% were earning more than Rs. 75,000 a month. Professionally, 58% of the respondents were students, 13% were employed for wages, .5% were government servants, and 24% were homemaker/housewives. The amalgamation of these intricate demographic particulars not only fortified the statistical integrity of the study but also contributed to the establishment of a well-rounded and representative sample.

Acknowledging potential biases linked to self-reporting, particularly common method bias, the study employed proactive measures. Data collection extended beyond self-assessments to encompass diverse perspectives, including insights from supervisors and colleagues. This comprehensive strategy provided a holistic understanding of the research variables. Upholding respondent confidentiality and anonymity was paramount, fostering an environment conducive to honest and unbiased responses. The ethical management of data, combined with the rigorous research methodology, bolstered the study's credibility.

Measures

The data for all measures, except for demographic information, was collected using a 7-point Likert scale, ranging from "very strongly agree" to "very strongly disagree."

SBE, was measured using 5 items of reflective scale by Matzler et al. (2007); and BS through seven items by Oliver (1977) and Russell-Bennett et al., (2007). The BP was measured using Geuens et al.'s (2009) scale. This scale was introduced as a way to address concerns and criticisms raised against Aaker's brand personality scale. In order to assess the five types of personality traits, the research utilized the 'Big Five Inventory - GSOEP' (Hahn et al., 2012). This specific set of measures was chosen due to its relevance in studying the phenomenon of brand evangelism and to ensure consistency with previous studies (e.g., Donelly et al., 2012; Otero-Lopez and Villardefrancos, 2013b) that focused on personality traits rather than personality facets. The GSOEP measure consists of a total of 15 items, with three items dedicated to each trait. It has been shown to possess good psychometric properties (Hahn et al., 2012).

4. Data analysis

The analysis results obtained through Smart PLS 4.0 revealed valuable insights into the relationships between the study's key variables. The variance-based structural equation modeling (PLS-SEM) technique allowed for a comprehensive examination of the complex dynamics within the research model. The assessment of composite reliability (CR) and Cronbach alpha (CA) values demonstrated the construct's reliability, confirming the accuracy and consistency of the measurement model. Moreover, the average variance extracted (AVE) values indicated that the constructs exhibited satisfactory convergent validity. The study's structural model was evaluated by examining the variance inflation factor (VIF) values, which were found to be well below the threshold level, ensuring that multicollinearity was not a concern. The path coefficients obtained from the analysis showed significant relationships between CP, BP, and SBE, providing empirical evidence to support the study's hypotheses. Additionally, bootstrapping with 5000 resamples was employed to assess the indirect effect of BS on the relationship between CP, BP, and SBE, revealing a significant mediating effect of BS. Overall, the analysis results obtained via Smart PLS 4.0 offered robust empirical support for the proposed theoretical framework, deepening the understanding of the complex interplay between BS, CP, BP, and SBE.

Common method bias

To address potential concerns regarding Common Method Bias (CMB) in the study's results, the researcher employed Harman's (1976) single factor test. The outcome of this test indicated that 28.65% of the variance in the data could be explained by a single underlying factor, which raised some possibility of CMB in the data. Subsequent analysis using Bagozzi's method exposed a correlation of 0.71, as depicted in Table 1, between the constructs, suggesting a moderate and positive relationship. This finding suggests that CMB is not likely to be a significant issue, as a strong positive relationship between the constructs involved is more indicative of substantive relationships rather than methodological bias (Bagozzi *et al.*, 1991).

Table 1: Fornell-Larcker Result

	BP	BS	CP	SBE
BP	0.807***			
BS	0.777***	0.859***		
CP	0.724***	0.794***	0.782***	
SBE	0.718***	0.725***	0.756***	0.729***

Not: *N=407, **p<0.01*

Measurement model

The findings reported in Table 2 of the research indicate the construct validity and reliability of the study's measurements. The study's measures of composite reliability (CR) for CP, BP, BS, and SBE are 0.940, 0.944, .944, and 0.908, respectively, indicating a high level of reliability and consistency in assessing these constructs, which demonstrates the accuracy and consistency of the measurement of these phenomena. This enhances the validity of the study's findings, making the results and conclusions more robust and trustworthy. Similarly, Cronbach's Alpha values of 0.933 for BP, 0.929 for BS and CP, and 0.879 for SBE demonstrate that the items used to measure these constructs possess a high level of internal consistency and reliability. In other words, the scale items effectively capture the intended concepts and enhance the trustworthiness of the measurement outcomes, thereby supporting the validity of the study's findings. Overall, these measures are deemed adequate according to Nunnally's (1978) criteria.

