

Building Relationship Quality Through Online Community Participation Case Study of Toyota Consumers in Bali, Indonesia

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Key words: Benefit online community participation, online community participation, service quality, brand personality, relationship quality

Abstract: This study illustrates the relationship between the benefits of online community participation, online community participation, service quality, brand personality with quality relationships. The purpose of this study explains how the quality of relationships at Toyota in Bali is able to build the benefits of online community participation, online community participation, service quality and brand personality. This study uses quantitative research. The population of this study are customers who purchase Toyota products and as direct users of Toyota products in Bali and have been involved in online community participation of Toyota in Bali with 942 people using the Anderson and Gerbing formula obtained sample size of 141 people. The technique of determining samples using the stratified random sampling method. Data analysis using PLS-based SEM techniques. The results showed that all hypothesis were supported, except hypothesis 6 was not supported, the benefits of online community participation were positive and significant for online community participation, online community participation was positive and significant towards service quality, service quality had positive and significant to the quality of the relationship, the participation of the online community is positive and significant to the brand personality, the brand personality is positive and significant to the quality of the relationship, the participation of the online community does not have a positive and significant effect on the quality of the relationship, quality of service together mediate significantly the influence of online community participation on the quality of relationships, the brand personality mutually mediates significantly the participation of online communities in the quality of relationships. The theoretical implication of this research is to produce a brand quality and personality strategy as

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a determinant in order to improve the quality of relationships. The practical implication of this research is to provide various managerial management for Toyota in

Bali in building quality relationships through the concept of online community participation with improved service quality and brand personality.

INTRODUCTION

Competition is the core of the success of a company which can determine the accuracy of the company's strategy and activities. In the midst of increasingly tight competition conditions, a company is required to be able to build relationship quality with its customers. Some literature shows that relationship quality is a long-term strategy that benefits a company in competition and adapts to very rapid market changes (Fisher, 2011; Gummesson, 2008; Bendapudi and Berry, 2007). Although, relationship quality has become a popular topic in the activities of a company in reality it is difficult to realize so many companies are unable to compete because they are left behind by their customers (Hort *et al.*, 2012; Pratoom *et al.*, 2012). Four-wheeled automotive companies in Bali, especially, Toyota in the Bali Region are one of the automotive brands in Bali that have the highest market share in Bali. In 2014 and 2015, Toyota's market share in Bali was above 50%. But Toyota in Bali is currently in a condition where relationship quality to customers in this company has decreased. By paying attention to this fact, it is interesting to do research related to relationship quality, so that, Toyota in Bali is able to maintain its customers from the influence of competitors. The phenomenon of four-wheeled automotive business in Indonesia where in 2016 the national car market conditions remained stagnant or there was no growth from the previous year following the unstable economic conditions (Gaikindo, 2016). The right marketing strategy in the midst of current conditions where companies are required to be able to reduce operating costs and be able to maintain good relationship quality with their customers is by utilizing technological developments (Kinkkinen and Tuunainen, 2010).

Internet technology emerged with a variety of new breakthroughs in the 19th century which became a revolution for human life, especially, for the need to share information. Based on interviews with Toyota management in Bali, it is known that in maintaining relationship quality and dealing with markets that are starting to get saturated, promotion through online media in this case takes the form of social media and websites currently being intensively carried out with the aim of providing all forms of useful information. To customers and potential customers of Toyota in Bali. Social media is defined as the second generation of web development and design which aims to facilitate communication and secure

information on the World Wide Web (Paris *et al.*, 2010). With its increased use this media is considered as a tool to create activities from online community participation (Bolotaeva and Cata, 2010).

This community participation online strategy will run optimally in improving the relationship between the brand and its customers, if many active customers participate as well as vice versa if there are no active customers participating then this strategy can be said to be less optimal (Bolotaeva and Cata, 2010). In today's automotive business world, the efforts made by Toyota in Bali by promoting online media to form online community participation in building relationship quality are not enough, so, other efforts are needed to increase customer or prospective consumer participation in Toyota's online media.

