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A meta-analysis of customer engagement behaviour

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Abstract

Customer engagement behaviour has emerged as an influential concept in marketing and refers to customers' behavioural manifestation toward a firm originating from motivational drivers. To provide a comprehensive and generalizable picture of this concept, this study provides a meta-analysis integrating data of 196 effect sizes of 184 publications with a sample of 146,380. The findings reveal engagement through two pathways: organic pathway as relationship-oriented (perceived quality, perceived value, and relationship quality) and promoted pathway as firm-initiated (functional and experiential initiatives). Moderator analysis indicates that the influence of the two pathways on engagement depends on engagement context (online vs. offline), industry type (service vs. manufacturing) and product type (hedonic vs. utilitarian), and cultural context. Findings support attitudinal engagement–loyalty and behavioural engagement–firm performance linkage. Study results provide new insight into various engagement approaches and their relationship to each other. The authors offer recommendations to help marketers manage their customer engagement process more effectively.

Keywords customer engagement behaviour, meta-analysis, organic engagement, promoted engagement, engagement marketing, relationship marketing

1. Introduction

Both academic research and business practice consider customer engagement behaviour to be a key success factor in the long term (Kumar et al., 2010; Kumar & Pansari, 2016), as the engaged customer is much more profitable for a business than other customers (Pansari & Kumar, 2016). However, firms have conventionally focused on developing a relationship with their current customers to influence purchase and re-purchase and firm performance (Kumar et al., 2010; Palmatier, Dant, Grewal, & Evans, 2006), thereby regarding customers with more transactional behaviour as better customers for firm profitability (Kumar & Pansari, 2016). However, from a customer engagement perspective, customer contribution to the firm is not limited to purchase-related metrics, as engagement behaviour results in, for example, new product ideas or referral of new customers (van Doorn et al., 2010). Therefore, customer engagement extends customer valuation from being merely transactional and includes both transactional and non-transactional metrics (Kumar et al., 2010).

A review of customer engagement literature reveals two main approaches to engagement behaviour formation: relationship-oriented (named as organic pathway) and firm-initiated (named as promoted pathway). The first pathway reflects the relationship marketing view, in which customer–firm relationships organically, and over time, result in customer engagement behaviour (Bowden, 2009; Palmatier, Kumar, & Harmeling, 2017), therefore it is named as the organic pathway. The engagement literature extends relationship marketing to include both tangible and intangible results (Vivek, Beatty, & Morgan, 2012) and encompasses interaction with firm touchpoints to develop customer–firm relationship quality (Kumar, Rajan, Gupta, & Pozza, 2019; Pansari & Kumar, 2016) and form customer engagement towards a firm or brand (Hollebeek, 2011).

In contrast to organic engagement, the second pathway relies on firm various initiatives to directly influence customer engagement behaviour (Beckers, van Doorn, & Verhoef, 2018), thus it is named as the promoted pathway. Using initiatives to leverage engagement behaviour is not new to marketing practice, as financial incentives for referral

or customer participation in new product development were employed before the emergence of the customer engagement concept (Ryu & Feick, 2007). However, these techniques are limited to specific behaviours and are functional and task-oriented in nature (Harmeling, Moffett, Arnold, & Carlson, 2017). The recent development in firm-initiated engagement literature extends promoted engagement to include both functional and experiential initiatives (Harmeling et al., 2017).

Although customer engagement as an independent concept has a relatively short history (Lemon & Verhoef, 2016; Neulinger et al., 2020), it is actually quite a well-developed concept in marketing literature. In the organic engagement literature, researchers have virtual consensus as to the variables that affect engagement behaviour formation, but diverge as to the consequence and importance of the variables (Bowden, 2009; McNeill & Venter, 2019; Palmatier et al., 2017). Similarly, in promoted engagement, previous research lacks consistency with regard to the effectiveness of direct engagement initiatives (Harmeling et al., 2017). Moreover, previous work has ignored the relationship between promoted and organic pathways and how firm-initiated activities could have both short- and long-term effects on engagement behaviour (Harmeling et al., 2017). In addition, the emergence of new technologies—such as augmented and artificial reality and online social media—provide more diversity to the customer–firm relationship (Steinhoff, Arli, Weaven, & Kozlenkova, 2019) and customer engagement models (Wirtz, Orsingher, & Cho, 2019).

To address these issues, this research takes a meta-analytic approach to conduct a systematic literature review of previous empirical research in customer engagement. The result is an integrated and comprehensive model of customer engagement's antecedents and outcomes. In this model, the promoted and organic perspectives constitute two distinct approaches to engagement, and the antecedents in the model are categorized on the basis of these pathways. This framework allows us to study previous research in these two approaches separately and provide theoretical and empirical insight into each approach. Moreover, we define how the organic and promoted pathways are related, resulting in a better picture of customer engagement antecedents.

In this research, there is a direct relationship between engagement behaviour and attitudinal engagement, both of which are impacted by organic and promoted pathways. We include several moderators in the conceptual model to study the relationship between engagement's direct antecedents and attitudinal and behavioural engagement. The moderator analysis provides great insight into the effectiveness of engagement formation in a different context. Previous research supports the role of engagement in firm outcomes (Kumar & Pansari, 2016). However, as engagement is more than purchase attitude and behaviour, we carefully audit the relationship between engagement and its outcome to provide a more realistic picture of engagement's role in the enhancement of a firm's performance.

Our meta analytics research has the following structure. First, we summarize the previous definitions of customer engagement behaviour and distinguish this concept from related concepts. Second, we review the history of customer engagement behaviour to demonstrate its evolution. Third, we provide our meta-analysis framework and related hypothesis to explain and justify the relationship between variables in this model. Fourth, we describe our meta-analysis method to explain data collection and coding procedures, effect size calculation, structural equation modelling, and analysis of moderators. Fifth, we present results of our data analysis. Finally, we discuss our results in terms of theoretical and managerial implications, limitations of our research, and further research directions.

2. Understanding customer engagement behaviour

2.1. Conceptualization of customer engagement behaviour

Customer engagement behaviour is defined as a behavioural manifestation toward the focal firm, beyond purchase, resulting from motivational drivers (van Doorn et al., 2010). This definition highlights the main characters of this concept. Initially, "behavioural manifestation" reflects a customer's voluntary resource contributions (mostly operant resources, such as knowledge, experience, energy or time) with both the focal firm and other actors, such as current or prospect customers (Kumar et al., 2010). Although this

research focuses on the positive side of engagement behaviour, this behaviour is not always beneficial for the focal firm (Azer & Alexander, 2020b; Naumann, Bowden, & Gabbott, 2020). Thus positively and negatively valenced engagement co-exist in the customer relationship with the focal brand (Azer & Alexander, 2018; Bowden, Conduit, Hollebeek, Luoma-Aho, & Solem, 2017) in which a customer may positively and/or negatively engage with different aspect of the focal firm (Azer & Alexander, 2020a; Naumann, Bowden, & Gabbott, 2017). Further, “toward the focal form” suggests that engagement behaviours contribute to a firm’s marketing activities (Harmeling et al., 2017) and exclude customer behaviours such as product consumption or disposal. Moreover, “beyond purchase” reflects the non-transactional nature of engagement which is in contrast to transactional behaviour such as product purchase (van Doorn et al., 2010), while “resulting from motivational drivers” indicates that the engagement behaviour originates from an attitudinal engagement as an antecedent (Lemon & Verhoef, 2016; van Doorn et al., 2010). Although customer engagement behaviour is a distinct concept in marketing, it exhibits similarities with related concepts. To uncover this concept’s relationships and position regarding other related concepts, we summarize the related concepts’ definitions, comparison, and relationship with engagement behaviour in Appendix A.

Customer engagement behaviour includes a wide range of behaviours which we classify into three categories. First, resource sharing with a firm in which the customer shares operant resources (knowledge, energy, time) with a firm in the form of suggestions, feedback, complaints, etc, to improve firm marketing functions (Kumar et al., 2010). Second, resource sharing with other actors in which customers share operant resources (knowledge, experience, energy, time) with other actors (such as other customers) in the form of word of mouth, writing a comment, etc, to assist them (Jaakkola & Alexander, 2014; van Doorn et al., 2010). Third, direct influencing in which customers affect other actors’ attitudes or behaviours toward the firm in the form of referring or changing their perception toward the firm (Jaakkola & Alexander, 2014; V. Kumar et al., 2010).

2.2. Evolution of customer engagement behaviour

The current understanding of customer engagement behaviour is a result of the evolution of this concept from a functional to relational approach and subsequently to the transformational approach. The emergence of customer engagement as a unified concept occurred in the early 2010s (Lemon & Verhoef, 2016) and is based on relationship marketing theory (Palmatier et al., 2017). However, the root of this concept lies in initial research on the firm's effort to promote engagement behaviour as a functional approach (Kumar et al., 2010). Recent emergence of new technologies has led to formation of brand communities on social media, revolutionizing customer-company relationship formation (Steinhoff et al., 2019) and firm-initiated engagement (Beckers et al., 2018; Harmeling et al., 2017) and creating a transformational approach. This evolution is described in Table 1.

Table 1 Development of customer engagement behaviour concept in marketing

<i>Mid-1990s to mid-2000s</i>	<i>Mid-2000s to mid-2010s</i>	<i>Mid-2010s to today</i>
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	Functional	Relational	Transformational
Approach to engagement behaviour	The firm initiated / Short-lived effect	Customer initiated / Long-lived effect	Customer and firm initiated / Dual effect
Theories	Exchange theory, equity theory	Social exchange theory, S-D logic	Social network theory, service ecosystem
Key trends and disruptions	Customers consider valuable assets and firms try to enjoy this resource for competitive advantage; however, it has a transactional and short-term approach to engagement.	Customers consider value co-creator and relationships facilitate engagement formation; however, it requires a long-term investment in the relationship with customers.	New technologies i.e. social media, mobile apps, augmented and virtual reality transform interactions between customer - firm -other actors in a network of interaction.
Key insights	Monetary incentives encourage the customer to contribute to firm marketing activities such as referring to a new customer.	Customer-firm dyadic relationships over time encourage the customer to engage with the firm.	Technology empowers the customer to engage with the firm and other actors and enables firms through firm-initiated engagement activities and directly influence an actor's engagement behaviour
Illustrative resources	Buttle (1998); Biyalogorsky, Gerstner, and Libai (2001); Ryu and Feick (2007).	Bowden (2009); Kumar et al. (2010); Vivek et al. (2012); Brodie et al. (2011).	Harmeling et al. (2017); Brodie, Ilic, Juric, and Hollebeek (2013); Brodie, Fehrer, Jaakkola, and Conduit (2019).

