

Copyright

By

Eunice Eun-Sil Kim

2014

The Dissertation Committee for Eunice Eun-Sil Kim certifies that this is the approved version of the following dissertation:

**Consumer Engagement and Relationship Building in Social Media:
The Effects of Consumer Self-determination and Social Relatedness**

Committee:

Minette E. Drumwright, Supervisor

Sejung Marina Choi, Co-Supervisor

Yongjun Sung

Patricia A. Stout

Michael Mackert

Toni Falbo

**Consumer Engagement and Relationship Building in Social Media:
The Effects of Consumer Self-determination and Social Relatedness**

by

Eunice Eun-Sil Kim, B.A.; B.C.; M.A.

Dissertation

Presented to the Faculty of the Graduate School of

The University of Texas at Austin

in Partial Fulfillment

of the Requirements

for the Degree of

Doctor of Philosophy

The University of Texas at Austin

August 2014

With all my love and respect, I dedicate this dissertation to
my beloved grandfather and grandmother.

Consumer Engagement and Relationship Building in Social Media: The Effects of Consumer Self-determination and Social Relatedness

Eunice Eun-Sil Kim, Ph.D.

The University of Texas at Austin, 2014

Supervisors: Minette E. Drumwright and Sejung Marina Choi

With the continuing growth of consumer participation in brand activities in social media, social media marketers and researchers have sought to tap into consumer engagement and relationship building by creating interpersonal social media environments that can facilitate consumers' sense of belonging or social relatedness. Although consumer engagement and relationship building have become mainstream research topics in social media, little is known about which marketing efforts brands should undertake in order to engage various consumers who have different motivations to engage with brands. The purpose of this research was to explore the mechanism by which consumer motivations and perceptions of social relatedness influence consumer engagement and relationship building in the context of social media. Three studies were conducted to examine whether the extent to which consumers' experience of social relatedness in social media moderates the effects of self-determination on consumer engagement (i.e., intrinsic motivation and future intention) and relational outcomes (i.e., satisfaction, affective commitment, control mutuality, competence trust, and benevolence/integrity trust).

The findings consistently showed that consumers' perceptions of the social relatedness they experienced within social media moderated the effect of self-determination on intrinsic motivation and affective commitment. Specifically, the positive influence of social relatedness on consumers' intrinsic motivation and affective commitment to brand activities was greater for consumers with a low level of self-determination than for those who were motivated by a high level of self-determination. Consumers with low levels of self-determination yielded greater intrinsic motivation and affective commitment when they experienced high perceived social relatedness than when they perceived low perceived relatedness. However, among brand followers in social media, the consumer self-determination \times social relatedness interaction effects on the relational outcomes were greater for those who were high in self-determination than for those who were low in self-determination.

Overall, this research highlights the importance of fulfilling consumers' need for social relatedness in the context of social media, especially for those who are motivated to engage in brand activities via external factors. Further, findings of this research yield insights into segmenting consumers based on the level of consumer self-determination and consumer type.

Table of Contents

List of Tables.....	ix
List of Figures.....	x
CHAPTER 1: Introduction.....	1
CHAPTER 2: Consumer Motivations and the Role of Social Relatedness in Social Media.....	7
Consumer Motivations for Engaging in Brand Activities in Social Media.....	7
Relationship between Consumer Motivation and Engagement.....	9
The Effects of Consumer Self-determination on Engagement and Relationship Building.....	12
Self-determination Theory.....	12
Intrinsic and Extrinsic Motivation.....	15
Facilitating Intrinsic Motivation.....	17
A Consumer Self-Determination Continuum for Engaging in Brand Activities via Social Media.....	18
The Role of Social Relatedness in Social Media.....	22
The Role of Social Relatedness in Facilitating Internalization.....	25
Hypotheses Development.....	27
Intrinsic Motivation and Engagement Outcomes.....	30
Link between Engagement and Relational Outcomes.....	33
CHAPTER 3: Studies One, Two, and Three.....	36
Overview.....	36
Study 1: The Moderating Effect of Relatedness Priming on Task Engagement...39	
Procedure.....	40
Measures.....	43
Results.....	47
Discussion.....	53
Study 2: The Moderating Effect of Perceived Social Relatedness on Consumer Engagement and Relationship Building in Social Media.....	55
Scenario Development.....	56

Procedure.....	59
Measures.....	60
Results.....	66
Discussion.....	76
Study 3: The Moderating Effect of Perceived Social Relatedness on Brand Followers' Engagement and Relationship Building in Social Media.....	79
Procedure.....	79
Measures.....	80
Results.....	82
Discussion.....	97
CHAPTER 4: General Discussion.....	100
Managerial Implications.....	106
Limitations and Future Research.....	109
Appendix A: Manipulation (Study 1).....	113
Appendix B: Measures for Study One.....	115
Appendix C: Manipulation (Study 2).....	118
Appendix D: Measures for Study Two.....	123
Appendix E: Measures for Study Three.....	124
References.....	125
Vita.....	141

List of Tables

Table 3.1:	The Effectiveness of Manipulation (Study 1).....	50
Table 3.2:	Descriptive Statistics (Study 1).....	53
Table 3.3:	The Effectiveness of Manipulation (Study 2).....	67
Table 3.4:	Descriptive Statistics for Consumer Engagement Outcome Variables (Study 2).....	71
Table 3.5:	Univariate and Multivariate Analyses of Factors Influencing Consumer Engagement in Social Media.....	71
Table 3.6:	Descriptive Statistics for Relational Outcome Variables (Study 2).....	75
Table 3.7:	Univariate and Multivariate Analyses of Factors Influencing Relational Outcomes in Social Media.....	76
Table 3.8:	Descriptive Statistics (Study 3).....	82
Table 3.9:	Summary of Exploratory Factor Analysis.....	85
Table 3.10:	Multiple Regression Analyses for Predicting Consumer Engagement and Relational Outcomes in Social Media.....	95