Madupu (2006) revealed that online community participation is formed from several benefits for consumers in the product and service industry. The added value is functional benefits, social benefits, psychological benefits and hedonic benefits. These benefits are an effort that can be done to increase the participation of customers or potential consumers in Toyota's online media. Besides these four benefits, Boetcher *et al.* (2012) stated that obtaining benefits in the form of price discounts and special prices is one of the important reasons why someone conducts online community participation in automotive retailers in Italy, so, adding monetary benefits as added value in an effort to increase customer or prospective consumer participation in Toyota's online media. became a new development in this study. Given the importance of online community participation in the current era in building relationship quality, the question is how does online community participation improve relationship quality.

Some of studies have attempted to identify the determinants of improving relationship quality from the online activities of community participation (Kang, 2011; Keating *et al.*, 2003; Ahuja and Galvin, 2003; Armstrong and Hagel, 2005). Although there are inconsistent findings, it is not easy for an automotive company that wants to build relationship quality through an online community participation strategy. Therefore, studies are conducted on building relationship quality through online community participation at Toyota in Bali, mediated by service quality and brand personality in order to maintain and improve relationship quality between brands and their customers in the long term.

Literature review

Effect of online community participation

Benefits on online community participation: The online benefits of community participation collaborate on benefit, social benefit, psychological benefit and hedonic benefits from the Kang (2011) concept with monetary benefits from the concept by Boetcher *et al.* (2012). Functional benefits are one of the benefits that can improve ease and efficiency in completing transactions, namely, buying products and services and exchanging information, namely, gathering information and sharing information (Madupu, 2006). One of the functional benefits of online communities is that interaction with other community members can facilitate purchasing decisions (Armstrong and Hagel, 2007).

- H₁: Online benefits of community participation have a positive and significant effect on online community participation

Effect of online community participation on service quality: Preece and Michell (2011) stated that the contribution of this online community participation is quite large, especially, seeing how the internet-based community can support and build the image of a brand in the consumer market. Traditionally, the industrial market has not been seen as a target for marketing a brand. However, the potential impact of using online community participation that is cared for by a brand in the industrial market can be greater because many users, some of whom are ordinary consumers and even professionals, may have stronger and longer information related to products, services, companies and between brands itself.

- H₂: Online community participation has a positive and significant impact on service quality

Effect of service quality on relationship quality: Research on marketing strategies involving integration between personality brands and service quality is believed to have an impact on achieving sustainable relationship quality with consumers (Gable *et al.*, 2008). Moliner *et al.* (2007) and Apostolos *et al.* (2014) strengthening support for the inclusion of service quality has an important role in the continuation of the company's mission to realize services in order to create customer added value and ultimately through consistent service can be achieved sustainable relationship quality.

- H₃: Service quality has a positive and significant effect on relationship quality

The effect of online community participation on brand personality:

Based on previous research conducted by Gable *et al.* (2008) and Isabelle *et al.* (2015) which recommends the need for marketing research to include online community participation variables as an inseparable part of integration in achieving added value for customers that focuses on creating brand personality. Research on the inclusion of brand personality as a mediation between online community participation and relationship quality has also been reported by Fullerton (2006 b) as well as research on mediation from service quality that leads to the realization of relationship quality delivered by Gable *et al.* (2008).

- H₄: Online community participation has a positive and significant influence on brand personality

Effect of brand personality on relationship quality:

Brand personality which is defined as all the personality traits used to characterize a person related to a brand is a concept in the field of relational marketing. This helps to better understand the development and maintain relationships between a brand and its customers. In addition, it explains how the impact on consumer behavior (Ambroise *et al.*, 2006).

- H₅: Brand personality has a positive and significant effect on relationship quality

Effect of online community participation on relationship quality:

Madupu (2006) and Isabelle *et al.* (2015) states that today many companies use online community participation as a profitable marketing tool. First, companies can get a large amount of feedback about products and brands by monitoring online conversations from consumers, allowing the company to anticipate in order to increase customer added value quickly. Second, online community participation provides real-time sources of information about market trends and consumer needs. Companies can use these resources to modify ad messages and develop service features specifically targeted for future products.