The Average Variance Extracted (AVE) values of 0.651 for BP, 0.739 for BS, 0.612 for CP, and 0.622 for SBE suggest that approximately 65%, 74%, 61%, and 62% respectively is explained by the constructs indicating how well the observed items are measuring the construct they are intended to represent. Therefore, suggests that the items in the scale are capturing their concept in a moderately reliable manner.

Table 2. Construct validity and reliability

Constructs	Cronbach's Alpha	Composite reliability	AVE
BP	0.933	0.944	0.651
BS	0.929	0.944	0.739
CP	0.929	0.940	0.612
SBE	0.879	0.908	0.622

Table 3: Variance Inflation Factor (VIF)

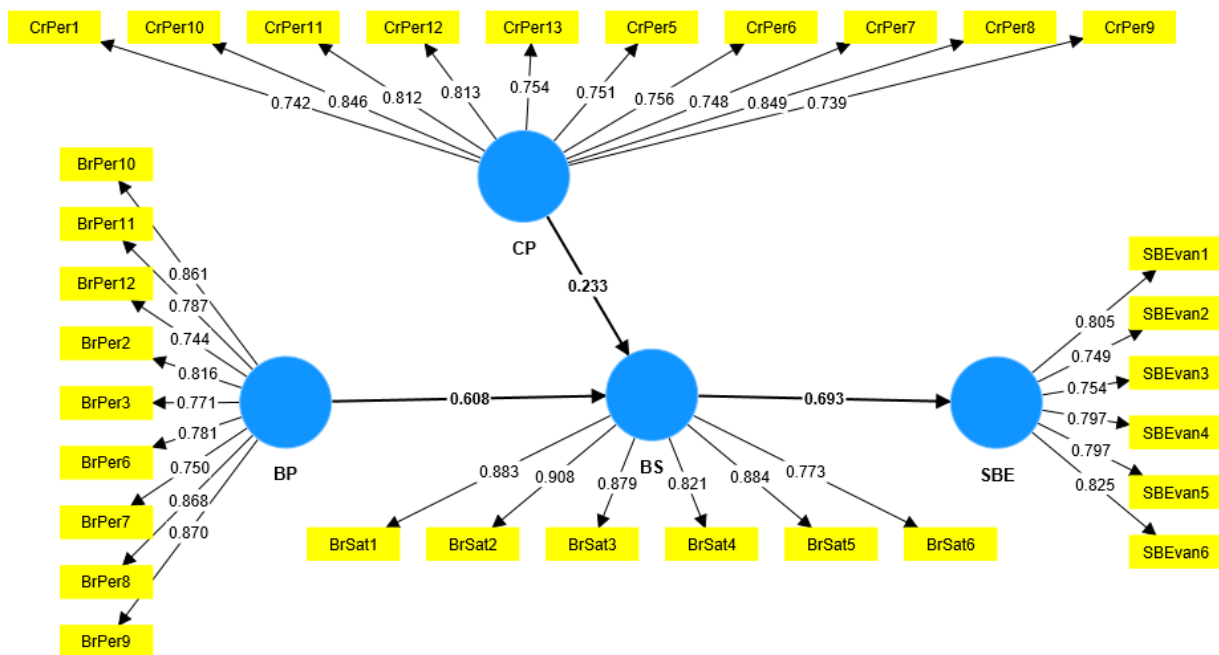| Inner Model	VIF
BP -> BS	2.104
BS -> SBE	1.000
CP -> BS	2.104