List of Figures

Figure 2.1:	A Taxonomy of Human Motivation.....	22
Figure 3.1:	Intrinsic Motivation as a Function of the Level of Self-determination and Relatedness.....	52
Figure 3.2:	Intrinsic Motivation as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness.....	70
Figure 3.3:	Consuming Engagement Intention as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness.....	70
Figure 3.4:	Satisfaction with Social Media Brand Activities as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness.....	73
Figure 3.5:	Benevolence/Integrity Brand Trust as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness.....	74
Figure 3.6:	Affective Commitment to Social Media Brand Activities as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness.....	74
Figure 3.7:	Confirmatory Factor Analysis Results.....	86
Figure 3.8:	Intrinsic Motivation as a Function of Consumer Extrinsic Motivation and Perceived Social Relatedness.....	88
Figure 3.9:	Satisfaction with Social Media Brand Activities as a Function of Consumer Intrinsic Motivation and Perceived Social Relatedness.....	90
Figure 3.10:	Control Mutuality as a Function of Consumer Intrinsic Motivation and Perceived Social Relatedness.....	91
Figure 3.11:	Affective Commitment to Social Media Brand Activities as a Function of Consumer Extrinsic Motivation and Perceived Social Relatedness.....	92
Figure 3.12:	Competence Brand Trust as a Function of Consumer Extrinsic Motivation and Perceived Social Relatedness.....	94
Figure 3.13:	Benevolence/Integrity Trust as a Function of Consumer Intrinsic Motivation and Perceived Social Relatedness.....	94
Figure 4.1:	Consumer Self-determination/Type Segmentation.....	106

CHAPTER 1: Introduction

In today's rapidly evolving media landscape, the advent of Web 2.0 and social media platforms is clearly a "game changer", representing a paradigm shift in marketing communications. With the continuing growth of consumer participation in brand activities in social media, consumers are now empowered and are becoming influential with respect to the brands with which they are interacting (Bernoff & Li, 2008). The unique characteristic of social media environments, which is distinctly collaborative, allows consumers to participate in a variety of brand-related activities unavailable with traditional media experiences. Consumers are not only simply encountering brands (e.g., consuming content) while browsing social media content but also actively interacting with them through the engagement process—curation, creation, and collaboration (Evans, McKee, & Bratton, 2010). When consumers move from consuming to creating and collaborating, they are significantly closer to taking steps that lead to subsequent engagement behaviors (e.g., trial or purchase) (Baird & Parasnis, 2011). Consumers' exposure to brand information and their participation are voluntary, possibly enhancing the effectiveness of social media marketing (Kwon et al., in press). On Facebook, for example, consumers voluntarily opt in to receive brand messages and pass them along to other consumers by becoming a friend or fan or by clicking on the "like" or "share" button. Consumers' interactions with and about brands in social media have a much stronger impact on shaping brand communications and brands as a whole than traditional forms of marketing and advertising (Christodoulides, 2009). This shift to a more user-centered form of communication (Christodoulides, Jevons, & Bonhomme, 2012) has put

extreme pressure on businesses to go far beyond merely maintaining a brand presence in social media and to look for “engagement” (Evans et al., 2010; Kwon et al., in press).

Indeed, the collaborative and communal nature of social media technology offers a viable approach to business practices that extend beyond marketing and communications (Evans et al., 2010). Social media holds enormous potential for companies and brands to get closer to their consumers (and stakeholders) and, by doing so, to build and strengthen relationships with them. Recognizing the potential of social media, many scholars have examined how companies and organizations use social media as a tool for building relationships with their publics, including consumers (e.g., Avery et al., 2010; Bortree & Seltzer, 2009; Rybalko & Seltzer, 2010; Smith, 2010; Waters et al., 2009). For example, marketers use social media as a tool for one-to-one marketing communications in order to foster interpersonal interactions and dialogic communication with their consumers (Kwon & Sung, 2011; Kwon et al., in press). Fused with such communicative capabilities and interpersonal context, which facilitate conversations with and among consumers, social media should serve as an ideal channel for engaging consumers and for building and managing meaningful consumer relationships (Baird & Parasnis, 2011; Kwon et al., in press). Therefore, marketers need to understand the nature of consumers’ sense of belonging or relatedness in a social media environment, in order to develop a foundation on which to base their marketing communication strategies and use social media for engaging consumers and building relationships with them.

Despite insights derived from previous research, the following limitations provide the motivation for the present research to understand the mechanisms of consumer engagement and the relationship-building processes through social media. First, based on

the uses and gratifications (U&G) approach, previous research has relied merely on the desired outcomes in accordance with consumer gratifications (i.e., gratifications achieved; Rubin, 2002), thus limiting our understanding of a wide range of consequences of consumers' brand-related social media use—especially in terms of how they contribute to consumer engagement. Indeed, there exists a fair amount of advertising literature with regard to consumer motivations (often called “motives”) as a measure of advertising effectiveness (e.g., Ko et al., 2005; Rodgers & Thorson, 2000; Rodgers, 2002) based on the general understanding that the effectiveness can be simply examined from an approach-avoidance perspective (Rodgers, Wang, & Rettie, 2007). That is, a consumer decides to view or process an ad only if his or her needs are gratified through the use of the advertising media; otherwise, he or she decides to ignore or avoid the ad.