- H₆: Online community participation has a positive and significant effect on relationship quality

Service quality mediates the effect of online community participation on relationship quality: The online role of community participation without the support of service quality will certainly not go well. Service quality based on the results of previous empirical research involves all the constituent elements of the brand's existence. Beldona and Wysong (2007) added that in addition, activities that contribute directly to

community development on social media cannot be separated from the quality of service components that have a more central role because the quality of services provided to consumers has been proven to influence business to business exchange activities generally.

- H₇: Service quality is able to mediate the influence of online community participation on relationship quality

Brand personality mediates the effect of online community participation on relationship quality:

Brand personality which is defined as all the personality traits used to characterize a person related to a brand is a concept in the field of relational marketing. This helps to better understand the development and maintain relationships between a brand and its customers. In addition, it explains how the impact on consumer behavior (Ambroise *et al.*, 2006). Consumers have been proven to be involved in different cognitive processes in evaluating information about brands they like or brands that are competing (Didier Louis and Cindy Lombart, 2010). The information selection process can be influenced by a commitment to a brand which is defined as the strong and positive psychological impact of consumers on a particular brand (Beatty and Kahle, 2008).

- H₈: Brand personality is able to mediate the influence of online community participation on relationship quality

MATERIALS AND METHODS

Variable benefit online community participation consists of 5 dimensions referring to 4 dimensions found by Wang *et al.* (2007), namely functional benefits, social benefits, psychological benefit, hedonic benefits and 1 dimension found by Boetcher *et al.* (2012). Indicators refer to the research by Ambroise *et al.* (2006), Athanasoupoulo (2009) and Akkinnen and Tuunainen (2010). Functional benefits consist of indicators: getting updated information, ease of communication with others, online communication efficiency, sharing experiences. Social benefit indicators are gaining trust from the community, seeking identity, communicating with other members and engaging with other members. Psychological benefits consist of indicators: looking for affiliations from the community, finding feelings, building and maintaining member relationships. The hedonic benefit indicators are: entertained by other members having fun, seeking pleasure and entertainment. Monetary benefit indicators are: discounts or special price offers, prices are better than others, free vouchers with attractive prizes.

Variables online community participation is measured by indicators adopted from Bennet and Barkensjo (2006), Feerberg and Bakardjieva (2014),

Hwang and Cho (2008) and Kang *et al.* (2007) includes: comfortably participating in online communities, taking the time to participate in online communities, helping to provide information to other members of the online community, getting useful information when participating in online communities.

Service quality variables are measured by indicators adopted from Dabolkhar *et al.* (2006), Cannie *et al.* (2009), Dholakia *et al.* (2009), Farelly and Quester (2006) and Merisavo and Raulas (2014) include car brand clerk service is very friendly, car brand service is very practical, the quality of the car brand's mechanical service is very good, the car's post purchase brand service is very good.

Variable brand personality consists of 3 dimensions referring to Batra *et al.* (2013), Caprara *et al.* (2010) and Beatty and Kahle (2008), namely: trust in the brand, attachment to the brand, commitment to the brand. Indicators refer to the research of Gable *et al.* (2008), Ambroise *et al.* (2006), Casalo *et al.* (2010) and Chaudhuri and Holbrook (2011). Indicators of the dimensions of trust in the brand are: what the car brand says is true, knowing what is expected by the car brand, the car brand is very reliable, the car brand always fulfills its promise.

Attachment to the brand consists of indicators, namely: recommending a car brand to others, defending the car's brand from negative news, always using the car's brand. Dimensions of commitment to the brand indicators are: unable to turn to other brands, loyal to the car brand, not affected by attractive offers from other car brands.

Relationship quality variables consist of 4 dimensions that refer to Bendapudi and Berry (2007), Ha (2014), Thureau *et al.* (2012) and Kim and Hiemstra (2008), namely: calculative commitment, emotional commitment, trust and satisfaction, repurchase. Indicators refer to the research of Garbarino and Johnson (2009), Fulerton, (2006 a), Geyskens *et al.* (2006), Bridson (2008), Ha and Perks (2012), Jang *et al.* (2008) and Apostolos *et al.* (2014). Indicators of calculative commitment dimensions are: establishing a good relationship in the long term, the car brand is very profitable, the car brand is very efficient in maintenance. Emotional commitment consists of indicators, namely: closeness to the car's brand, the car's brand not only sells cars but also services and long-term relationships, the car's brand is always an option will not choose another car brand.