2.2.1. Functional approach

Marketing's long-ago shift from a product to a customer orientation acknowledged the customer as a valuable resource for competitive advantage (Verhoef et al., 2010). As a result, firms use monetary incentives such as discounts, vouchers, and gifts to encourage customer participation in engagement behaviours such as new product development, customer referrals, and word of mouth (Biyalogorsky et al., 2001; Ryu & Feick, 2007). This approach is task-based, with customers completing structured tasks such as referring a new

customer for which the firm provides rewards (Harmeling et al., 2017). This view of engagement is based on social exchange (Ryu & Feick, 2007): as long as customers and firms have some sort of benefits for each other, this economic exchange will continue (Guo, Gruen, & Tang, 2017).

Several studies have examined the functional approach to customer engagement behaviour, such as emphasizing referral programs to harness the power of word of mouth Buttle (1998) and employing various methods from lowering the price to offering rewards as tools to encourage customer engagement behaviour (Biyalogorsky et al., 2001). The main advantage of the functional approach is its direct and immediate impact on customer engagement behaviours (Harmeling et al., 2017). However, as engagement behaviour depends on the presence of economic incentives, the functional approach has a short-lived impact and it is not effective in all situations (Harmeling et al., 2017).

2.2.2. Relational approach

In contrast to the functional approach, the relational approach has long-term, dynamic, process-oriented views on customer engagement behaviour (Bowden, 2009; Pansari & Kumar, 2016). In this approach, the customer has moved from being an asset to being a value co-creator with an active role in relationships between the customer and firm (Jaakkola & Alexander, 2014). This approach relies mainly on social exchange theory, in which the focus is on socio-emotional aspects of the customer–firm relationship (Guo et al., 2017). Customers are predicted to reciprocate with positive thoughts, feelings, and behaviours toward the firm after a satisfactory experience with the firm (Pervan, Bove, & Johnson, 2009). Through the commitment–trust process, satisfactory experience enhances relationship quality and customer engagement behaviour (Bowden, 2009; Pansari & Kumar, 2016). In addition, service-dominant logic (S-D) has strongly influenced the development of the relational approach to engagement by considering customers' voluntary resource contribution (e.g., knowledge, experience, and time) in their relationship with a firm (Jaakkola & Alexander, 2014).

A relational approach is based primarily on the customer's tendency to develop a relationship and engage with the firm over time. The emergence of the internet and new technology have changed both customer and firm roles in the customer engagement process and have moved engagement study to the transformational level.

2.2.3. Transformational approach

The emergence of new technologies such as mobile apps and customized web pages created a platform to develop a personalized relationship with customers (Steinhoff et al., 2019). Moreover, augmented and virtual reality enable firms to add humanized features of interaction, such as appearance or mental processes, to the customer–firm interaction (Steinhoff et al., 2019). Additionally, social media and brand communities foster customer–firm interaction (Blazevic et al., 2013; Brodie et al., 2013; Gummerus, Coulter, Liljander, Weman, & Pihlström, 2012) and include other actors such as other customers in this interaction (Brodie et al., 2019). For the firm, these developments create an opportunity to employ various methods to influence and enhance customer engagement behaviour (Harmeling et al., 2017; Palmatier et al., 2017). For the customer, these developments not only extend the value in their relationship with the brand (Gummerus, Liljander, Weman, & Minna, 2012) but also allow them to participate in engagement behaviour with others in their social network (Yannopoulou et al., 2019; Dolan, Conduit, Frethey-Bentham, Fahy, & Goodman, 2019).

From a theoretical perspective, social network theory and service ecosystem extend the study of engagement to a network level (Lin, Miao, Wei, & Moon, 2019) in which engagement is not limited to interaction between a customer and focal firm but rather embraces other actors such as other customers (Brodie et al., 2019). Numerous researchers in and outside of the engagement literature have helped the emergence and development of transformational engagement (Brodie et al., 2013; Gummerus, Coulter, et al., 2012; Steinhoff et al., 2019; Wirtz et al., 2013), and recent research in customer engagement extends this concept to include all actors who have a role in the engagement formation

process (Breidbach & Brodie, 2017; Brodie et al., 2019; Storbacka, Brodie, Böhmman, Maglio, & Nenonen, 2016).

3. Conceptual framework

Our conceptual framework is rooted in two main perspectives on customer engagement behaviour: organic pathway as relationship-oriented engagement and promoted pathway as firm-initiated engagement. In our conceptual model (Fig. 1), the organic pathway is developed based on the relationship marketing approach to engagement (Bowden, 2009) while the promoted pathway reflects the firm-initiated approach to engagement (Harmeling et al., 2017; Palmatier et al., 2017). The organic pathway to engagement is a result of the relationship between customer and firm over time (Palmatier et al., 2017). In this pathway satisfaction, trust, and commitment are the main factors by which new and current customers become engaged customers (Bowden, 2009). To draw the relationship between variables in this pathway, we draw on Aurier and N'Goala (2010) because it provides a very clear picture of sequences of customer–firm relationship formation. As indicated in Fig. 1, in this pathway, perceived quality's impact on perceived value through relationship quality (satisfaction–trust–commitment) influences customer attitudinal and behavioural engagement.

In the promoted pathway, the firm employs various techniques and methods to directly influence customer engagement behaviour (Harmeling et al., 2017). In this regard, a firm's efforts to influence engagement behaviour fall into two main areas—functional and experiential initiatives (Harmeling et al., 2017). In functional approach, a monetary incentive is used to compensate customers for marketing tasks such as referral of a new customer (Wirtz, Orsingher & Cho, 2019). In the experiential approach, initiatives are mostly based on hedonic and social value and are aimed at creating an emotional bond with the customer (Harmeling et al., 2017). This is considered to be an engagement behaviour motivational driver (van Doorn et al., 2010). Fig. 1 indicates the development of the proposed pathway, in which functional and experiential incentives both directly influence customer engagement (Beckers et al., 2018; Harmeling et al., 2017).

In our framework, we create a connection between organic and promoted pathways through perceived value, in which both customers' and firms' efforts influence the engagement formation process. From a firm-initiated engagement perspective, the firm offers different values to directly influence engagement behaviour (Beckers et al., 2018). Through perceived value, these initiatives influence customers' long-term relationships with the firm and create a long-lived effect for company engagement efforts. In addition, in both the organic and promoted pathways, customer engagement leads to customer loyalty and firm performance. These two variables are considered to be the main outcome of customer engagement (Harmeling et al., 2017; V. Kumar & Pansari, 2016; van Doorn et al., 2010).

Moderator selection was based on the importance of explaining the inconsistency in previous engagement models, the emergence in empirical research coding and the number of effect size (i.e. at least 10 effects size) (Gremler, Van Vaerenbergh, Brügger, & Gwinner, 2019; Palmatier et al., 2006). In this regard, engagement formation seems to differ in the online and offline context for both organic and promoted engagement (Harmeling et al., 2017; Wirtz et al., 2019). Variables such as industry type (service vs. manufacturing) and product type (hedonic vs. utilitarian) constitute important moderators in engagement formation (Kumar & Pansari, 2016; Kumar et al., 2019). Although the type of market (B2B versus B2C) is an important moderator for customer engagement (Pansari & Kumar, 2016), as empirical studies in B2B are few, we do not include this variable in the model. Furthermore, research in customer engagement indicates that culture has an important role in customer engagement formation (Gupta, Pansari, & Kumar, 2018). Finally, similar to previous meta-analysis variables such as sample composition (student vs. non-student), publication status (published vs. not published) and quality of publication outlet are controlled for this research (Blut & Wang, 2019; Gremler et al., 2019).