Consequently, extensive attention has been given to consumers' motivations underlying their “participation” in a variety of brand-related activities, such as consuming and contributing brand content (Muntinga, Moorman, & Smit, 2011; Tsai & Men, 2013), focusing on the unidimensional (i.e., behavioral) aspect of engagement. In the social media context, however, a mere examination of consumer motivations may not be enough to gauge fully the effectiveness of social media marketing, in terms of how motivations influence the strength of consumer engagement in brand-related activities in social media, that is, the extent to which consumers are involved and interested in those activities (Higgins, 2006; Higgins & Scholer, 2009).

Second, there has been limited research to date on consumers' motivational orientations—as to whether they are motivated to engage in brand-related activities in order to satisfy internally driven goals such as self- or social-related goals or to fulfill

goals that are driven by external factors, such as online coupons or other incentives. Indeed, one of the primary consumer motivations for interacting with brands in social media is based on the need and desire to receive economic incentives (e.g., Baird & Parasnis, 2011; Muntinga et al., 2011; Kwon et al., in press; Sung et al., 2010; Tsai & Men, 2013). Such motivations involve consumers who expect to receive some kind of future incentives or rewards (such as online discounts, coupons, or money-saving deals) in exchange for their participation. Until now, little knowledge has existed about whether and why some extrinsically-driven consumers are more inclined to show lower engagement and generate lower relationship outcomes toward brands (e.g., Kwon et al., in press; Lee, Kim, & Kim, 2011; Tsai & Men, 2013).

Third, although consumer engagement and relationship building have become a mainstream research topic in social media, little is known about which marketing efforts companies and brands should undertake, from a consumer perspective, in order to engage and build strong relationships with various consumers who have different motivations to engage with brands. Many researchers have advocated the use of interpersonal communication in relational strategies as a means to build and maintain relationships (e.g., Canary & Stafford, 1992; Hon & Grunig, 1999; Kwon & Sung, 2011, Stafford & Canary, 1991). However, there is little empirical research that addresses how the interpersonal relationships that consumers experience during their brand-related activities in social media—that is, feelings of “social relatedness” (Deci & Ryan, 2000)—influence the effectiveness of social media marketing programs across various consumer groups with different motivations.

Therefore, the primary objective of this dissertation research is to explore the mechanism by which consumer motivations and perceptions of social relatedness influence consumer engagement and relationship building in the context of social media. Specifically, this study focuses on whether the extent to which consumers experience social relatedness in social media moderates the effects of consumer motivations for engaging in brand activities. Building on the self-determination theory (SDT) (Deci & Ryan, 1985/2000; Ryan & Deci, 2000a), this study explores the underlying process of how consumers' motivations and social influence their intrinsic motivation toward their participation in brand activities in social media, in terms of their experience of interest and enjoyment with respect to brand-related activities. Based on the understanding that engagement is a vital component of relationship marketing (Brodie et al., 2011; Vivek, Beatty, & Morgan, 2012), this research considers relationship as the key consequence of consumer engagement in social media. Within the theoretical framework of SDT, this research examines how varying degrees of consumer self-determination (self-determined motivation) for engaging in brand-related activities in social media influence consumer engagement outcomes (i.e., intrinsic motivation and future engagement intention) and outcomes related to relationship building (i.e., satisfaction, affective commitment, control mutuality, competence trust and benevolence/integrity trust; e.g., Brodie et al., 2013; Hon & Grunig, 1999). Moreover, this study looks at an important factor that contributes to consumer engagement and brand-relationship formation in social media: social relatedness, which is one of the basic human needs (e.g., Ryan & Deci, 2000a). By showing the moderating effects of social relatedness, this study aims to determine the specific

conditions under which consumers tend to increase their level of engagement with brands and build relationships.

Moreover, this research brings to light the concept of self-determination to better understand the nature of underlying consumer motivations for engaging in brand-related activities in social media and its consequences in terms of facilitating consumer engagement and building strong consumer-brand relationships. In addition to their theoretical interest, the findings of this research will have significant managerial implications, providing valuable insights into whether to stimulate consumers via extrinsic motivators and how to strategically develop marketing strategies to establish and maintain relationships with various consumers who have different motivations to interact with brands. Along with the increasing number of marketing practices offering incentives to foster consumer participation in social media, there have been, indeed, growing concerns about using incentives in social media marketing programs (e.g., Wong, 2010). Marketers have come to recognize that consumer behaviors within social media, such as clicking on “likes” on Facebook or being a fan of a brand page, may not be accurate markers of whether consumers are truly engaged with their brands (Lapointe, 2012; Wallace et al., 2014). Drawing upon the theoretical framework within SDT, this research attempts to provide insight into the conditions that motivate consumers to engage with brands and build relationships, in order to improve the effectiveness of social media marketing practices pertaining to the strategic development and management of strong consumer-brand relationships.

CHAPTER 2: Consumer Motivations and the Role of Social Relatedness in Social Media

The chapter 2 reviews a variety of literature on consumer motivations for engaging in brand activities and provides a description of self-determination theory as a theoretical foundation of this research. The effects of fulfillment of basic needs are discussed, in relation to their impact on intrinsic motivation. The role of the social relatedness need is further discussed with regard to its implications for consumer engagement and relationship building in the context of social media.