Dimensions of trust and satisfaction indicators are: believing in promotional information from the car brand, feeling exceptional service, very satisfied with the car's brand service, never complaining about the car's brand products and services. Repurchase dimension indicators are: make a repeat purchase, refer family to buy the car's brand, deliver other consumers to buy the car's brand, provide information to the car brand officer if there are people who are interested in buying a car.

Table 1: Cronbach alpha, composite reliability and AVE

Factors	Variabels	Cronbach's alpha	rho_A	Comp. Rel.	(AVE)
X1	Func.benefit	0.983	0.983	0.987	0.950
X2	Social benefit	0.983	0.983	0.987	0.950
X3	Psycho.benefit	0.981	0.981	0.986	0.945
X4	Hedonic benefit	0.979	0.979	0.985	0.941
X5	Monetary benfit	0.975	0.975	0.984	0.953
Y1.1	Calc commitmt	0.978	0.978	0.986	0.959
Y1.2	Emotional com	0.988	0.988	0.991	0.964
Y1.3	Trust satisfac	0.984	0.984	0.988	0.955
Y1.4	Repurchase	0.981	0.981	0.986	0.946
Y2	Service quality	0.985	0.986	0.989	0.958
Y3.1	Trust in brand	0.980	0.980	0.985	0.943
Y3.2	Attact in brand	0.979	0.979	0.986	0.960
Y3.3	Commit in brnd	0.975	0.975	0.984	0.952
Y4	Online comPar	0.985	0.986	0.989	0.957

Table 2 : Fornell Larcker Measure

Factors	X1	X2	X3	X4	X5	Y1.1	Y1.2
X1	0.975						
X2	0.964	0.975					
X3	0.941	0.918	0.972				
X4	0.921	0.911	0.910	0.970			
X5	0.917	0.918	0.914	0.947	0.976		
Y1.1	0.907	0.928	0.910	0.919	0.881	0.979	
Y1.2	0.918	0.919	0.919	0.962	0.917	0.889	0.982

RESULTS AND DISCUSSION

Findings

Reability test: This study uses a quantitative research design (positivism). The research population is all consumers who make purchases and at the same time as Toyota's direct users in Bali, totaling 942 people. The number of samples taken refers to the formula Anderson and Gerbing (2008), obtained a sample size of 141 respondents. Sample determination technique uses probability sampling method which is stratified random sampling. Quantitative research methods use descriptive statistical techniques and inferential statistics. Descriptive statistical analysis is used to provide an overview of the characteristics of respondents, describing respondents' answers to the questions.

Furthermore, inferential statistical analysis techniques are used to test hypothesis using inferential statistical analysis techniques based on PLS (Partial Least Square) with a second order confirmatory factor analysis. The validity and reliability of the research instrument was randomly selected by selecting 30 respondents. Validity test results show that all instruments are valid because all indicators have product moment correlation coefficients between score points with an average score of more than 0.30. Likewise, all reliable indicators because it has a Cronbach's alpha value greater or equal to 0.60 (Table 1).

Discriminant validity: It is known that the AVE value for each construct is placed at the top position (0.975 for X1, 0.972 for X2 and so on). Assessment of construct

validity is done by looking at the position of each construct in relation to the cross-correlation diagonally. In Table 2 there is no construct in which the AVE value is smaller than the cross-correlation value, so, the research can be continued because the entire construct has AVR value greater than the cross-correlation in diagonal assessment, it can be stated that this research is supported by the research construct sufficiently valid.

Based on cross loading discriminant validity also obtained a directional pattern for construct Y1 and construct Y2. It turns out that the Y1 construct reflected by the loading factor itself, namely Y1.1, Y1.2 and Y1.3 is still greater than the distribution of the cross-loading values of the construct in question, so that, it can be stated that the Y1 construct is derived from the use of valid instruments.

Assessment of the structural model: Based on Table 3 it turns out that most are still R^2 , so, research is still possible to develop a number of other constructs to enrich the interconnections between constructs and the meaning of the constructs and relations on the theory and its implications.