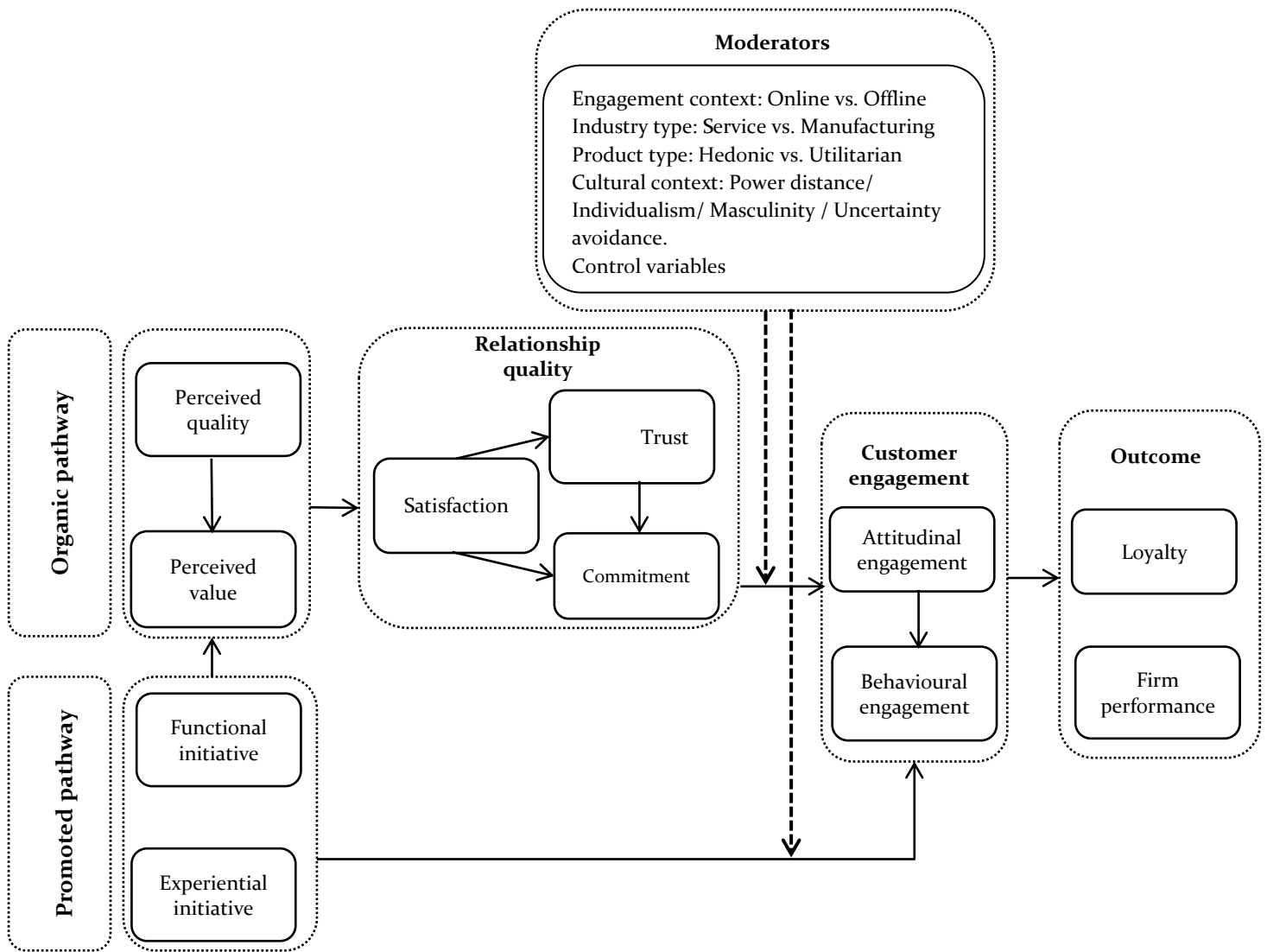


Fig. 1 Customer engagement framework

3.1. Organic engagement pathway

3.1.1. Perceived quality and perceived value

Quality is defined as a customer's judgment of a firm's overall excellence or superiority (Zeithaml, 1988). In our model, quality is not limited to service quality, and it includes both products and services in both online and offline contexts (Carlson, Rahman, Voola, & De Vries, 2018). In other words, perceived quality indicates the quality of customer experience of firm offerings (Kumar et al., 2019; Pansari & Kumar, 2016). In the customer engagement literature, perceived quality is considered to be one of the engagement antecedents (Wirtz et al., 2013). In addition, value is defined as customer judgment of utility of the firm offerings based on a trade-off between what customers give as cost and what they receive as benefits (Zeithaml, 1988). The firm's ability to deliver superior value as compared to competitors is considered a firm's main competitive advantage (Ravald & Grönroos, 1996). Research in relationship marketing indicates perceived value to be a firm's opportunity to create and develop a relationship with customers (Palmatier et al., 2006; Ravald & Grönroos, 1996). We propose a direct relationship between perceived quality and perceived value, in which an increase in customer perceived quality of a company offering will improve customer value perception. This relationship between perceived value and perceived quality is supported by previous research (Aurier & N'Goala, 2010; Hu, Kandampully, & Juwaheer, 2009). Thus, we expect:

H₁: Perceived quality is positively related to perceived value.

3.1.2. Perceived quality and satisfaction

Satisfaction refers to the customer's overall evaluation of the purchase and consumption experience (Anderson, Fornell, & Lehmann, 1994). The fundamental model of satisfaction is the expectancy-disconfirmation model, in which satisfaction is the result of a customer's comparison between expectation of the firm's offering and the experienced performance (Oliver, 1980). Satisfaction is an important predictor of customer behavioural response and firm performance (Anderson, Fornell, & Mazvancheryl, 2004; Gupta & Zeithaml, 2006). The

relationship between quality and satisfaction has been widely studied (Anderson et al., 1994), especially in service marketing (Olorunniwo, Hsu, & Udo, 2006). Moreover, the customer engagement literature research supports the direct impact of perceived quality on satisfaction (Verleye, Gemmel, & Rangarajan, 2013). Thus, we expect:

H₂: Perceived quality is positively related to satisfaction.

3.1.3. Perceived value and satisfaction

Customers' motivation to engage with a firm depends on the benefits they expect to receive from their relationship with the firm (Vivek et al., 2012). Value is considered to be the main predictor of customer satisfaction and the emergence of long-term relationships (Barari, Ross, & Surachartkumtonkun, 2020; Ravald & Grönroos, 1996), and the linkage between perceived value and customer satisfaction is supported in the relationship marketing literature (Anderson et al., 1994). In the customer engagement literature, customers' perceived value is considered the customer-based antecedent of the engagement (van Doorn et al., 2010) in which an increase in perceived value enhances customer engagement through customer satisfaction (Hapsari, Clemes, & Dean, 2017). Thus, we expect:

H₃: Perceived value is positively related to satisfaction.

3.1.4. Satisfaction, trust, and commitment

Satisfaction, trust, and commitment constitute relationship quality as an overarching construct (Lemon & Verhoef, 2016). Relationship quality is defined as a customer's overall evaluation of the strength of the relationship with a firm (Palmatier et al., 2006). As noted earlier, satisfaction is related to customers' overall evaluation of their experience of firm offerings (Anderson et al., 1994). Trust is defined as "customer willingness to rely on an exchange partner with whom a certain level of confidence has been built" (Moorman et al., 1993). Trust is a necessary condition of customer commitment to the firm and, along with commitment, is placed at the centre of the relationship marketing framework (Palmatier et al., 2017). Trust in the relationship arises from partner reciprocity and non-opportunistic

behaviour (Vivek et al., 2012). Commitment is defined as a customer's "enduring desire to maintain a valued relationship" (Moorman et al., 1993) and indicates the nature of the relationship (Palmatier, Dant, & Grewal, 2007). An increase in customer commitment will affect customer willingness to maintain valued relationships with the firm (Watson et al., 2015). Satisfaction in relationship marketing is considered to be a fundamental precondition of the customer-firm long-term relationship and a precondition of trust and commitment (Aurier & N'Goala, 2010; Hennig-Thurau & Klee, 1997). Similarly, in customer engagement models, customer satisfaction is considered to be a direct predictor of trust and commitment in the relationship between customer and firm (Bowden, 2009). Thus, we expect:

H₄: Satisfaction is positively related to (a) trust and (b) commitment.

Trust and commitment are at the heart of relationship marketing and are necessary for developing and maintaining a successful relationship between customer and firm (Morgan & Hunt, 1994; Palmatier et al., 2006). In this regard, research in relationship marketing empirically supports the influence of trust on commitment in developing relationships (Aurier & N'Goala, 2010; Hennig-Thurau & Klee, 1997). Similarly, in customer engagement models trust and commitment play an essential role in engagement development (Hollebeek, 2011), in which trust influences customer commitment in the engagement formation process (Bowden, 2009). Thus, we expect:

H₅: Trust is positively related to commitment.

3.1.5. Commitment and customer engagement

Research in relationship marketing indicates that customer trust and commitment to a relationship have a direct impact on customers' transactional behaviour such as repurchase (Aurier & N'Goala, 2010; Palmatier et al., 2006). For instance, trust and commitment influence customer tendency to stay with the firm and repurchase from it (Palmatier et al., 2006). Customer engagement comprises attitudes and behaviours that go beyond purchase

(Lemon & Verhoef, 2016) and reflect our two-dimensional view of customer engagement. In contrast to the relationship marketing literature, customer engagement research indicates that among the relationship quality components, only commitment is a direct predictor of customer engagement (Bowden, 2009). In contrast to transactional behaviour, although in non-transactional behaviour satisfaction and trust are necessary to develop a relationship, they are not sufficient to directly influence customer attitudinal and behavioural engagement. Thus, we expect:

H₆: Commitment is positively related to (a) attitudinal and (b) behavioural engagement

3.2. Promoted engagement pathway

3.2.1. Functional and behavioural initiatives

Firms employ various forms of economic incentives as a reward to promote customer engagement behaviour (Beckers et al., 2018; van Doorn et al., 2010). These incentives are mainly extrinsic and utilitarian rewards (Vivek et al., 2012), in the form of money, discounts, and information to compensate customers who contribute to the firm's marketing function (Harmeling et al., 2017). These incentives encourage customers to refer a new customer, support other customers or provide positive comments about the firm (Kumar et al., 2010; Kumar & Pansari, 2016). Research indicates a significant direct impact of these incentives on engagement behaviours (Ryu & Feick, 2007; Wirtz et al., 2019). Thus, we expect:

H₇: Functional initiative is positively related to behavioural engagement.

3.2.2. Experiential initiative and attitudinal engagement

Firm activities that are mostly based on multisensory, hedonic, and social benefits create customer attitudinal engagement with the firm (van Doorn et al., 2010). Here, the firm employs various programs, events, or activities to directly influence customer engagement (Vivek et al., 2012) and, cover the deficiencies of functional initiatives by providing a

pleasant experience for customers (Harmeling et al., 2017) and influence customers' attitudinal engagement with firms. Thus, we expect:

H₈: Experiential initiative is positively related to attitudinal engagement.

3.3. Organic and promoted pathways association

3.3.1. Functional and experiential initiative and perceived value

Functional and experiential initiatives also have an indirect effect on engagement. We define the indirect effect for these two variables as they facilitate instant short-term customer engagement and also create long-term customer engagement (Harmeling et al., 2017). Although research in firm-initiated engagement is limited to the direct influence of these initiatives on customer engagement (Ryu & Feick, 2007; Wirtz et al., 2019), we predict that through perceived value, functional and experiential initiatives will indirectly influence customer engagement over time. Functional and experiential initiatives can be utilitarian and hedonic, increasing customers' received value of their relationship and influencing customers' perceived value. Thus, we expect:

H₉: (a) Functional and (b) experiential initiative are positively related to perceived value.

3.4. Customer engagement and outcomes

3.4.1. Attitudinal and behavioural engagement

As noted earlier, customer engagement comprises attitudes and behaviours that go beyond purchase (Lemon & Verhoef, 2016). While customer engagement behaviour definition indicates attitudinal engagement as a driver of behavioural engagement (van Doorn et al., 2010), the relationship between them has not been sufficiently studied. In a related area, employee engagement studies show that attitudinal engagement occurs before behavioural engagement and is the prerequisite of the behavioural component (Saks, 2006). It seems

unwise for an organization to start developing behavioural engagement when attitudinal engagement is not present (Shuck & Wollard, 2010). Thus, we expect:

H₁₀: Attitudinal engagement is positively related to behavioural engagement.

3.4.2. Attitudinal engagement and loyalty

Loyalty is defined as a customer's positive attitude and behaviour toward a brand, and it is manifested in a customer's tendency to repurchase a preferred brand (Oliver, 1999). The loyalty chain holds that customer loyalty starts from cognitive loyalty as an information component, then turns to affective loyalty and finally leads to behavioural loyalty (Oliver, 1999). In this chain, only attitudinal engagement, through cognitive and affective loyalty, could influence loyalty. In other word, attitudinal engagement enhances favourable attitudes toward a firm or accelerates the transition from attitudinal to behavioural loyalty (Harrigan et al., 2018; So, King, Sparks, & Wang, 2016). In this regard, research has shown how higher brand engagement in self-concept as an attitudinal component of customer engagement leads to higher customer loyalty (Spratt, Czellar, & Spangenberg, 2009). Thus, we expect:

H₁₁: Attitudinal engagement is positively related to loyalty.