CONSUMER MOTIVATIONS FOR ENGAGING IN BRAND ACTIVITIES IN SOCIAL MEDIA

A number of exploratory motivational studies were performed with regard to consumers' motivations to use certain media. The body of literature concerning the motivations behind media use has been primarily drawn from a user-centric functional perspective; that is, uses and gratifications (U&G) approach. Following the premise of the U&G approach, which poses "an object is best defined by its use" (Rubin, 2002, p. 527), many researchers have employed such approach to explain why and how people use certain media to gratify their needs (Katz, 1959), including the use of the Internet (e.g., Ko et al., 2005; Korgaonkar & Wolin, 1999; Papacharissi & Rubin, 2000; Rodgers et al., 2007).

Drawing upon the U&G approach, a number of research studies on virtual communities have employed motivational approaches to understand consumer motivations for general media use on the Internet, examining what draws consumers to such communities (Bagozzi & Dholakia, 2002; Dholakia, Bagozzi, & Pearo, 2004; Madupu & Cooley, 2010; McKenna & Bargh, 1999). For example, McKenna & Bargh

(1999) provided a conceptual framework for understanding individuals' motivations that drive social interaction on the Internet; self-related motivation and social-related motivation. That is, people engage in social behavior on the Internet in order to fulfill their self-related goals (e.g., self-esteem and a sense of self-worth) and social goals (e.g., need to belong to others). Bagozzi & Dholakia (2002) conceptualized participation in virtual communities as "intentional social action" in that virtual community participation is driven by an individual's volitional choice but also by the community's social characteristics (Bagozzi, 2000). This is in line with McKenna & Bargh's framework (1999) such that participation in virtual communities has both individual and collective bases (Bagozzi & Dholakia, 2002). Building upon this view, a comprehensive model of virtual community participation, combining psychological and social variables, was developed based on a set of individual-level motivations (e.g., informative value, entertainment value, self-discovery, maintaining interpersonal interconnectivity, and social enhancement), with some of them influencing group-level variables (e.g., group norms, social identity), that drive participation in virtual communities (e.g., Bagozzi & Dholakia, 2006; Dholakia et al., 2004; Zeng, Huang, & Dou, 2010).

With the use of social media as a virtual sphere in which consumers engage and interact with brands, it has become imperative to understand the nature and range of consumers' motivations for engaging in brand activities in social media. Similar to prior studies on motivations underlying the general Internet use and brand community, the literature identifies consumer motivations related to information and entertainment needs (e.g., Chi, 2011; Muntinga et al., 2011; Sung et al., 2010; Tsai & Men, 2013) and psychological well-being, which includes self-esteem and life satisfaction (Chi, 2011).

Self-related motivations include, for instance, revealing personal identity (e.g., Muntinga et al., 2011; Shao, 2009) and displaying enthusiasm for brands (e.g., Lee et al., 2011; Sung et al., 2010). Consistent with prior studies on virtual communities integrating self-related motivators with social motivators (e.g., Dholakia et al., 2004), these studies revealed that consumers are also motivated by needs for social support, integration, and cohesion (e.g., Chi, 2011; Tsai & Men, 2013), as self can be reinforced through social interactions (Madupu & Cooley, 2010). Beyond the identified motivations, consumer motivations further include gratifications such as seeking convenience and monetary or non-monetary incentives (i.e., remuneration; Muntinga et al., 2011; Tsai & Men, 2013). Such motivations involve people engaging in brand-related activities in social media, because they expect to receive some kind of future incentives or rewards such as discounts and coupons in exchange for their participation.

In sum, a number of studies have supported the use of motivational approaches in understanding what draws consumers to engage with brands and what the consequences are. Following this, motivation studies have been expanded to investigate consumers' brand-related activities in the context of social media. The following section further discusses the effects of consumers' motivations on the extent to which they engage in brand activities and generate relational outcomes toward brands or brand activities in social media.

RELATIONSHIP BETWEEN CONSUMER MOTIVATION AND ENGAGEMENT

Knowing what motivates consumers to engage in brand-related activities in social media provides insights into the potential outcomes of consumer participation. A majority of information processing models posited motivations as a significant predictor of

consumer responses (e.g., MacInnis & Jaworski, 1989; MacInnis, Moorman, & Jaworski, 1991; Rodgers & Thorson, 2000). In fact, the literature on brand community has regarded consumer motivations as antecedents of brand community participation (e.g., Madupu & Cooley, 2010), although many studies have simply been concerned with consumers' desires and intentions to participate, which in turn would influence their participation (e.g., Bagozzi & Dholakia, 2002; Dholakia et al., 2004). By demonstrating the impact of different consumer motivations, research further suggests that consumer activities within brand communities are influenced by consumer motivations (cf. Chi, 2011; Hennig-thurau & Walsh, 2004; Phelps et al., 2004). Along the same line, consumers' motivations underlying their brand-related activities in social media are useful in understanding the degree to which consumers are engaged and involved with the brands. For example, Shao (2009) and Muntinga and colleagues (2011) suggested a framework of consumer motivation behind different levels of consumer activities pertaining to brand-related content on social media platforms (i.e., consume, contribute, and create). In general, consumers are more likely to exert their effects on brand activities (e.g., producing content) when they are motivated by the needs to express their identity and increase self-efficacy (i.e., self-esteem and self-actualization needs; Shao, 2009), which represent high involvement.