Searching for the character of relations between constructs can be seen from the distribution of R^2 values partially to see how much the presence of a dependent construct can contribute to the relations between variables as a whole. Table 4 presents information about adjusted R^2 whose distribution is still smaller than the R^2 value, so, it can be concluded that this research can still add and expand the next latent variable in the future.

Table 3: R square value and Adjusted R

Factors	R ²	R ² Adjst
Y1	0.994	0.993
Y2	0.497	0.493
Y3	0.495	0.491
Y4	0.495	0.491

Table 4: Effect size of research construction

Konstruk	R ₂ partial	f _{include}	f _{Exclude}	Eff size	f2
Ry2	0.497	0.994	0.497	0.503	0.988
Ry3	0.495	0.994	0.499	0.505	0.988
Ry4	0.495	0.994	0.499	0.505	0.988
Average	0.496	0.994	0.498	0.504	0.988

Table 5: Test significance of path coefficient

Variables	Original sample	t-stats	p-values	Info
BOCP->OCP	0.703	10.86	0.000	Support
SQ->RQ	0.341	6.01	0.000	Support
BP->RQ	0.666	12.02	0.000	Support
OCP->RQ	-0.012	1.31	0.190	Not support
OCP->SQ	0.705	10.77	0.000	Support
OCP->BP	0.704	10.73	0.000	Support

Table 4 presents the results of the analysis relating to the effect size of each dependent variable. Cohen (1988) states that the effect size between 0.02-0.10 is weak, between 0.10 and 0.35 is a moderate effect whereas above 0.35 is very strong. Table 4 provides information that the dependent construct built by this study is patterned on the medium and strong effects.

Q2 predictive relevance testing: Testing to get an overview of the feasibility of predictive relevance to get variations that can be explained by the constructs that are related, obtained the Q2 value as follows:

$$Q^2 = 1 - (1 - R_{y2}^2) * (1 - R_{y1}^2) * (1 - R_{x1}^2) * (1 - R_{x2}^2)$$

$$Q^2 = 1 - (1 - 0.496) * (1 - 0.497) * (1 - 0.495) * (1 - 0.495) = 0.99$$

Based on the results of the above calculations, it can be concluded that there is only 1% of other constructs that are not included in the research model.

Direct effect test: Based on the results of the statistical test t, this study gets predictive results based on the research objectives, namely the position of the role of each construct on the other constructs that are affected. Figure 1 and Table 5 provide estimation information that this study successfully answers the objectives of the leveling research, namely the effect of the benefits of online community participation (X) on online community participation (Y4) with the value of $t = 10.858$ and the p-values is 0.00 which is still smaller from 0.05, thus, it can be stated that the benefits of online community participation are proven to have a positive and significant effect on online community participation.

This study also successfully answered the purpose of the second study, namely the community participation (Y4) online influence on service quality (Y2) with the value of $t = 10.774$ and the p-values is 0.00 which is still smaller than 0.05, thus, it can be stated that the online community participation proved to have a positive and significant effect on service quality.

This study also succeeded in answering the purpose of the third study, namely the effect of service quality (Y2) on relationship quality (Y1) with $t = 6.013$ and at p-values is 0.00 which is still smaller than 0.05, thus, it can be stated that service quality is proven positive and significant effect on relationship quality.

This research also succeeded in answering the purpose of the fourth study, namely the influence of online community participation (Y4) on brand personality (Y3) with the value of $t = 10.729$ and the p-values is 0.00 which is still smaller than 0.05, thus, it can be stated that the online community participation has a positive and significant influence on brand personality.

This study also succeeded in answering the purpose of the fifth study, namely the influence of brand personality (Y3) on relationship quality (Y1) with the value of $t = 12.020$ and the p-values is 0.00 which is still smaller than 0.05, thus, it can be stated that the influential brand personality positive and significant relationship (Y1).

This study also succeeded in answering the purpose of the third study, namely the effect of service quality (Y2) on relationship quality (Y1) with $t = 6.013$ and at p-values is 0.00 which is still smaller than 0.05, thus, it can be stated that service quality is proven positive and significant effect on relationship quality.