3.4.3. Behavioural engagement and firm performance

Firm performance comprises a firm's actual and objective performance enhancement such as sales, profit, and share of wallet (Palmatier et al., 2006) and originates from customer-firm long-term relationships (Palmatier et al., 2007) and firm engagement activities (Beckers et al., 2018; Harmeling et al., 2017). Business performance indicates firm financial improvement, while engagement behaviour is related to non-financial and non-transactional attitude and behaviour (van Doorn et al., 2010). In contrast to the engagement-loyalty relationship, behavioural engagement has the potential to directly influence firm performance (Verhoef et al., 2010). In this sense, engagement behaviours

such as referral of a new customer or providing positive reviews in social media enhance firm performance (Kumar & Pansari, 2016). Thus, we expect:

H₁₂: Behavioral engagement is positively related to performance.

3.5. Potential moderators

3.5.1. Engagement context: online versus offline

The emergence of internet-based channels extends customer–firm interaction from face to face and in a physical store to an online context (Steinhoff et al., 2019; Verma, Sharma, & Sheth, 2016). In both organic and promoted pathways, new technologies have empowered customers and facilitate customer participation in engagement behaviours (Wirtz et al., 2013). However, compared to the face to face context, the online context is not effective for creating an emotional bond between customers and the company (Steinhoff et al., 2019). In contrast, direct and face to face interaction with customers is a wide-ranging opportunity for firms to develop long-term relationships with customers and enhance their attitudinal engagement (Palmatier et al., 2006). Thus, we expect:

H₁₃: The positive effects of (a) commitment and (b) experimental initiative on attitudinal engagement are stronger in an offline than online context.

H₁₄: The positive effects of (a) commitment and (b) functional initiative on behavioural engagement are stronger in an online than offline context.

3.5.2. Industry type: service versus manufacturing

This variable moderates the direct antecedent of engagement and attitudinal and behavioural engagement differently in organic and promoted pathways. For the organic pathway, a customer in service contexts has an important role in the service production and delivery process (Kumar et al., 2019). In contrast, recent development in e-commerce have diminished the interaction between customers and firms in goods-based industries

and customers are able to buy products with one click (Steinhoff et al., 2019). Hence, in an organic engagement pathway customers are more involved with service-based firms than with manufacturing (Kumar & Pansari, 2016; Kumar et al., 2019), and this direct interaction with a customer provides numerous opportunities for firms to enhance their relationship with the customer and enhance customer engagement (Pansari & Kumar, 2016). However, in contrast to goods, services are intangible and inconsistent (Bowen, 1990). Therefore, it could be harder for firms to convince and encourage customer attitudinal and behavioural engagement directly and in a short time. The tangible and persistent nature of goods facilitates customer attitudinal and behavioural engagement formation. Thus, we expect:

H₁₅: The positive effects of commitment on (a) attitudinal and (b) behavioural engagement are stronger in the service than in the manufacturing industries.

H₁₆: The positive effects of (a) experiential initiative on attitudinal engagement and (b) functional initiative on behavioural engagement are stronger in the manufacturing than in the service industries.

3.5.3. Product type: hedonic versus utilitarian

Although all products have both hedonic and utilitarian characteristics, products can be categorized as primarily hedonic or utilitarian (Dhar & Wertenbroch, 2000). Utilitarian products such as banking products and services are mostly functional and instrumental, while hedonic products such as theme parks have experiential and sensorial value (Babin, Darden, & Griffin, 1994). Customers' tendency to develop and maintain their relationship is higher for hedonic than utilitarian products (Bowden, Gabbott, & Naumann, 2014). Therefore, in the organic pathway, customer engagement formation is easier for hedonic than for utilitarian products (Hollebeek, 2013). For promoted pathways, past studies show the customer has a higher tendency toward hedonic than utilitarian products and it has higher potential to influence customer attitudinal and behavioural response (Barari et al., 2020). Therefore, customer attitudinal and behavioural engagement in the promoted

pathway would be stronger for the hedonic than for the utilitarian product. Thus, we expect:

H₁₇: The positive effects of commitment on (a) attitudinal and (b) behavioural engagement are stronger for hedonic than utilitarian products.

H₁₈: The positive effects of (a) experiential initiative on attitudinal engagement and (b) functional initiative on behavioural engagement are stronger for hedonic than utilitarian products.

3.5.4. Cultural context

Power distance: It is the amount of individual acceptance of inequality in power, authority, or status in society (Hofstede, Hofstede, & Minkov, 2005). In countries with high power distance, hierarchy and distribution of power among people are important and accepted (Hofstede, 2001). In contrast, people in low power distance cultures do not accept and support hierarchy and power distribution in society (Hofstede, 2001). Hence, in high power distance countries, people like to find a way to send a signal to other people to show their status or power. Therefore, in both the organic and promoted pathways, customers with high power distance are expected to participate in attitudinal and behavioural engagement more than customers in low power distance countries (Gupta et al., 2018), because customers in high power distance cultures consider engagement as a way to send the signal of reputation and status to other customers (Samaha, Beck, & Palmatier, 2014). Thus, we expect:

H₁₉: The positive effects of commitment on (a) attitudinal and (b) behavioural engagement are stronger in cultures with higher power distance.

H₂₀: *The positive effects of (a) experiential initiative on attitudinal engagement and (b) functional initiative on behavioural engagement are stronger in cultures with higher power distance.*

Individualism: It reflects the extent to which individuals' priority is their personal goal, motivation, or desire, whereas collectivism gives priority to the group (Hofstede et al., 2005). People in individualistic cultures act on the basis of their personal needs whereas in collectivistic cultures behaviour is shaped by group goals rather than personal goals (Hofstede, 2001). In this regard, research in relationship marketing shows developing a customer–firm relationship is easier and more profitable in a collectivist culture than in an individualistic culture (Samaha et al., 2014). Although individualism could present difficulties in developing a long-term relationship, the relationship between the direct antecedent of engagement and customer engagement is stronger in an individualistic than in a collectivist culture in both organic and promoted pathways. In an individualist culture, customers base action on their personal goals, and when the relationship meets their needs, they like to do something to compensate for the direct and indirect benefits of their relationship with a firm. In this regard, previous research shows that customer engagement is more common in an individualistic culture than in a collectivistic culture (Gupta et al., 2018; Pick & Eisend, 2013). Thus, we expect:

H₂₁: *The positive effects of commitment on (a) attitudinal and (b) behavioural engagement are stronger in cultures with higher individualism.*

H₂₂: *The positive effects of experiential and functional initiative on (a) attitudinal and (b) behavioural engagement respectively are stronger in cultures with higher individualism.*

Masculinity: It refers to the extent to which “tough” (masculine) values rather than “tender” (feminine) values direct people's behaviour in society (Hofstede et al., 2005).

While the dominant value in a masculine culture is rationalism, relational values are prevalent in the feminine culture (Hofstede, 2001). The focus in the masculine culture is on competitiveness and achievement, whereas in the feminine culture reciprocity, mutuality, and benevolence guide people's behaviour (Hofstede et al., 2005). From this view, customer commitment to the relationship is higher in feminine cultures than in masculine cultures (Pick & Eisend, 2013) and feminine values encourage customers to reciprocate the direct or indirect benefits they received from their relationship with the firm (Samaha et al., 2014). The relationship between direct antecedents of engagement and attitudinal and behavioural engagement in both the promoted and organic pathways is expected to be higher in a feminine culture than in a masculine culture. Thus, we expect:

H₂₃: The positive effects of commitment on (a) attitudinal and (b) behavioural engagement are stronger in cultures with lower masculinity.

H₂₄: The positive effects of (a) experiential initiative on attitudinal engagement and (b) functional initiative on behavioural engagement are stronger in cultures with lower masculinity.

Uncertainty avoidance: It refers to the extent to which people in a culture tolerate an unknown or uncertain future (Hofstede et al., 2005). Individuals with high uncertainty avoidance avoid unpredictability and ambiguity because they feel this situation will threaten them (Hofstede, 2001). In contrast, people from low uncertainty countries have a more relaxed attitude toward unknown situations (Hofstede, 2001). It is expected that high uncertainty increases customers' tendency to develop a long-term and stable relationship with the firm to decrease the future unpredictability (Samaha et al., 2014). In contrast, engagement attitude and behaviour encourage the customer to engage in some behaviour that may increase future uncertainty. For instance, referring a new customer or writing a comment about firm performance may increase future unpredictability. The relationship between direct antecedents of engagement and attitudinal and behavioural engagement in

both the promoted and organic pathways is expected to be higher in a lower uncertainty avoidance culture than in a higher uncertainty avoidance culture. Thus, we expect:

H₂₅: The positive effects of commitment on (a) attitudinal and (b) behavioural engagement are stronger in cultures with lower uncertainty avoidance.

H₂₆: The positive effects of (a) experiential initiative on attitudinal engagement and (b) functional initiative on behavioural engagement are stronger in cultures with lower uncertainty avoidance.

3.6. Control variables

We define several control variables to ensure that the heterogeneity of the result is not because of these variables (Gremler et al., 2019). For sample characteristics, we control student versus non-student samples. Student samples are more homogenous than non-student samples, creating a bigger effect size and lower error variance (Blut & Wang, 2019). We also control the quality of the journal in which the article is published, because a high-quality journal has a rigorous process to ensure the quality of the publications (Hunter & Schmidt, 2004). Finally, we assess the publication status to control the difference between published and unpublished research. Researchers prefer to publish significant effects rather than insignificant effects (Hunter & Schmidt, 2004) and this preference may affect the meta-analysis results.