Consumer engagement, in the current context is a result of one's intrinsic volitional intention to participate in brand-related activities in social media (Bagozzi & Dholakia, 2002). For example, electronic word-of-mouth (eWOM) communication may occur because consumers are driven by intrinsic motivations to give a company "something in return" for a positive experience, as well as to maintain and support the

continued success of the company (Hennig-Thurau et al., 2004). In the context of social media, such engagement reflects customer investment in response to marketers' efforts (Hoffman & Fodor, 2010). This intrinsic motivation applies not only to supporting companies but it also extends to relating concern for other consumers (Hennig-Thurau et al., 2004; Sundaram, Mitra, & Webster, 1998, cf. Avery et al., 2010). Consumers may engage in a brand community or perform such activities as creating content for other intrinsic reasons, for example, for intrinsic enjoyment, self-promotion, or social interaction with community members (Algesheimer, Dholakia, & Herrmann, 2005; Berthon, Pitt, & Campbell, 2008). Consumers derive intrinsic value from an engagement initiative, because it is pursued for its own sake as "a self-justifying end in itself" (Holbrook, 2006, p.715). Taken together, these findings provide supporting evidence that consumers' intrinsically oriented motivations, which are driven by interest, enjoyment, curiosity, or social-related factors, lead to the point of engagement.

On the other hand, previous studies have suggested the possible detrimental effect of extrinsically-driven consumer motivations on the effectiveness of social media marketing (e.g., Kwon et al., in press; Tsai & Men, 2013). For example, Kwon et al. (in press) showed in their empirical study that consumers' incentive-seeking motivations for following brands in social media, which is driven by external factors, did not significantly influence their relationships with brands. On the other hand, consumers' motivations related to social-interaction seeking (Kwon et al., in press) and social identification (Lee et al., 2011), as well as intrinsic altruistic motives (Lee et al., 2011), were found to exert a significant influence on their engagement behaviors in social media with regard to brands.

Based on the findings of empirical studies on consumer motivations, this study proposes consumer motivations as antecedents to consumer engagement, which may in turn influence building relationship with brands. To further explore the mechanism of engaging consumers and cultivating consumer-brand relationships via social media, the following section reviews relevant literature and theories, including all relevant constructs that suggest a strong theoretical link between consumer engagement, relationship building, and types of consumer motivations for engaging with brands in social media.

THE EFFECTS OF CONSUMER SELF-DETERMINATION ON ENGAGEMENT AND RELATIONSHIP BUILDING

This section presents a theoretical foundation for understanding consumer motivations in terms of self-determination and its implications for consumer engagement and relationship building. The role of intrinsic motivation is further discussed, followed by a review of conditions facilitating intrinsic motivation.

Self-determination Theory

A useful theoretical framework for understanding the role of consumer motivations in the process of consumer engagement and relationship building via social media is the concept of self-determination. Self-determination is defined as a sense of autonomy and control over one's own actions and decisions (Deci et al., 1991). As a theory of human motivation, self-determination theory (SDT) highlights the importance of humans' inherent tendencies for growth and personality development, as well as for social functioning (Ryan & Deci, 2000a). This motivational perspective emphasizes an individual's initiative of taking an action or making a decision, given its ability to

produce better quality outcomes through the satisfaction of basic human needs (Sheldon & Elliot, 1999). From this perspective, SDT predicts that the more self-determined a person's motivation for engaging a behavior is, the more positive the outcomes that result from the behavior, including greater enjoyment, need satisfaction, and general well-being. Prior research has demonstrated the impact of self-determination in a variety of domains, on enhancing learning (e.g., Grolnick & Ryan, 1987; Rigby et al., 1992), satisfaction (e.g., Deci, Connell, & Ryan, 1989), self-esteem (e.g., Deci et al., 1981), and general well-being (e.g., Langer & Rodin, 1976; Reis et al., 2000; Sheldon & Kasser, 1995).

SDT suggests the concept of people's innate psychological needs as essential for their self-motivation and well-being, and for the conditions that foster positive outcomes—namely, the needs for autonomy, competence, and relatedness (Ryan & Deci, 2000a). The need for autonomy (or self-determination) reflects the desire to control one's actions when the individual feels volitional in pursuing the activity (Deci & Ryan, 1985; Ryan & Connell, 1989). The need for competence refers to the individual's tendency to perform effectively and achieve a desired outcome, which is similar to the concept of self-efficacy (Bandura, 1986). Finally, the need for social relatedness pertains to the need to feel connected and experience a sense of belonging with others. According to SDT, the degree to which people experience the satisfaction of these needs in a particular social content and the consequences of that satisfaction depend on their motivational orientation (Deci & Ryan, 2000).

Although there is a vast classical body of literature concerning the role of consumers' intrinsic sources of motivation (e.g., Celsi & Olson, 1988; Kivetz, 2005; Richins & Bloch, 1986), it is only in recent years that the concept of self-determination

has received scholarly attention in the marketing literature in terms of its implications for understanding consumer psychology and behavior (e.g., Dholakia, 2006; Qiu-ying et al., 2012; Zhang et al., 2011). For example, the psychological mechanism of autonomous motivation (versus controlled) has been investigated in order to understand consumers' online participation behaviors toward purchasing (Qui-ying et al., 2012) and subsequent motivation (Zhang et al., 2011). In efforts to identify an attractive relational candidate in relational program settings, Dholakia (2006) explored the mechanism of consumer self-determination in two ways. The first was through elaboration of the concept of consumer self-determination in a relational marketing context. Consumer self-determination is defined as whether a consumer perceived his or her action (e.g., joining in a particular product or service or participating in a loyalty program) as self-instigated (as a result of his or her own initiative). Findings indicate that self-determined consumers are more likely to engage in motivational and relational behaviors than those who believe that they were induced to join the firm in response to a marketing initiative. Second, the varying effects of consumers' self-determination on their relational outcomes are understood with regard to different types of marketing programs that a company offers. That is, consumers' self-determination increases their relational behaviors toward the company when they are offered a relational rewards program (e.g., loyalty program), whereas an extrinsic rewards program (e.g., reminder coupon) undermines relational outcomes among such consumers.