Figure 2: Measurement Model

Structural model

Figure 3 in the research displays the structural model employed for the analysis, and in the context of variance-based Partial Least Squares Structural Equation Modeling (PLS-SEM), the evaluation of the structural model involved the examination of Variance Inflation Factor (VIF) values for all the focal constructs, as presented in Table 3. The VIF values were found to be below the critical threshold of 5, as recommended by Ringle *et al.*, (2014), which signifies that collinearity was not a significant concern in the model.
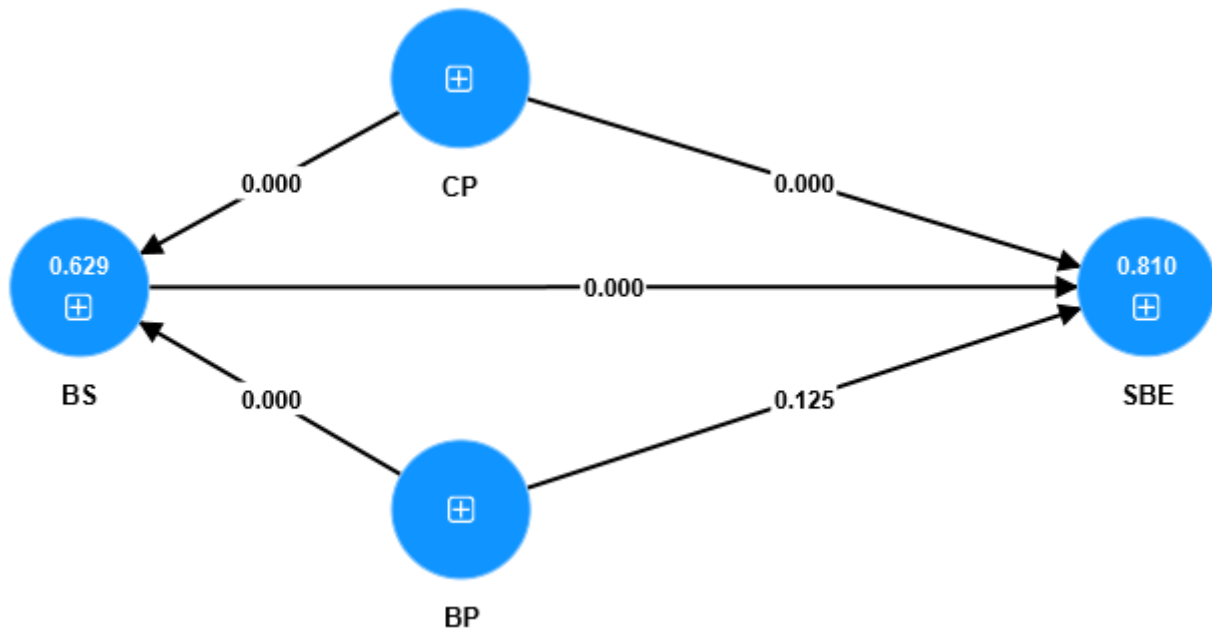
Figure 3: Structural Model

Table 4 presents the Heterotrait-Monotrait (HTMT) ratio of correlations, where a value of less than 0.9 for all the relationships indicate that the constructs are distinct from each other. The HTMT value falls below the commonly accepted threshold of 0.90, as recommended by Henseler et al. (2016), confirming the presence of good discriminant validity between CP, BP, BS, and SBE.

Table 4. Heterotrait-Monotrait ratio (HTMT)

Relation	HTMT
BS <-> BP	0.821
CP <-> BP	0.764
CP <-> BS	0.704
SBE <-> BP	0.766
SBE <-> BS	0.740
SBE <-> CP	0.890

Table 5 presents the results of the hypothesis analysis conducted to investigate the relationship between CP, BP and BS. The path estimate of 0.234 indicates the strength of the relationship between CP and BS. The T statistics of 4.085 indicates the significance level of the relationship, and the p-value of 0.000 suggests that the relationship is statistically significant. Based on these findings, (H1) was supported, meaning that there is a significant positive relationship between CP and BS. The results indicate that CP plays an important role in being satisfied with the brand.
The path estimate of 0.607 indicates the strength and direction of the relationship between BP and BS. The T statistics of 11.217 suggests that the relationship between BP and BS is highly significant, and the p-value of 0.000 further confirms the statistical significance of this relationship. As a result, (H2) was supported, indicating that there is a significant positive relationship between BP and BS. This means that when products have better BP, their inclination toward a satisfied experience is enhanced.

Table 5: Hypotheses Testing Output

	Original sample	Sample mean	T statistics	P values	Decision
CP -> BS	0.234	0.235	4.085	0.000	Accepted
BP -> BS	0.607	0.607	11.217	0.000	Accepted

Next, the results provided in the Table 6 show the mediation analysis examining the relationship between CP, BP, and SBE with BS as the mediating variable. The path estimate of 0.029 indicates the strength and direction of the relationship between CP and SBE, while considering the mediating effect of BS. The T statistics of 2.433 reflects the significance level of this relationship, and the p-value of 0.015 suggests that the relationship is statistically significant. Similarly, the path coefficient of 0.077 shows the strength of the mediating relationship (t = 3.740, p < 0.001). Thus, BS is found to mediate the relationship between CP, BP and SBE. Therefore, hypothesis H3a and H3b are also accepted.