4. Methods

Systematic review papers can be of several types, namely – structured review focusing on widely used methods, theories and constructs (Canabal & White III, 2008; Kahiya, 2018; Paul & Singh, 2017; Rosado-Serrano, Paul, & Dikova, 2018, Paul, 2019), framework-based (Paul & Benito, 2018), hybrid-narrative with a framework for setting future research agenda (Dabić et al., 2020; Kumar, Paul, & Unnithan, 2019; Paul, Parthasarathy, & Gupta, 2017), theory-based review (Gilal, Zhang, Paul, & Gilal, 2019; Paul & Rosado-Serrano, 2019), meta-

analysis (Rana & Paul, 2020; Knoll & Matthes, 2017), bibliometric review (Randhawa, Wilden, & Hohberger, 2016), and review aiming for model/framework development (Paul & Mas, 2019). This research adopted a meta-analysis approach to review customer engagement behaviours literature which is considered an effective way to expand the boundaries of a research domain (Grewal, Puccinelli, & Monroe, 2018). In contrast to narrative literature review methods, meta-analysis allows us to statically integrate and synthesise previous researches in customer engagement behaviour to resolve inconsistency and create accumulate knowledge in this area (Palmatier, Houston, & Hulland, 2018)

4.1. Data collection and coding

To collect the required data, we followed several approaches. First, to identify relevant studies, we selected several electronics databases: ABI/INFORM Global, Business Source Complete, ProQuest Digital Dissertations, Scopus, SSRN, and Google Scholar. For the search terms we used the keywords “customer engagement,” “brand engagement,” “consumer engagement,” and “user engagement” to include all research related to customer engagement literature. These key terms were combined with related keywords such as “brand community,” “fan page,” “social media,” “Facebook,” “mobile,” “virtual,” “gamification,” “artificial intelligence,” “augmented reality,” “event marketing,” “referral marketing,” and “engagement marketing” to cover related research in this area. Moreover, we included in our search process all types of empirical publications, such as peer review research, book chapters, dissertations, conference papers, and working papers. We also did manual searches using the title and abstract of articles published in top journals in marketing and management. Finally, we checked the reference list of articles related to customer engagement in top journals and articles that have a high citation rate in Google Scholar to find articles related to our research (Frigerio et al., 2020).

After completing the search process, we applied some inclusion and exclusion criteria to restrict our research. First, we considered only research that studied antecedents and consequences of individual (i.e., customer, consumer, or user) engagement with a

firm/brand or related touchpoints (i.e., brand community, mobile application) that resulted in customer engagement with a firm. Thus, we excluded individual engagement with objects that were not related to customer engagement (student engagement, employee engagement) or customer engagement with specific firm (i.e., place engagement, city engagement). Second, as the term “engagement” is very common in various research areas, we included only research that provides solid conceptual and operational definitions of the customer engagement concept to assess their relevancy to our research. Third, we included only empirical research report correlation matrices or other statistical information (e.g., standardized regression coefficients, t-values) that we could use to calculate a correlation coefficient. Therefore, we excluded theoretical papers, qualitative investigations, and quantitative studies that did not report findings of antecedents or outcomes of customer engagement. Applying research criteria led to 184 records with 196 effect sizes that meet all our criteria (Appendix B).

To code these studies, we developed a coding protocol that included a detailed coding manual with descriptions of each variable (Table 2). An independent coder who was an expert in the engagement area and not involved in this research was hired to check the quality of the coding. Overall inter-coder agreement is higher than 95%, confirming coding quality. Differences in coding were resolved through discussion. When a single study used the same sample to provide more than one effect size for the same relationship, we used an average to calculate the effect size. When a study reported multiple effect sizes for the same relationship, but these were independent, we included them as separate effect sizes.

Table 2 Constructs definition and aliases

Constructs	Definitions	Common aliases	Representative papers
Perceived quality	Customer's judgment of a firm offering's overall excellence or superiority.	Product and service perception, product quality, service quality, experience quality.	Zeithaml, Berry, and Parasuraman (1996)
Perceived value	Customer's perceived positive benefits from the firm offering.	Hedonic value, utilitarian value, social value, economic value, experiential value, perceived value.	Zeithaml et al. (1996)
Functional initiative	The firm-initiated activities in which various economic incentives are employed to promote customer engagement behaviour.	Referral program, referral campaign, word of mouth program.	Beckers et al. (2018); Harmeling et al. (2017)
Experiential initiative	The firm-initiated activities in which various hedonic and social benefits are employed to enhance attitudinal engagement.	Experiential marketing, event marketing, gamification	Harmeling et al. (2017)
Satisfaction	The positive affective or emotional state resulting from the appraisal of the firm offering.	Satisfaction with the relationship, product or service.	Geyskens and Steenkamp (2000)
Trust	Confidence in the reliability and integrity of a service provider.	Trustworthiness, credibility, benevolence, honesty.	Morgan and Hunt (1994)
Commitment	Desire and willingness to maintain a valued relationship with the firm in different touchpoints.	Affective and behavioural commitment, obligation, normative commitment.	Morgan and Hunt (1994)
Attitudinal	A customer's level of brand-related thought processing and/or brand-related effect in a particular consumer/brand interaction elaboration.	Cognitive and emotional engagement, emotional bonding and emotional attachment.	Hollebeek, Glynn, and Brodie (2014)
Behavioural	A customer's level of energy, effort and time spent on a brand in a particular consumer/brand interaction.	Engagement behaviours, customer referral, word of mouth, user-generated content.	Hollebeek et al. (2014)
Loyalty	A collection of attitudes aligned with a series of purchase behaviours that systematically favour one entity over competing entities.	Brand loyalty, attitudinal loyalty, purchase intention, re-purchase intention	Oliver (1999)
Firm performance	Firm measurable performance enhancements.	Sales, market share, the share of wallet, profitability.	Watson et al. (2015)

4.2. Effect size calculation

As most research in customer engagement reports the correlation matrix, the correlation coefficient is used to calculate the effect size. If the publication did not report this coefficient, the regression coefficient and Peterson and Brown (2005) formula are used to transform the beta coefficients to the correlation coefficient. The Hunter and Schmidt (2004) approach and random-effects model are employed to calculate the effect size. In the first step, effect sizes were corrected for measurement error. Each correlation was divided by the square root of the product of the reliabilities of the independent and dependent variables, and after adjustment of the correlation for measurement error, the sample size was used to weight correlations (Iyer, Blut, Xiao, & Grewal, 2019) (Appendix C). The reliability-adjusted and sample size-weighted correlation is used to pool the correlation matrix for the structural equation model and moderator analysis. Q-statistic test and I^2 statistics are used to test the homogeneity of effect sizes. The significance of Q-statistic and the percentage higher than 75% of I^2 statistics indicate the variance in effect size distribution (Rana & Paul, 2020). Finally, to address the file-drawer problem, Rosenthal (1979) formula is used to calculate fail-safe Ns (FSNs) (Appendix D).

4.3. Structural equation modelling

We used the meta-analytic structural equation modelling procedure to assess the research framework and test the hypotheses, except the moderator analysis. As the sample size in the individual research is not large enough, the statistical power of rejecting incorrect models in structural equation modelling is not high. Thus, reported models in the literature may not be the correct models or the best models (Grewal et al., 2018). Meta-analytic structural equation modelling helps researchers to test different models and demonstrate the superiority of one type of process or mechanism over another (Grewal et al., 2018). All effect sizes ($k = 196$) considered in this analysis and reliability-adjusted and sample size-weighted correlations ($N = 146,380$) are used to create the pooled correlation matrix as input for structural equation model. Similar to previous meta-analysis procedures (Blut & Wang, 2019), missing correlations, especially the correlations between functional and

experiential initiatives and service quality and relationship quality components, were filled by correlations of related researches.

4.4. Moderator analysis

Following previous research (Iyer et al., 2019; Samaha et al., 2014), we employed a random-effects regression model to study the role of moderators in our model. Hence, reliability-adjusted and sample size-weighted correlations are considered as dependent variables and moderator variables as independent variables to explain the variability in the effect sizes. On the basis of our conceptual model, we conduct two separate regression models for attitudinal and behavioural engagement. In both models, engagement context (1 = face to face, 0 = online), industry type (1 = service vs. 0 = manufacturing), and product type (1 = hedonic, 0 = utilitarian) were defined as dummy variables. The cultural context is considered a continuous variable. Hofstede et al. (2005) score of cultural dimensions (power distance, individualism, masculinity, uncertainty avoidance) is used to measure cultural context as a moderator (ranging from 1 to 100).

5. Results

5.1. Descriptive statistics

Table 3 provides the descriptive analysis. Attitudinal and behavioural engagement both have a positive correlation with antecedents, moderators, and outcome variables. Most correlations are stronger for attitudinal engagement than for behavioral engagement. The result of the Q-test for all pair correlations is significant, which indicates heterogeneity among effect sizes. Similarly, the I^2 test for all pair correlations is higher than 75%, which shows heterogeneity between studies. The analysis shows that all FSNs for all pairs' correlations are higher than Rosenthal (1979) suggested threshold ($5k + 10$) and assures the robustness of the findings against publication bias. In addition, the symmetric funnel plot analysis indicates that publication bias is unlikely. Finally, the exclusion of sample size and effect size outliers does not affect the study results.

Table 3 Descriptive statistics for customer engagement framework

Relationship	k	N	r _{cw}	LCI	UCI	Q	I ²	FSN
Attitudinal engagement (AE)								
Perceived quality ↔ AE	16	6,436	.46	.43	.57	208*	93%	7794
Perceived value ↔ AE	49	32,619	.60	.47	.59	2220*	98%	7034
Satisfaction ↔ AE	23	10,317	.52	.44	.59	625*	96%	516
Trust ↔ AE	20	7,325	.48	.42	.59	454*	96%	892
Commitment ↔ AE	22	7,534	.60	.54	.69	565*	96%	2068
Experiential ↔ AE	11	1,331	.51	.42	.65	47*	89%	722
Loyalty ↔ AE	63	25,492	.52	.51	.59	1652*	96%	9267
Behavioural engagement (BE)								
Perceived quality ↔ BE	30	59,64	.27	.37	.49	828*	96%	4892
Perceived value ↔ BE	72	41,164	.50	.43	.52	2229*	97%	7671
Satisfaction ↔ BE	42	66,089	.57	.40	.50	1388*	97%	914
Trust ↔ BE	25	8,791	.44	.39	.54	513*	95%	3630
Commitment ↔ BE	26	9,082	.53	.53	.56	815*	97%	1868
Functional ↔ BE	16	5,329	.36	.36	.40	298*	95%	3017
Performance ↔ BE	11	3,116	.48	.40	.79	760*	99%	4556
AE ↔ BE	56	23,855	.56	.52	.60	1365*	96%	3009

K: number of effect sizes; N: cumulative sample size; r_{cw}: reliability adjusted and sample size weighted correlation; LCI: 95%- lower confidence interval; UCI: 95%-upper confidence interval; Q=Q statistic; I²=I²-statistic; FSN=fail-safe N, Note: *p < .01 (r_{cw}: two-tailed)

5.2. Results of a structural equation modelling

In accordance with prior work (Pick & Eisend, 2013), we employed a chi-square difference test ($\Delta\chi^2/df$) to reach an optimal model. To do so, we developed alternative models based on our framework in Fig. 1 and compared the results with the original model. First, we created a direct relationship between perceived quality and perceived value with attitudinal and behavioural engagement to test their direct effect on customer engagement. The result indicates a decrease in chi-square in comparison to the original model ($\Delta\chi^2/df = -1519.62$). Moreover, we put all relationship quality dimensions (satisfaction, trust, and commitment) as a direct mediator between antecedents and both attitudinal and behavioural engagement. Again, the result indicates a decrease in chi-square compared to our original model ($\Delta\chi^2/df = -361.367$). Finally, the result of our customer engagement behaviour framework testing is presented in Fig 2.