These findings suggest that the process of consumer engagement and relationship building can be facilitated to the extent to which a marketing program satisfies the basic needs for self-determination (i.e., autonomy) and competence (cf. Grouzet et al., 2004).

The notion of consumer demand or control within social media environments reflects a shift from traditional one-way marketing practices through which the message and consumer experiences are controlled by marketers to a more consumer-oriented approach in which consumers have greater control over their media behaviors regarding brands (Rappaport, 2007). Based on the premise of SDT, consumers' volitional control furnishes the basis for deeper engagement, and engagement leads toward building the consumer-brand relationships (cf. Rappaport, 2007).

Intrinsic and Extrinsic Motivation

Broadly, SDT distinguishes between two types of motivation depending on the reasons for or goals of an action: intrinsic and extrinsic motivation (Ryan & Deci, 2000b). Intrinsic motivation is defined as the doing of an activity for its inherent interests, such as curiosity, fun, or enjoyment. An intrinsically motivated activity is one that people voluntarily perform in the absence of reinforcement or reward (White, 1959; Deci & Ryan, 1985) because an intrinsically motivated person finds the activity itself enjoyable and satisfying (Deci, 1971). Extrinsic motivation pertains to a variety of behaviors in which the actions are instrumental (Deci et al., 1991) and performed for a consequence separate from the activity itself, such as the pursuit of an external reward or the avoidance of punishment (Ryan & Deci, 2000b).

Intrinsic motivation has been operationally defined in various ways. Most often, it has been measured using a behavioral measure of intrinsic interest (e.g., Deci, 1971; Deci & Ryan, 1985; Fisher, 1978; Lepper, Greene, & Nisbett, 1973; Pittman et al., 1980; Zuckerman et al., 1978) or through the use of self-reports of interest (Ryan, Mims, & Koestner, 1983) and enjoyment of an activity per se (e.g., Harackiewicz, 1979;

Harackiewicz, Abrahams, & Wageman, 1987; Weiner & Mander, 1978). Similarly, numerous studies examining the technology acceptance model (TAM) have utilized intrinsic motivation (i.e., enjoyment) as a motivational determinant to predict people's behavioral outcomes, such as adoption of the Web (e.g., Fagan, Neill, & Wooldridge, 2008; Roca & Gagné, 2008; Shang, Chen, & Shen, 2005). Other measures have included such motivational items as preference for a challenge, curiosity, or a feeling of accomplishment (e.g., Deci et al., 1981; Fisher, 1978). As such, these definitions suggest that the nature of intrinsic motivation involves the activation of emotions (i.e., enjoyment) as well as cognitive-motivational components (e.g., interest, challenge, and curiosity).

A considerable amount of research on intrinsic motivation has demonstrated that the quality of experience and performance of an activity can vary depending on the extent to which the behavior is autonomous, that is, self-determined. Intrinsic motivation involves an internal perceived locus of causality (i.e., autonomy), whereas extrinsic motivation involves an external perceived locus of causality (deCharms, 1968). Events that are experienced as “autonomy supportive” (Rigby et al., 1992), such as providing choice (Deci, 1971; Zuckerman et al., 1978) or personal control (Fisher, 1978), tend to enhance intrinsic motivation (cf. Ryan & Connell, 1989). Intrinsic motivation, as a prototype of a self-determined activity (Deci, 1975), leads to high-quality learning and comprehension (e.g., Grolnick & Ryan, 1987; Ryan, Koestner, & Deci, 1991), greater enjoyment (e.g., Ryan & Connell, 1989) and engagement (e.g., Connell & Wellborn, 1991; Kowal & Fortier, 1999), as well as concentration and greater persistence at the activity (Grouzet et al., 2004; cf. Vallerand & Blssonnette, 1992), among other outcomes.

Facilitating Intrinsic Motivation

Research has placed much emphasis on the contextual conditions that facilitate intrinsic motivation versus those that undermine it (Ryan & Deci, 2000b). Within the premise of SDT, the innate psychological need for autonomy (i.e., self-determination) underlies intrinsically motivated behaviors, and in fact, the majority of research on intrinsic motivation has focused on the issue of autonomy. This has yielded the robust finding that providing people with extrinsic rewards for performing an activity tends to decrease their intrinsic motivation for the activity (e.g., Deci, 1971; Deci, Koestner, & Ryan, 1999; Lepper et al., 1973). According to the overjustification hypothesis, a person's intrinsic interest in an activity may be decreased by an extrinsic reward, due to the perception of himself or herself as having undertaken the activity in order to obtain some extrinsic goal (i.e., attribution process; Lepper et al., 1973; Lepper & Gilovich, 1981). External events that thwart autonomy (e.g., performance-contingent rewards; Rotter, 1966; Ryan et al., 1983) are interpreted by people as controllers of their behaviors, leading to a more external perceived locus of causality (deCharms, 1968) and thus undermining intrinsic motivation.

Cognitive Evaluation Theory (CET; Deci & Ryan, 1985), which is considered a subtheory of SDT, asserts that underlying intrinsic motivations are the needs for autonomy and competence. The CET specifically focuses on contextual factors, such as rewards and reinforcement, and how they are related to fulfillment of need satisfaction (e.g., Deci & Ryan, 1987; Pittman et al., 1980). That is, the effects of an external reward depend on how it affects individuals' perceptions of self-determination (i.e., perceived autonomy or perceived locus of causality) and competence. Following this view, rewards

that increase perceived competence, such as interpersonal events and structures (e.g., positive verbal rewards, communications, feedback, informational rewards), do not undermine intrinsic motivation because they provide satisfaction of the need for competence (i.e., affirmation of competence) and thus tend to increase intrinsic motivation (Blanchard, Reis, & Jackson, 1984; Deci, 1975; Lepper & Gilovich, 1981; Pittman et al., 1980; Ryan, 1982). CET further specifies that feelings of competence will not enhance intrinsic motivation unless they are accompanied by a sense of self-determination (or autonomy) (Fisher, 1978; Ryan, 1982). Thus, people must not only experience perceived competence; they must also experience their behavior to be self-determined if intrinsic motivation is to be maintained or enhanced.