Table 6: Effect of Mediation

Mediation	Original sample	LL (2.5%)	UL (97.5%)	T statistics	P values	Decision
CP -> BS -> SBE	0.029	0.011	0.058	2.433	0.015	Accepted
BP -> BS -> SBE	0.077	0.039	0.119	3.740	0.000	Accepted

5. Discussion

The findings of the study, focusing on Customer Personality (CP), Brand Personality (BP), Brand Satisfaction (BS), and Service Brand Evangelism (SBE), have practical implications for the real-world business context.

The significant positive relationship between Customer Personality (CP) and Brand Satisfaction (BS) underscores the importance of understanding and aligning with the diverse personalities of customers. In the real world, businesses can leverage this insight by tailoring their products, services, and marketing strategies to resonate with the unique personalities of their target audience. By doing so, organizations can enhance customer satisfaction and build stronger connections with their customer base.

Similarly, the robust and highly significant positive relationship between Brand Personality (BP) and Brand Satisfaction (BS) implies that the way a brand is perceived significantly influences customer satisfaction. In practical terms, businesses can focus on developing and maintaining a distinctive brand personality that resonates with their target market. Consistent messaging, brand identity, and values can contribute to a positive brand perception, ultimately leading to increased satisfaction among customers.

The mediation analysis results, indicating that Brand Satisfaction (BS) plays a mediating role in the relationships between Customer Personality (CP) and Service Brand Evangelism (SBE), as well as between Brand Personality (BP) and SBE, have important implications for real-world brand strategy. Organizations can recognize the pivotal role of customer satisfaction as a driver for positive brand evangelism. Cultivating a satisfied customer base becomes not only a goal in itself but also a means to foster positive word-of-mouth, recommendations, and advocacy for the brand.

In practical terms, businesses can implement strategies that go beyond merely satisfying customers and aim to create memorable and positive brand experiences. This may involve personalized customer interactions, aligning brand values with customer expectations, and ensuring consistent and exceptional service delivery. By doing so, organizations can encourage customers not only to be satisfied with the brand but also to become active advocates, spreading positive word-of-mouth and contributing to the brand's overall success.

Furthermore, the study's emphasis on Service Brand Evangelism (SBE) highlights the importance of customer advocacy in the real world. Organizations can strategically harness the power of satisfied customers who become brand evangelists, actively promoting the brand within their social circles. This can be achieved through loyalty programs, customer engagement initiatives, and fostering a brand community that encourages customers to share their positive experiences.

Theoretical implications

This study enriches the theoretical landscape of consumer behavior and branding by revealing intricate dynamics between Customer Personality (CP), Brand Personality (BP), Brand Satisfaction (BS), and Service Brand Evangelism (SBE). Significantly, a positive and statistically significant link is established between Customer Personality (CP) and Brand Satisfaction (BS), emphasizing the need to tailor marketing strategies to diverse customer personalities for heightened satisfaction. Additionally, the research identifies a robust positive relationship between Brand Personality (BP) and Brand Satisfaction (BS), contributing to a more comprehensive understanding of brand-consumer dynamics.

The study introduces a novel theoretical framework by elucidating the mediating role of Brand Satisfaction (BS) in transforming satisfied customers into brand evangelists. This theoretical extension sheds light on the pivotal role of customer satisfaction in driving Service Brand Evangelism (SBE). Furthermore, the research contextualizes SBE by examining its relationships with Customer Personality (CP) and Brand Personality (BP), offering nuanced insights into the contextual factors influencing brand advocacy behaviors. These theoretical contributions not only advance existing frameworks but also provide practical implications for businesses navigating the complex terrain of customer satisfaction and brand advocacy.

Managerial implications

This study contributes to the existing theoretical and empirical knowledge on brand evangelism by exploring its sources. The findings suggest that the performance of service encounters, which creates special and memorable experiences, has a significant influence on brand evangelism. Therefore, it is important for service providers to ensure that every interaction during the service encounter contributes to creating a favorable atmosphere for unforgettable experiences.