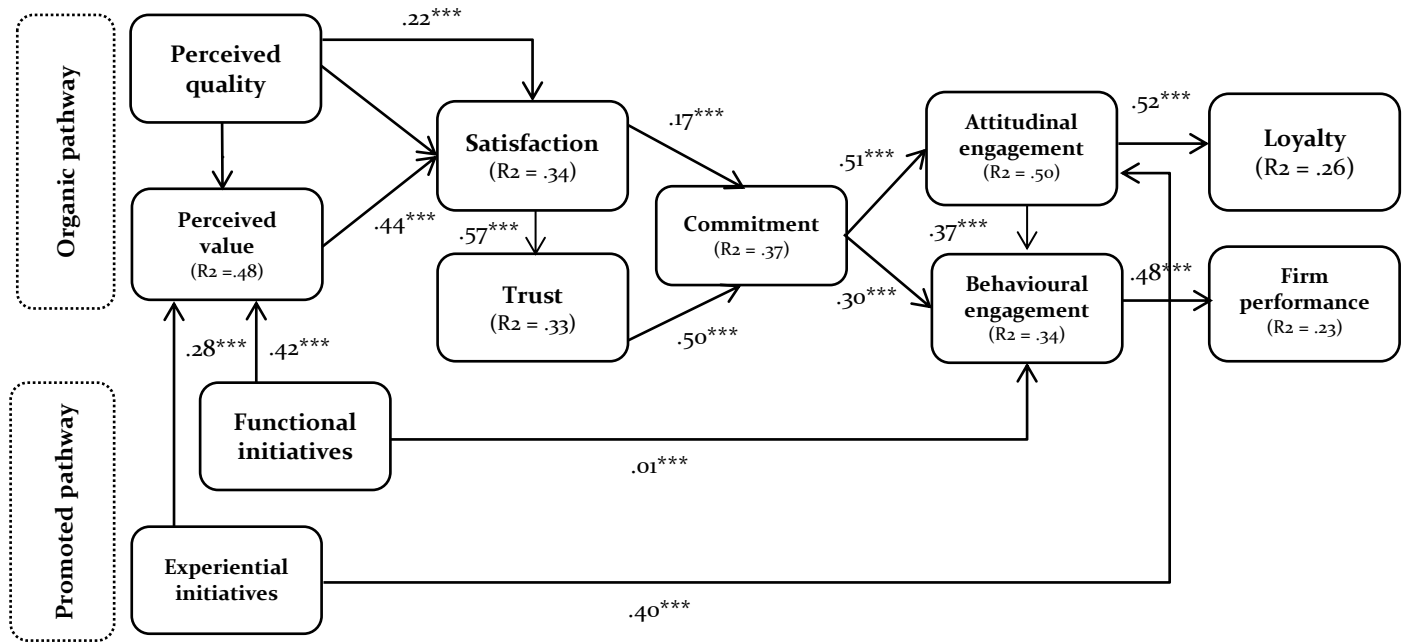


Fig. 2 Path model results (Note: *** $p < .01$)

5.2.1. Organic pathway

As can be seen in table 4, in the organic pathway perceived quality has a direct and significant impact on both perceived value (H₁; $\beta = .29$) and satisfaction (H₂; $\beta = .22$). However, this effect is higher for the perceived quality–value linkage than the perceived quality–satisfaction linkage ($\beta_{\text{quality-value}} = .29 > \beta_{\text{quality-satisfaction}} = .22$). In addition, perceived value has a significant effect on customer satisfaction (H₃; $\beta = .44$), and compared to perceived quality, it is a better predictor of customer satisfaction ($\beta_{\text{value-satisfaction}} = .44 > \beta_{\text{quality-satisfaction}} = .22$). For relationship quality components, satisfaction is a significant predictor of both trust (H_{4a}; $\beta = .57$) and commitment (H_{4b}; $\beta = .17$), and this effect is higher for satisfaction–trust than for satisfaction–commitment ($\beta_{\text{satisfaction-trust}} = .57 > \beta_{\text{satisfaction-commitment}} = .17$). Like satisfaction, trust has a significant effect on commitment (H₅; $\beta = .50$). However, trust is a much better predictor of commitment than satisfaction ($\beta_{\text{Trust-commitment}} = .50 > \beta_{\text{satisfaction-commitment}} = .17$). Among the relationship quality components, only commitment has a direct and significant effect on both attitudinal (H_{6a}; $\beta = .51$) and

behavioral engagement (H6b; $\beta = .30$), and this effect is stronger for the commitment–attitudinal engagement linkage than for the commitment–behavioral engagement linkage ($\beta_{\text{commitment-attitudinal}} = .51 > \beta_{\text{commitment-behavioral}} = .30$).

Table 4 Hypothesis testing results

Hypothesis	Structural paths	β -value	p-value	Findings
H ₁	Perceived quality → Perceived value	.29	***	Supported
H ₂	Perceived quality → Satisfaction	.22	***	Supported
H ₃	Perceived value → Satisfaction	.44	***	Supported
H _{4a}	Satisfaction → Trust	.57	***	Supported
H _{4b}	Satisfaction → Commitment	.17	***	Supported
H ₅	Trust → Commitment	.50	***	Supported
H _{6a}	Commitment → Attitudinal engagement	.51	***	Supported
H _{6b}	Commitment → Behavioural engagement	.30	***	Supported
H ₇	Functional initiative → Behavioural engagement	.01	***	Supported
H ₈	Experiential initiative → Attitudinal engagement	.40	***	Supported
H _{9a}	Functional initiative → Perceived value	.42	***	Supported
H _{9b}	Experiential initiative → Perceived value	.28	***	Supported
H ₁₀	Attitudinal engagement → Behavioural engagement	.37	***	Supported
H ₁₁	Attitudinal engagement → Loyalty	.52	***	Supported
H ₁₂	Behavioural engagement → Performance	.48	***	Supported

Note: ***p < .01

5.2.2. Promoted pathway

From table 4, in the promoted pathway, functional and experimental initiatives have dual functions in our model. The functional initiative has a direct and significant effect on behavioural engagement (H7; $\beta = .01$) and the experiential initiative has a direct and significant impact on attitudinal engagement (H8; $\beta = .24$). However, the relationship between experimental initiative and attitudinal engagement is much stronger than that for functional initiative and behavioural engagement ($\beta_{\text{Experiential-attitudinal}} = .40 > \beta_{\text{Functional-behavioural}} = .01$). For the indirect effect in the promoted pathway, the effect of both functional initiative (H9a; $\beta = .42$) and experimental initiative (H9b; $\beta = .28$) on perceived value is significant. In contrast to the direct effect, in the indirect effect the experimental initiative–

attitudinal engagement linkage is stronger than the functional initiative–behavioral engagement linkage ($\beta_{\text{Functional-value}} = .42 < \beta_{\text{Experiential-value}} = .28$).

5.2.3. Engagement and its consequences

As predicted in the research framework, table 4 indicates attitudinal engagement has a significant effect on behavioural engagement (H_{10} ; $\beta = .37$). and this effect is higher than the impact of commitment on behavioral engagement ($\beta_{\text{attitudinal - behavioral}} = .37 > \beta_{\text{commitment-behavioral}} = .30$). Moreover, attitudinal engagement is a significant driver of customer loyalty (H_{11} ; $\beta = .52$) and behavioural engagement has a significant effect on firm performance (H_{12} ; $\beta = .48$).

5.3. Results of moderator analysis

Table 5 indicates the influence of moderator variables on linkages between attitudinal and behavioural engagement and its direct drivers.

Table 5 Results of moderator analysis

Moderators	Organic pathway		Promoted pathway	
	Commitment → AE	Commitment → BE	Experiential initiative → AE	Functional initiative → BE
Engagement context				
Online (vs. offline)	-.026*	.397**	-.132*	.205*
Industry type				
Services (vs. manufacturing)	.049	.102	-.0212**	-.351**
Product type				
Hedonic (vs. utilitarian)	.311**	.325**	.0564*	.0303*
Cultural context				
Power distance	-.002	.074**	-.001	.010*
Individualism	.0118**	.088**	.132**	0.080*
Masculinity	-.055**	-.185**	-.0876**	-.022***
Uncertainty avoidance	-.0206**	-.042**	-.0342**	-.010**
R-Square	46%	49%	47%	43%

AE (Attitudinal engagement) and BE (Behavioural engagement)

Note: *p < .1, **p < .05, ***p < .01

5.3.1. Engagement context

As expected, for engagement context, the relationships between commitment and attitudinal engagement (H13a; $\beta = -.026$) and experiential and attitudinal engagement (H14a; $\beta = -.132$) are significantly stronger in the offline than the online context. In contrast, the commitment behavioural engagement (H13b; $\beta = .397$) and functional behavioural engagement (H14b; $\beta = .205$) relationships are significantly higher in the online than the offline context. Therefore, the online context is more effective in behavioural engagement formation and the offline context is more effective for attitudinal engagement development.

5.3.2. Industry type

In the organic pathway, the linkages between commitment and attitudinal engagement (H15a; $\beta = .049$) and commitment and behavioural engagement (H15b; $\beta = .102$) are higher for the service industry than for manufacturing, although they are not significant. In the promoted pathway, both experiential and attitudinal engagement (H16a; $\beta = -.0212$) and functional and behavioural engagement (H16b; $\beta = -.351$) linkages are significantly higher in manufacturing than in the service industry. The result indicates that industry type as a moderator is only significant in promoted engagement and its effectiveness is higher in the manufacturing than in the service industries.

5.3.3. Product type

The relationships between commitment and attitudinal engagement (H17a; $\beta = .311$) and commitment and behavioural engagement (H17b; $\beta = .325$) in the organic pathway are positive and significant. In the promoted pathway, the linkages between experiential and attitudinal engagement (H18a; $\beta = .0564$) and functional and behavioural engagement (H18b; $\beta = .0303$) are higher among hedonic than utilitarian products. Patterns are consistent in the product type moderation effect in both the organic and promoted pathways, indicating that customer engagement is greater for hedonic products than

utilitarian products. Also, these relationships are much stronger in the organic than the promoted pathway.