The following section describes the literature concerning self-determined motivation in more detail and focuses on how the concept of self-determination can be applied to various consumer motivations for engaging in brand activities via social media.

A CONSUMER SELF-DETERMINATION CONTINUUM FOR ENGAGING IN BRAND ACTIVITIES VIA SOCIAL MEDIA

Although it was originally thought that extrinsic motivation contrasted with intrinsic motivation as a simple dichotomy (e.g., deCharms, 1968), subsequent discussions of SDT propose that extrinsically motivated behaviors can vary in the extent that they have an internal perceived locus of causality—which represent self-determination (e.g., Deci & Ryan, 1985; Rigby et al., 1992; Ryan, 1995; Ryan & Connell, 1989; Ryan & Deci, 2000b; Vallerand & Bissonnette, 1992). There are various types of extrinsic motivation that can exist along a self-determination continuum. From the least-

to the most- advanced self-determined forms of extrinsic motivation, they are external, introjected, identified, and integrated.

External regulation, the least self-determined form of extrinsic motivation, occurs when behaviors are controlled or regulated by external contingencies, usually through rewards or constraints (e.g., threat of punishment). Externally regulated behaviors are those for which the locus of initiation and regulation is external to the self (Deci et al., 1991). An example would be a student who works hard on an assignment because he or she feels urged to do so by the teacher, or in order to obtain a promised reward at school or at home. Applied to the current context, consumers who engage in brand activities in social media for external reasons are strongly motivated by external rewards (e.g., economic incentives, such as coupons or discounts) offered by marketers.

With introjected regulation, individuals are motivated by internalized pressures, such as self-esteem-relevant contingencies (e.g., avoidance of guilt or shame or concerns about approval by self and others) which reflect ego involvement, to engage in behaviors (Deci et al., 1994; Ryan & Connell, 1989). For example, a student may try to get to class on time in order to think of himself or herself as a good student or to avoid feeling guilty (if she or she does not). Similarly, when consumers are motivated to engage in brand activities in social media out of internal pressures, such as concerns for self-esteem or ego enhancement, they are driven by introjection (Hoffman & Novak, 2013). Although introjected regulation provides an internal reason to perform a task, introjected behaviors are not considered as fully part of the self and thus still have an external locus of control (Ryan & Deci, 2000b).

A more self-determined form of extrinsic motivation is *identified regulation*, which describes behaviors that are motivated by one's perceived value or personal importance of the activity (Rigby et al., 1992). An example of identified regulation would be students who willingly choose to do extra work in order to improve their ability in a particular subject because doing well in that subject is personally important to them. Within identified regulation, consumers can perform social media activities related to brands because those activities are accepted as personally endorsing and important (Hoffman & Novak, 2013). Such activities are regarded as self-determined because of the consumers' identification with their value and self-regulation (Deci et al., 1991; Vallerand & Bissonnette, 1992). Based on the classification specified within SDT, however, an identified behavior is extrinsically driven, because it is instrumental to achieving an important self-selected goal (Rigby et al., 1992).

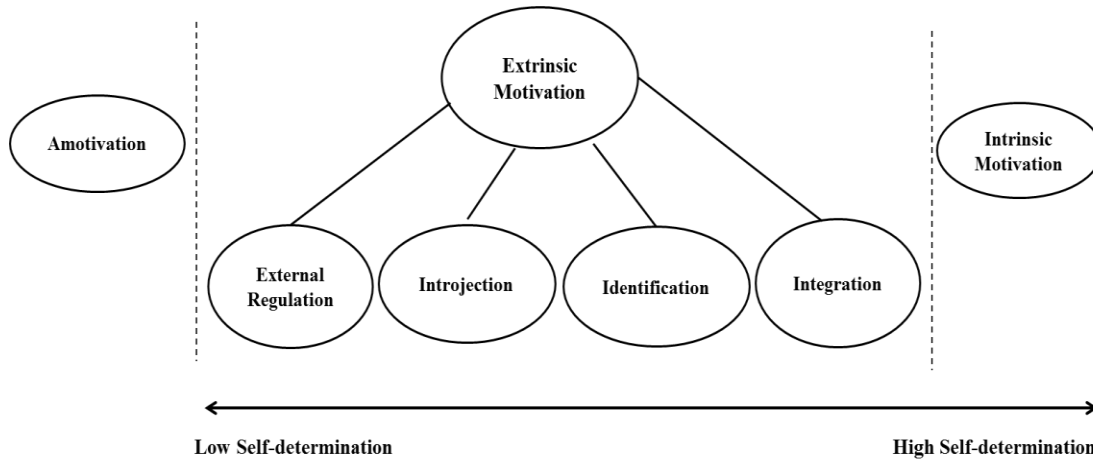
Lastly, *integrated regulation*, the most volitional, self-determined form of extrinsic motivation, occurs when a behavior is performed because regulation is "fully integrated with the individual's coherent sense of self" (Deci et al., 1991, p.330). To the extent that the activity is harmonious with the person's self-identification, there is integration (Vallerand & Bissonnette, 1992). When consumers are motivated by integrated regulation, they internalize the reasons for engaging in brand-related activities in social media and assimilate them to the self (Ryan & Deci, 2000b). Because an integrated regulatory style represents autonomy or self-determination, it serves as the basis for self-determined functioning, together with intrinsic motivation. Accordingly, the qualities that are associated with intrinsically motivated behaviors—such as engagement, enjoyment, and well-being—can be used as indicators of the extent to which an extrinsic

regulation has become fully integrated (Deci et al., 1991; Rigby et al., 1992). For example, integrated consumers engage in brand-related activities in social media just for the sake of fun and enjoyment, as if they are intrinsically motivated.