These results are consistent with the theoretical understanding that fostering brand evangelists requires certain strategies and considerations, and that service providers should employ techniques or tactics that go beyond customer expectations and create memorable experiences. Specifically, indicators of service encounter performance such as service provider dedication and service provider welcome have a significant impact on brand purchase intentions, positive brand referrals, and oppositional brand referrals. Therefore, the dedication

of service providers to deliver exceptional services (service dedication) and their caring behavior or mindset (service provider welcome) play vital roles in nurturing brand evangelism.

Limitations and future directions

The current study has various limitations that should be addressed in future research. Firstly, the study focused on consumers of existing brands in Pakistan without distinguishing between local and foreign brands. Future studies could conduct comparative research to examine the predictive differences of brand evangelism between local and foreign brands. It would be valuable to explore how brand evangelism contributes to consumer happiness and how perceptions and expressions of brand evangelism differ for local and foreign brands (Kumar et al., 2020).

Additionally, research suggests that emerging economies present significant opportunities for exploring brand evangelism strategies. This is particularly relevant as prestigious products become more accessible to the middle class in emerging economies. In-depth studies could uncover unexplored factors influencing brand perception, especially in these emerging markets.

Moreover, future research could investigate the relationship between brand evangelism and brand love, as brand love is an important construct in brand management for gaining a competitive edge.

Lastly, future studies would benefit from exploring organizational variables such as advertising and brand credibility in relation to brand evangelism, brand happiness, brand love, and other relevant constructs. Investigating these aspects can offer valuable insights for marketers to better understand how promotional activities and brand credibility impact consumer perceptions and behaviors. By examining the influence of these variables, marketers can tailor their promotional strategies and activities more effectively to cultivate brand evangelism and enhance consumer experiences with the brand.

6. References

1. Aaker, J. L. (1997). Dimensions of brand personality. Journal of Marketing Research, 34(3), 347–356.
2. Adjei, M. T., & Clark, M. N. (2010). Relationship marketing in A B2C context: The moderating role of personality traits. Journal of Retailing and Consumer Services, 17(1), 73–79. https://doi.org/10.1016/j.jretconser.2009.10.001
3. Ajzen, I. (1988). Attitudes, personality, and behaviour Open University Press Milton Keynes. Open University Press.
4. Anggraini, L. (2018). Understanding Brand Evangelism and the Dimensions Involved in a Consumer Becoming Brand Evangelist. Sriwijaya International Journal of Dynamic Economics and Business, 2(1), 63–84.
5. Aydın, H. (2017). Brand evangelism and big five personality traits. Global Journal of Business, Economics and Management: Current Issues, 7(1), 198–208. https://doi.org/10.18844/gjbem.v7i1.1398
6. Barbosa, H. F., García-Fernández, J., Pedragosa, V., & Cepeda-Carrion, G. (2021). The use of fitness centre apps and its relation to customer satisfaction: A UTAUT2 perspective. International Journal of Sports Marketing and Sponsorship, ahead-of-print.
7. Baumgartner, H. (2002). Toward a Personology of the Consumer: Figure 1. Journal of Consumer Research, 29(2), 286–292. https://doi.org/10.1086/341578
8. Brown, T. J., Barry, T. E., Dacin, P. A., & Gunst, R. F. (2005). Spreading the Word: Investigating Antecedents of Consumers ' Positive Word-of-Mouth Intentions and Behaviors in a Retailing Contex. Journal of the Academy of Marketing Science, 33(2), 123–138.
9. Cestare, T. A., & Ray, I. (2019). The Tribes We Lead: Understanding the Antecedents and Consequences of Brand Evangelism Within the Context of Social Communities. Journal of Marketing Development & Competitiveness, 13(4).
10. Chi, C. G.-Q., & Qu, H. (2008). Examining the structural relationships of destination image, tourist satisfaction and destination loyalty: An integrated approach. Tourism Management, 29(4), 624–636.
11. De Matos, C. A., & Rossi, C. A. V. (2008). Word-of-mouth communications in marketing: A meta-analytic review of the antecedents and moderators. Journal of the Academy of Marketing Science, 36(4), 578–596.
12. Doss, S. K. (2014). " Spreading the good word": Toward an understanding of brand evangelism. Journal of Management and Marketing Research, 14, 1.
13. Eighmey, J., Sar, S., & Anghelcev, G. (2006). BRAND ZEALOTRY: WHAT IS IT, AND WHO ARE THE ZEALOTS? Conference Proceedings, 11.
14. Freling, T. H., Crosno, J. L., & Henard, D. H. (2011). Brand personality appeal: Conceptualization and empirical validation. Journal of the Academy of Marketing Science, 39(3), 392–406.
15. Freling, T. H., & Forbes, L. P. (2005). An examination of brand personality through methodological triangulation. Journal of Brand Management, 13(2), 148–162.
16. Funder, D. C. (1997). The personality puzzle (pp. xxvii, 466). W W Norton & Co.
17. Geuens, M., Weijters, B., & De Wulf, K. (2009). A new measure of brand personality. International Journal of Research in Marketing, 26(2), 97–107. https://doi.org/10.1016/j.ijresmar.2008.12.002
18. Harrigan, P., Roy, S. K., & Chen, T. (2021). Do value cocreation and engagement drive brand evangelism? Marketing Intelligence & Planning, 39(3), 345–360. https://doi.org/10.1108/MIP-10-2019-0492