5.3.4. Cultural context

In the organic pathway, power distance significantly and positively moderates the relationship between commitment and behavioural engagement (H19b; $\beta = .074$), but this relationship is not significant for commitment and attitudinal engagement (H19a; $\beta = -.002$). Similarly, in the promoted pathway, the relationship between functional initiatives and behavioural engagement (H20b; $\beta = .010$) is significantly moderated by power distance, but moderation is not significant for the experiential and attitudinal engagement linkage (H20a; $\beta = -.001$). Therefore, power distance as a moderator is the only effect for the relationships between direct antecedent of engagement and behavioural engagement. In the organic pathway, individualism significantly and positively moderates the relationships between commitment and attitudinal engagement (H21a; $\beta = .0118$) and commitment and behavioural engagement (H21b; $\beta = .088$). Similarly, in the promoted pathway, experiential and attitudinal engagement relationships (H22a; $\beta = .132$) and functional and behavioural engagement relationships (H22b; $\beta = 0.080$) are significantly and positively moderated by individualism. The result indicates that in both pathways, customer engagement formation is more effective in individualistic countries than in collectivistic countries. In the organic pathway, an increase in masculinity's negative moderation of the relationships between commitment and attitudinal engagement (H23a; $\beta = -.055$) and behavioural engagement (H23b; $\beta = -.185$). Similarly, in the promoted pathway, individualism significantly and negatively moderates the relationship between experiential initiatives and attitudinal engagement (H24a; $\beta = -.0876$) and functional initiatives and behavioural engagement (H24b; $\beta = -.022$). These results confirm that in both promoted and organic pathways, attitudinal and behavioural engagement formation is more effective in a feminine than in a masculine culture. Finally, in both the organic and promoted pathways, uncertainty avoidance significantly and negatively moderated relationships between commitment and altitudinal engagement (H25a; $\beta = -.0206$), commitment and

behavioural engagement (H25b; $\beta = -.042$), experimental initiatives and attitudinal engagement (H26a; $\beta = -.0342$), and functional initiatives and behavioural engagement (H26b; $\beta = -.010$). This result indicates that customer engagement formation in both the organic and promoted pathways is more effective in countries with a low uncertainty avoidance context than in countries with a high uncertainty context.

5.3.5. Control variables

The analysis of the control variables indicates there is no significant difference between student and non-student samples. Furthermore, publication outlet quality does not moderate the relationship between the direct antecedent of engagement and both attitudinal and behavioural engagement. Finally, the result of the publication status as the third control variable shows that this variable does not have a significant moderation effect. In conclusion, we did not find any particular pattern for the defined control variables.

6. Discussion

Our research has several theoretical implications and contributes notably to the customer engagement literature. Additionally, our findings have implications for marketing managers. We summarize our main research findings and theoretical and managerial implications in Table 6.

Table 6: Summary of research findings and implications

Key findings	Research and managerial implications
<p>Organic pathway Perceived quality and value indirectly and through relationship quality influence customer engagement. Satisfaction and trust as two relationship quality components through commitment influence attitudinal and behavioural engagement.</p>	<p>Customer engagement formation in organic pathway requires a long-term investment in which only customer commitment in this process is a direct predictor of attitudinal and behavioural engagement</p>
<p>Promoted pathway Functional and experiential initiatives have a direct and indirect effect on customer engagement. Experiential initiatives have mostly direct while functional initiatives have a mostly</p>	<p>Direct firm-initiated engagement is more effective in attitudinal than behavioural engagement formation. Evaluating functional and experiential initiatives</p>

indirect (through perceived value) influence on customer engagement.

Attitudinal and behavioural engagement

Customer engagement includes attitudinal and behavioural engagement in which attitudinal engagement is a direct predictor of behavioural engagement.

Outcome

Attitudinal engagement influence loyalty and behavioural engagement impact on firm performance.

Moderator

In both organic and promoted pathway, behavioural engagement formation is more effective in online but attitudinal in the face to face context.

Although industry type is not an effective moderator for organic pathway, surprisingly promoted engagement is more effective in manufacturing than service context.

Customer engagement formation in both promoted and organic pathways is higher in hedonic than utilitarian products and services.

In both promoted and organic pathways, customer engagement will increase in cultures with higher power distance, higher individualism, lower masculinity, and lower uncertainty distance.

effectiveness require to consider their dual effect on customer engagement.

Customer engagement is a multidimensional concept and engagement formation requires a focus on both components especially attitudinal engagement.

The relationship between engagement and its outcomes is limit to attitude-loyalty and behaviour-performance linkage.

Customer engagement formation in online and offline context completes each other to optimizing engagement formation.

In promoted strategy, compare to manufacture, direct engagement strategies less effective for service providers

Focusing on the hedonic characteristics of products and services is a great opportunity for firms to develop customer engagement.

Cultural context considers as important customer engagement moderator in which people from different countries have various tendencies to engage with the firm.

6.1. Theoretical implications

Testing our conceptual model revealed several important implications for customer engagement behaviour literature, especially with respect to organic and promoted engagement pathways.

In the organic pathway, engagement formation takes place over time and is the result of a high-quality relationship between customer and firm. These findings align with results of prior research (Bowden, 2009; Hollebeek, 2011) on the role of relationship quality (satisfaction, trust, and commitment) as a mediator of customer engagement. Moreover, our model supports previous models (Pansari & Kumar, 2016), in which customer

experience and satisfaction are important predictors of customer engagement. However, we covered all relevant variables as antecedents and mediators in the model to provide a more comprehensive view of this concept in organic pathway. In contrast to Vivek et al. (2012), we include perceived value, trust, and commitment as antecedents of customer engagement behaviour and not as the outcome of engagement. However, customer engagement behaviour formation is an ongoing process (Bowden, 2009; Sashi, 2012), and perceived quality, perceived value, and relationship quality could be considered to be an antecedent of customer engagement. Moreover, the model has similarities to relationship marketing models (Aurier & N'Goala, 2010; Palmatier et al., 2006), in which variables such as satisfaction, trust, and commitment directly influence customer purchase-related behaviour. However, in our model, only commitment as a component of relationship quality has a direct impact on engagement as customer non-purchase attitude and behaviour (Brodie et al., 2011; Hollebeek, 2011).

In the promoted engagement pathway, functional and experiential initiatives influence customer engagement directly and indirectly through perceived value. Previous research in firm-initiated engagement has merely focused on the direct impact of firm-initiated activities on engagement (Ryu & Feick, 2007; Tafesse, 2016; Wirtz et al., 2019). However, the current research indicates that the effect of functional and experiential initiatives is not limited to direct effects and that they are connected to the organic pathway through perceived value. Moreover, the direct effect of experiential initiatives is much stronger than functional initiatives. Functional initiatives are short-lived and sometimes are not cost-effective for directly influencing engagement behaviours, leaving the experiential initiative as more effective in engagement formation (Harmeling et al., 2017). In contrast to the direct effects, the indirect effect of functional initiative is more effective than experiential initiatives. Compared to the intangible nature of experiential initiatives, the tangible and utilitarian nature of functional initiatives has a higher impact on customer perceived value. These findings provide a better picture of the dual impact of firm-initiated engagement activities on attitudinal and behavioural engagement.

This study also provides insight into attitudinal and behavioural components of customer engagement and the relationship between them. Although the customer engagement behaviour literature supports the motivational driver of engagement behaviour (Lemon & Verhoef, 2016; van Doorn et al., 2010), the importance of behavioural engagement for firm performance encourages researchers to focus primarily on this component (Kumar & Pansari, 2016; Pansari & Kumar, 2016). While we confirm the importance of behavioural engagement, attitudinal engagement seems critical to engagement formation. In both organic and promoted engagement, the relationship between commitment and experimental initiatives with attitudinal engagement is much stronger than the commitment and functional-behavioural engagement linkage. Engagement formation seems to require more focus on attitudinal components than on behavioural components. Moreover, research in customer engagement has not studied the relationship between engagement components. Much as in employee engagement (Saks, 2006; Shuck & Wollard, 2010), attitudinal engagement is an important pre-condition of behavioural engagement. Again, these findings highlight the influential role of attitudinal engagement in customer engagement formation.

Our results confirm that the relationships between attitudinal and behavioural engagement and its outcomes (e.g., customer loyalty and firm performance) are limited to attitudinal engagement-loyalty and behavioural engagement-firm performance. On the basis of the cognitive-affective-behaviour hierarchy (Oliver, 1999), we confirmed only attitudinal engagement as a logical predictor of customer loyalty. Similarly, for the relationship between engagement and firm performance, our findings indicate that only behavioural engagement has the potential to directly influence firm performance (Beckers et al., 2018; Kumar & Pansari, 2016) and the impact of attitudinal engagement on performance is indirectly through behavioural engagement. These findings provide a better picture of the relationship between engagement and its outcomes.

Furthermore, the moderator analysis indicates that the majority of the defined variables significantly moderated the relationship between the direct antecedent of

engagement and customer engagement in both the organic and promoted pathways. Our research provides important insights into the effectiveness of engagement formation in an online compared to offline context, indicating that in both the organic and promoted pathways, a face to face context is more effective for developing attitudinal engagement but the online context is more suitable for behavioural engagement. The online context is less effective than face to face interaction to create an emotional bond with a customer (Steinhoff et al., 2019; Verma et al., 2016). In contrast, new technologies, especially social media, empower the customer to participate in engagement behaviours (Brodie et al., 2013).

For industry type as moderator, in contrast to research in customer engagement (Kumar et al., 2019; Pansari & Kumar, 2016), we found no significant differences between service and manufacturing industries in engagement formation. This finding indicates an organic pathway, as service industries have no advantage over manufacturing in customer engagement formation. In the promoted pathway firm-initiated engagement activities are more effective in manufacturing than in the service industry. In contrast to goods, the intangible and inconsistent nature of service (Bowen, 1990) seems to impede the influence of functional and experiential initiatives on customer engagement formation. For product type as moderator, in both organic and promoted pathways, product type significantly moderates the relationship between direct antecedents of engagement and customer engagement, in which engagement is much stronger in hedonic than utilitarian products. These results confirm research findings of the role of hedonic products in enhancing customer–firm relationships (Barari et al., 2020) and customer engagement (Hollebeek, 2013).