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This study failed to answer the purpose of the sixth study, namely the influence of online community participation (Y4) on relationship quality (Y1) with a value of $t = 1.311$ and at p-values is 0.190 which is greater than 0.05, thus, it can be stated that online community participation does not have a significant effect on relationship quality.

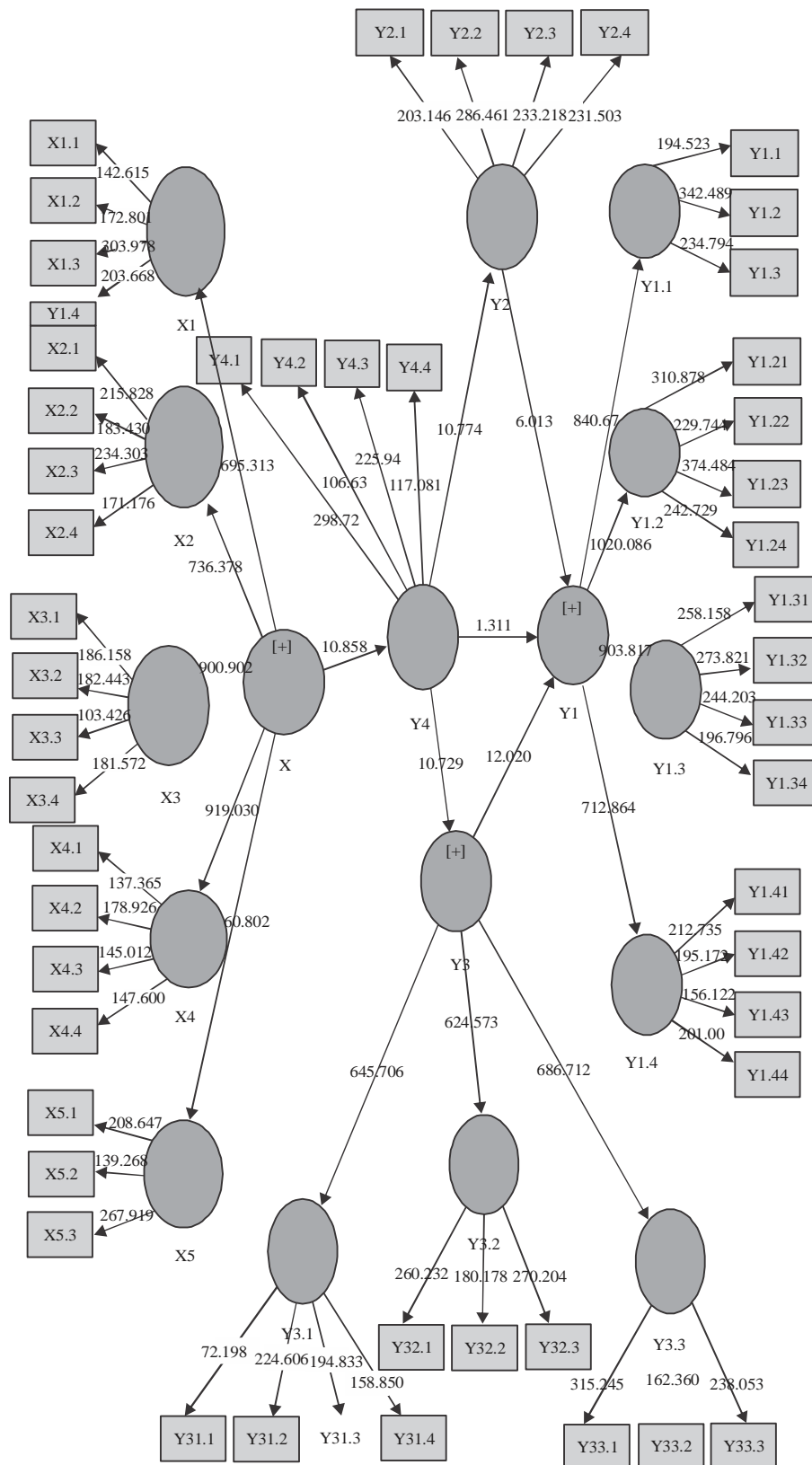


Fig. 1: Path analysis results and statistics t

Table 6: Indirect effect

Variables	Original sample	T-tats	p-values
BOCP->OCP_RQ	0.490	5.216	0.000
BOCP->OCP_SQ	0.496	5.363	0.000
BOCP->OCP_BP	0.495	5.331	0.000
OCP->SQ,BP_RQ	0.709	10.761	0.000