19. Igwe, S. R., & Nwamou, C. C. (2017). Brand Evangelism Attributes and Lecturers Loyalty of Automobiles in Rivers State. Covenant Journal of Business and Social Sciences, 8(2).
20. Jani, D., & Han, H. (2014). Personality, satisfaction, image, ambience, and loyalty: Testing their relationships in the hotel industry. International Journal of Hospitality Management, 37, 11–20.
21. Katsaridou, I., & Wilson, A. (2017). Fuelling positive service encounters: The customer's contribution. 15th International Research Symposium on Service Excellence in Management.
22. Kim, S.-H., Kim, M., & Holland, S. (2018). How Customer Personality Traits Influence Brand Loyalty in the Coffee Shop Industry: The Moderating Role of Business Types. International Journal of Hospitality & Tourism Administration, 19(3), 311–335. https://doi.org/10.1080/15256480.2017.1324340
23. Kim, Y. G., Suh, B. W., & Eves, A. (2010). The relationships between food-related personality traits, satisfaction, and loyalty among visitors attending food events and festivals. International Journal of Hospitality Management, 29(2), 216–226.
24. Kumar, A., Paul, J., & Unnithan, A. B. (2020). 'Masstige' marketing: A review, synthesis and research agenda. Journal of Business Research, 113, 384–398. https://doi.org/10.1016/j.jbusres.2019.09.030
25. Le, M. T. (2021). The impact of brand love on brand loyalty: The moderating role of self-esteem, and social influences. Spanish Journal of Marketing-ESIC.
26. Lee, S. A., & Jeong, M. (2014). Enhancing online brand experiences: An application of congruity theory. International Journal of Hospitality Management, 40, 49–58.
27. Lin, L. (2010). The relationship of consumer personality trait, brand personality and brand loyalty: An empirical study of toys and video games buyers. Journal of Product & Brand Management, 19(1), 4–17. https://doi.org/10.1108/10610421011018347
28. Marticotte, F., Arcand, M., & Baudry, D. (2016). The impact of brand evangelism on oppositional referrals towards a rival brand. Journal of Product & Brand Management.
29. Matzler, K., Pichler, E. A., & Hemetsberger, A. (2007). Who is spreading the word? The positive influence of extraversion on consumer passion and brand evangelism. Marketing Theory and Applications, 18(1), 25–32.
30. McConnell, B., & Huba, J. (2003). Creating customer evangelists. Dearborn Trade Publishing.
31. Mulyanegara, R. C., Tsarenko, Y., & Anderson, A. (2009). The Big Five and brand personality: Investigating the impact of consumer personality on preferences towards particular brand personality. Journal of Brand Management, 16(4), 234–247. https://doi.org/10.1057/palgrave.bm.2550093
32. Ng, T. W. H., Feldman, D. C., & Butts, M. M. (2014). Psychological contract breaches and employee voice behaviour: The moderating effects of changes in social relationships. European Journal of Work and Organizational Psychology, 23(4), 537–553. https://doi.org/10.1080/1359432X.2013.766394
33. Nguyen, M. H., Tran, B. T., & Huynh, L. T. (2019). Relation between employees and customers affects to the positive word of mouth through customer satisfaction. The Journal of Distribution Science, 17(6), 65–75.
34. Nikhashemi, S. R., Valaei, N., & Tarofder, A. K. (2017). Does brand personality and perceived product quality play a major role in mobile phone consumers' switching behaviour? Global Business Review, 18(3_suppl), S108–S127.
35. Oliver, R. L. (1977). Effect of expectation and disconfirmation on postexposure product evaluations: An alternative interpretation. Journal of Applied Psychology, 62(4), 480.
36. Oliver, R. L. (2014). Satisfaction: A behavioral perspective on the consumer: A behavioral perspective on the consumer. Routledge.
37. Panda, T. K., Kumar, A., Jakhar, S., Luthra, S., Garza-Reyes, J. A., Kazancoglu, I., & Nayak, S. S. (2020). Social and environmental sustainability model on consumers' altruism, green purchase intention, green brand loyalty and evangelism. Journal of Cleaner Production, 243, 118575. https://doi.org/10.1016/j.jclepro.2019.118575
38. Patterson, P. G., & Mattila, A. S. (2008). An examination of the impact of cultural orientation and familiarity in service encounter evaluations. International Journal of Service Industry Management.
39. Prizer, L. P., Gay, J. L., Perkins, M. M., Wilson, M. G., Emerson, K. G., Glass, A. P., & Miyasaki, J. M. (2017). Using social exchange theory to understand non-terminal palliative care referral practices for Parkinson's disease patients. Palliative Medicine, 31(9), 861–867.
40. Riivits-Arkonsuo, I., Kaljund, K., & Leppiman, A. (2015). Consumer journey from first experience to brand evangelism. Research in Economics and Business: Central and Eastern Europe, 6(1).
41. Rousseau, D. M. (2001). Schema, promise and mutuality: The building blocks of the psychological contract. Journal of Occupational and Organizational Psychology, 74(4), 511–541.
42. Russell-Bennett, R., McColl-Kennedy, J. R., & Coote, L. V. (2007). Involvement, satisfaction, and brand loyalty in a small business services setting. Journal of Business Research, 60(12), 1253–1260.
43. Schnebelen, S., & Bruhn, M. (2018). An appraisal framework of the determinants and consequences of brand happiness. Psychology & Marketing, 35(2), 101–119.
44. Shaari, H., & Ahmad, I. S. (2016). Brand Evangelism Among Online Brand Community Members. I R, 5, 10.