The result of examining cultural context as a moderator provides great insight into customer engagement from a cross-cultural perspective. In both organic and promoted pathways, an increase in power distance scores will strengthen the influence of direct antecedents of engagement and customers' tendency to participate in engagement behaviours. This finding confirms the role of engagement behaviour as a signal of expertise and status to others (Gupta et al., 2018; Samaha et al., 2014). Moreover, in both organic and

promoted pathways, engagement is higher in individualism than collectivism. These relationships differ from relationship marketing findings, in which developing and maintaining the relationship with the customer is easier in the collectivist than in the individualistic culture (Samaha et al., 2014). Customers in individualistic cultures seem to have a trade-off view of their interaction with the firm (Pick & Eisend, 2013). Therefore, when they have a high-quality relationship with a firm (i.e., an organic pathway) or have received benefits from the firm (i.e., the promoted pathway), their tendency to engage is higher than in collectivist cultures. For masculinity, in both the organic and promoted pathways, the relationships between attitudinal and behavioural engagement and their antecedents are stronger in feminine than in masculine cultures. In a feminine culture, people are more reciprocal and more relationship-oriented than in a masculine culture (Pick & Eisend, 2013), boosting the role of relationship quality and firm initiatives in engagement formation. Finally, engagement is higher among low uncertainty cultures in both the organic and promoted pathway. Although the relationship marketing literature indicates that relationship development reduced customer future uncertainty (Samaha et al., 2014), engagement seems to increase customer uncertainty. Customer engagement requires risky attitudes and behaviour, such as referring a new customer or writing a comment on social media. Therefore, an increase in uncertainty avoidance will decrease effectiveness of engagement formation.

6.2. Managerial implications

Our customer engagement behaviour model provides some key insights for marketing managers to consider in developing and implementing their engagement strategy (Table 6). For practitioners, the findings reveal two main strategies to influence customer engagement: organic and promoted strategies. The organic strategy considers the firm's long-term investment in its relationship with the customer to form attitudinal and behaviour engagement. In this strategy, marketing managers should be aware of the role of offering quality in customer perceived value and the effect of these two aspects of their value proposition on customer satisfaction. Marketing managers could employ

technological advancement, especially in a social media brand community, to enhance customer perceived quality and value of the firm's value proposition. For instance, the online brand community provides diverse unique benefits that improve customers' experience of the firm's product and services (Gummerus, et al., 2012; Wirtz et al., 2013). However, perceived quality and value are not sufficient for engagement formation, which requires enhancing relationship quality. In this regard, previous research in relationship marketing (Aurier & N'Goala, 2010; Palmatier et al., 2006) and online relationship marketing (Steinhoff et al., 2019; Verma et al., 2016) provides guidelines for developing and maintaining customer relationships. Also, marketing managers should be aware that only commitment has a direct impact on customer engagement (Brodie et al., 2011; Hollebeek, 2011). Therefore, marketing managers should have a detailed plan for choosing appropriate customer segments for engagement formation over time.

In the promoted strategy, the marketing manager has the ability to influence customer engagement directly by employing functional and experiential initiatives. While experiential initiatives are quite effective in creating attitudinal engagement, functional initiatives have a very weak influence on behavioral engagement. If marketing managers evaluate their promoted strategy on the basis of short-term influence, they should invest more in experiential initiatives in the form of a game or event, especially in social media, to indirectly and through attitudinal engagement influence customer engagement behaviour. Moreover, in organic pathways functional and experiential initiatives through perceived value influence customer engagement. Therefore, marketing managers could combine their organic and promoted engagement strategies in which they target their current customers with a well-established relationship. This approach could create synergy between these two engagement strategies and optimize customer engagement attitude and behaviour.

From an empirical perspective, customer engagement is equal to behavioural engagement. However, the marketing manager should know that complete and sustainable customer engagement requires a focus on both components of engagement, but especially

attitudinal engagement, because in both organic and promoted pathways it is easier to form attitudinal rather than behavioural engagement. Moreover, attitudinal engagement is a very good predictor of behavioural engagement. Therefore, the marketing manager should invest more in attitudinal engagement to influence customer engagement behaviours. In addition, our findings indicate that behavioural engagement influences only business performance, whereas achieving customer loyalty requires investment in attitudinal engagement. All of these findings indicate to marketing managers that engagement is a two-dimensional concept in which attitudinal engagement has a critical role in engagement formation.

Moderator analysis indicates that several context variables play a critical role in engagement formation. Marketing managers should understand that in both organic and promoted engagement, the online and offline context complement each other, and both are important to achieve optimal customer engagement. For instance, face to face events and especially customer-employee interactions are important in creating an emotional bond with customers, whereas in an online context features such as social media are effective in fostering customer participation in engagement behaviours. Furthermore, a promoted engagement strategy is more effective for tangible products than services. Therefore, to optimize their engagement efforts, marketing managers in service industries should focus on organic rather than promoted engagement. Additionally, this research indicates that marketing managers should focus on the hedonic character of their offering to facilitate customer attitudinal and behavioural engagement formation, and they should consider the role of culture in engagement formation in both the organic and the promoted strategy. For instance, engagement strategy is more effective in cultures with a higher power distance, individualism, feminine character, and lower uncertainty avoidance, which mostly reflects that engagement is more effective in western than eastern cultures. Hence, especially in multinational firms, marketing managers should consider these differences between countries in their engagement strategy development.

6.3. Limitations and further research

Although meta-analysis provides a comprehensive and generalizable view of previous research in an area, it has some limitations. As our conceptual model is developed on the basis of previous empirical research on engagement, the model is limited to variables studied in previous research. Previous research has mostly studied customer engagement as a positive concept while engagement behaviour includes both positive and negative dimension. Besides, as previous research has focused mainly on firm-related antecedents and outcomes of engagement, our model suffers from customer-related factors. For instance, the psychological differences among customers will affect customer relationship formation and customer response to promoted engagement initiatives. Similarly, our outcome is only reflective of the benefits of customer engagement for the firm, as it lacks customer-related outcomes. Moderator analysis is a very important part of meta-analysis and allows the researcher to explain heterogeneity in effect sizes. As customer engagement is an emerging research area, empirical research in this area is limited. Therefore, we could not include B2B versus B2C as important moderators in our moderator analysis.

Our review and synthesis of the customer engagement literature allow us to recommend several areas for further study. Digital engagement, especially in social media, is a quite new and growing area. The nature of the online context provides added value for the customer and additional channels for customers' engagement behaviour. As our generic engagement model does not consider all of these complexities, digital engagement literature is a worthwhile venue in which to conduct an independent meta-analysis to show the nature and mechanism of online engagement. Moreover, our review indicates the relationship between engagement and its outcome needs more consideration, especially in social media. As engagement comprises non-transactional attitude and behaviour, future research requires investigation of how these factors influence customer value and firm performance. Furthermore, customer engagement behaviour research is limited to the dyadic relationship between customer and firm, whereas in the new business models, such as the sharing economy, engagement emergence and manifestation take place in a complex

network of interaction between different actors. As previously mentioned in the transformational approach to engagement, actor engagement is a promising area in which customer engagement extends to consider the role of other actors. Thus, we call for further research to extend the understanding of engagement behaviour by studying this concept in new contexts such as the sharing economy.

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Web Appendix A: Customer engagement behaviour and related concepts

Although customer engagement behaviour is a distinct concept in marketing, it exhibits similarities with related concepts. To uncover this concept relationships and position with respect to other related concepts, we summarize the related concepts' definitions, comparison, and relationship with engagement behaviour in Table 1.

Table 1 Concepts related to customer engagement behaviour

Related concepts	Definition	Comparison to engagement	Relationship to engagement
Involvement	Customer's perceived importance of an object, especially product, regard to their needs, values, and interests (Mittal, 1995).	Involvement determines customer motivation to gather information to control purchase-related risk whereas engagement is behaviour beyond the purchase.	Potential moderator and antecedent
Flow	State of the mind in which people completely immerse and absorb in an activity to the extent people oblivious to time and what happening around them (Czikszentmihalyi, 1990).	Flow is an ephemeral psychological state while engagement behaviour is the more enduring disposition.	Potential antecedent
Customer experience	Customer's cognitive, affective, emotional, social, and physical responses to their interaction with firm touchpoints (Verhoef et al., 2009).	Customer experience is customer passive response to firm marketing actions whereas engagement behaviour is customer active actions towards the firm.	Potential antecedent
Satisfaction	A customer's overall evaluation of firm performance to fulfil their expectations over time Geyskens and Steenkamp (2000).	Satisfaction is customer overall shopping-related judgment while engagement is a result of a mature relationship and it is beyond purchase behaviour.	Potential antecedent
Trust	Customer tendency to rely on an exchange partner in whom one has confidence (Moorman, Deshpande, & Zaltman, 1993).	Trust indicates the breadth of the customer-firm relationship while engagement is the result of a mature relationship.	Potential antecedent

Commitment	An enduring desire to maintain a valued relationship (Moorman et al., 1993).	Commitment is the depth of customer-firm relationships while engagement behaviour is the result of a mature relationship.	Potential antecedent
Loyalty	Customer consistent purchase of the brand over time resulting from a favourable attitude (Watson, Beck, Henderson, & Palmatier, 2015).	Loyalty is a purchase-related concept while engagement is behaviour which is beyond the purchase.	Potential outcome

Customer involvement indicates the importance of an object for a customer (Mittal, 1995), and in the marketing literature it is used to categorize products and services, such as low- and high-involvement products (Pansari & Kumar, 2016). Thus, an increase in customer involvement raises customer effort to gather information before purchase to manage purchase risk (Brodie, Hollebeek, Juric, & Ilic, 2011). In contrast, engagement is a behaviour beyond purchase, which is directed to firm marketing activity and its formation after purchase (Palmatier et al., 2017). Therefore, involvement is considered as both a potential moderator (Pansari & Kumar, 2016) and the antecedent of engagement (Hollebeek, 2011). Flow is considered to be a customer's full immersion and absorption in an activity (Czikszenmihalyi, 1990). However, flow is an ephemeral and short-lived psychological state, whereas engagement behaviour forms over time and has a more enduring nature (Hollebeek, 2011). Thus flow has been studied as potential antecedents of customer engagement behaviour (Ng, Plewa, & Sweeny, 2016). Customer experience is defined as customer's passive reaction to their interaction with firm marketing activities, whereas engaged customers actively participate in firm-related activities (Hollebeek, 2011). Therefore, customer experience mostly affects customer-firm relationship formation and is considered to be a potential antecedent of customer engagement behaviour (Kumar et al., 2019). Satisfaction, trust and commitment constitute customer-firm relationship quality and indicate the maturity of a relationship (Lemon & Verhoef, 2016). In contrast, engagement behaviour includes a customer's tendency to participate in the relationship

beyond purchase behaviour (Verhoef, Reinartz, & Krafft, 2010). Therefore, satisfaction, trust, and commitment are critical antecedents of customer engagement (Aurier & N'Goala, 2010). Finally, loyalty indicates a customer's positive attitude toward a firm or brand, which results in the consistent repurchase of a product (Watson et al., 2015). In contrast, engagement is a customer's non-transactional behaviour (Pansari & Kumar, 2016).

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