Indirect effect test: Table 6 provides information on the indirect effects between the benefits of online community participation (X) on relationship quality (X1) through online mediation of community participation (Y4), the benefits of online community participation (X) towards service quality (Y2) through online mediation of community participation (Y4), online community participation (X) benefits of brand personality (Y3) through online community participation (Y4) mediation, and the focus of this research is the indirect effect between online community participation (Y4) towards relationship quality (X1) through mediation of service quality (Y2) and brand personality (Y3).

This research has been able to answer eight problems can be explained as follows: online community participation benefits positive and significant influence on online community participation, online community participation has a positive and significant effect on service quality, service quality has a positive effect and significant relationship relationship, online community participation has a positive and significant influence on brand personality, brand personality has a positive and significant effect on relationship quality, online community participation has no positive and significant effect on relationship quality, service quality plays a significant role in mediating online community participation influence on relationship quality, brand personality plays a significant role in mediating the influence of online community participation on relationship quality.

Practical implications, this study is expected to be a general guideline in order to develop marketing strategies in retail businesses in the Bali region and can start efforts that are more directed to the attitudes and understanding of entrepreneurs about the role of service quality and brand personality as a supporting component in the activities of building close relationships with consumers for the long term by utilizing online community media in Bali. Practical implications that can be conveyed, that the formation of network marketing networks is important but without strengthening service quality and brand personality, the network will not function to build closeness with consumers and encourage the expansion of market segments.

Theoretical implications, this dissertation has found the findings on strategy service quality and brand personality as a determinant in order to improve Toyota's

relationship quality in Bali. Theoretical implications that can be conveyed that the findings of latent service quality variables and brand personality play a role as a partial mediation of online community participation. The results of this study indicate that service quality and brand personality have dominant strategic implications in building relationship quality strengthening. This theoretical implication is in line with Hennig *et al.* (2012), Hort *et al.* (2012) and Isabelle *et al.* (2015) who get service quality as a key for companies to create long-term relationships with customers. Theoretical implications related to brand personality are also in line with Keating *et al.* (2009), Kim *et al.* (2012) and Kyeongheui *et al.* (2014) who get brand personality as a key for the company to create customer love for a brand that is also able to create long-term relationships with customers.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that: if the benefits of online community participation are higher, the online community participation will increase if the online community participation is higher, the service quality will also increase if the service quality is higher, the relationship quality will be higher if the higher community participation online is the higher the brand personality if the brand personality is higher, the relationship quality is also higher if the online community participation is higher, there is no direct effect on relationship quality, service quality and brand personality as mediation between online communities. Participation with relationship quality, service quality and brand personality has an influence on relationship quality.

Toyota in Bali is expected by its customers to be able to face the challenges of communication efficiency on the online from the customer side, adding communication facilities between consumers on Toyota online media in Bali, so that, customers can communicate with other members, customers also hope to get a sense of comfort when participating in the media online community from Toyota in Bali. Toyota's online media in Bali is expected to always be able to have an attraction that can please the customers with membership promos and other interesting promos.

Toyota in Bali must continue to innovate in providing benefits for its customers who have participated in Toyota's online marketing media in Bali in ensuring the formation of good online community participation. Toyota in Bali must continue to maintain the quality of its services because the results of the study indicate that it is a safe strategy choice in addition to the need for

entrepreneurs to develop service development strategies and have the potential to increase product competitiveness.

Recommendations for future research, the findings of this study state that online community participation does not have a direct effect on relationship quality but can affect after going through service quality and brand personality, it is worth trying different dimensions in online community participation that refers to other researcher's concepts. The researcher can then analyze other variables from the perspective of the customer such as to see the relationship quality as desired by the customer. Researchers can then conduct research on similar businesses, namely in two-wheeled automotive or other retail and hospitality businesses (such as fashion stores, smartphones, mini markets, restaurants and hotels).

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