45. Shaari, H., & Ahmad, I. S. B. (2020). The Effect of Brand Trust and Brand Community Commitment on Online Brand Evangelism Behaviour. Malaysian Management Journal. https://doi.org/10.32890/mmj.20.2016.9042

46. Shore, L. M., Coyle-Shapiro, J. A.-M., Chen, X.-P., & Tetrick, L. E. (2009). Social Exchange in Work Settings: Content, Process, and Mixed Models. Management and Organization Review, 5(3), 289–302. https://doi.org/10.1111/j.1740-8784.2009.00158.x

47. Sierra, J. J., & McQuitty, S. (2005). Service providers and customers: Social exchange theory and service loyalty. Journal of Services Marketing, 19(6), 392–400. https://doi.org/10.1108/08876040510620166

48. Su, J., & Tong, X. (2016). Brand Personality, Consumer Satisfaction, and Loyalty: A Perspective from Denim Jeans Brands. Family and Consumer Sciences Research Journal, 44(4), 427–446. https://doi.org/10.1111/fcsr.12171

49. Vázquez-Carrasco, R., & Foxall, G. R. (2006). Influence of personality traits on satisfaction, perception of relational benefits, and loyalty in a personal service context. Journal of Retailing and Consumer Services, 13(3), 205–219.

50. Vyas, P. G., & Pandey, S. (2020). The effect of social networking sites use on employees' knowledge sharing. European Journal of Training and Development, ahead-of-print(ahead-of-print). https://doi.org/10.1108/EJTD-02-2020-0027

51. Wang, T.-L., Tran, P. T. K., & Tran, V. T. (2017). Destination perceived quality, tourist satisfaction and word-of-mouth. Tourism Review, 72(4), 392–410. https://doi.org/10.1108/TR-06-2017-0103

52. Westbrook, R. A. (1987). Product/Consumption-Based Affective Responses and Postpurchase Processes. Journal of Marketing Research, 24(3), 258–270. https://doi.org/10.1177/002224378702400302

53. Yoon, D., Cropp, F., & Cameron, G. (2002). Building relationships with portal users: The interplay of motivation and relational factors. Journal of Interactive Advertising, 3(1), 1–11.