Apart from intrinsic and extrinsic motivation, *amotivation* refers to the state of lacking an intention to act and a sense of personal causation (Ryan, 1995; Vallerand & Bissonnette, 1992). There is an experience of amotivation when people feel neither competent nor autonomous with regard to their behaviors (Ryan, 1995). Amotivated behaviors can be found when individuals are neither intrinsically nor extrinsically motivated; they are nonmotivated (Vallerand & Bissonnette, 1992). Although amotivation must be considered to fully understand human motivation, it is not discussed as a motivational factor in the current context, because consumers voluntarily participate in brand activities in social media based on their own choice. Consumers with no interest in participating in brand activities, regardless of whether they are extrinsically or intrinsically motivated, would not simply engage in such activities within social media.

Figure 2.1 presents various types of motivational orientations, reflecting varying degrees of self-determination. Arrayed across the middle of the figure is the spectrum of motivation described above. At the far right of the figure is intrinsic motivation, and this placement represents that intrinsic motivation is a prototype of self-determined activity.

Figure 2.1: A Taxonomy of Human Motivation



THE ROLE OF SOCIAL RELATEDNESS IN SOCIAL MEDIA

A review of SDT literature suggests that the extent to which consumers engage and build relationships with brands depends on the consumers' level of self-determination for engaging in brand-related activities in social media. From the view of SDT, consumers who are high in self-determined motivation are likely to produce greater engagement and relationship outcomes than those who are low in self-determined motivation.

SDT recognizes that intrinsic motivation behaviors are performed to satisfy inherent psychological needs (Ryan & Deci, 2000b); therefore, experiencing fundamental perceptions of autonomy, competence, and social relatedness promotes individuals' intrinsic motivation, each of which has independent effects in multiple contexts (Deci & Ryan, 2000; Ryan & Deci, 2008; Sheldon, 2004; Sheldon & Filak, 2008). The need for social relatedness can be understood as the tendency to interact with and be socially accepted by others; this is referred to as need to connect or need to belong (Baumeister & Leary, 1995), which is defined as a "fundamental human motivation that is something all

human beings possess ... to form and maintain at least a minimum quantity of lasting, positive, and significant interpersonal relationships (Baumeister & Leary, 1995, p. 497).” Accordingly, consumers’ engagement and relationship building can grow in a climate of social relatedness when their needs to belong to others are fulfilled (Deci & Ryan, 2000; Ryan & Deci, 2000b). Although social relatedness must be considered as an important determinant of motivation, as a unique factor in SDT, much less is known about relatedness than about the need for autonomy and competence (cf. Grouzet et al., 2004; Hoffman & Novak, 2013; Sheldon, Abad, & Hinsch, 2011).

Indeed, the need to belong serves as a fundamental human nature and the foundation for personal and social well-being (Park, Jin, & Jin, 2011). Beyond the need for social interaction, the need to belong is associated with the need for approval and acceptance by others. People prefer achievements that are validated by other people, and this need for approval is a requisite for forming and maintaining a positive social relationship and relational intimacy (Baumeister & Leary, 1995; Park et al., 2011). According to SDT, the ongoing feeling of social relatedness, which is viewed as experiencing intimacy and closeness, not only leads to positive emotional outcomes (Reis et al., 2000) but also results in optimal relationship development and functioning (Reis & Patrick, 1996). For example, a feeling of relatedness induces people’s prosocial motivation and behavior (Pavey, Greitemeyer, & Sparks, 2011). The quality of a person’s functioning in a particular domain is related to the extent to which the person is connected to significant figures (i.e., relationship representations; Ryan et al., 1994).

Among other benefits, the use of social media gratifies people’s need to belong in a form of para-social gratification by offering individuals a virtual space to communicate

and maintain relationships with others (Chen, 2011). Individuals further utilize social media as a tool to “bridge and bond” social capital with their “weak ties” and strengthen relationships between people in close relationships (Ellison, Steinfield, & Lampe, 2007). The social relatedness use of social media includes sharing information with friends or other social media users through social media services or applications, or joining a community as a means to interact with others with a shared interest. The need to belong is fulfilled via social media through multiple social factors which include social approval and affection as well as the potential to influence others (Gangadharbatla, 2008).

Given the relevancy of social media in which an interpersonal perspective is important (e.g., Chen, 2011; Ellison et al., 2007; Sheldon et al., 2011a), perceptions of social relatedness should come into play and be regarded as a significant factor influencing intrinsic motivation. For instance, when a brand actively utilizes relational commitment strategies in the social media environment (Kelleher & Miller, 2006), which fosters interactions among consumers and with the brand, consumers should be able to fulfill the need for social relatedness and in turn, this need satisfaction should lead them to elicit greater engagement and produce more positive relationship outcomes via social media. In the current context, the need for social relatedness need is examined in relation to the broader idea of sense of community, defined as a feeling of belonging and being important to other users in the social network (cf. Chen, 2011). For consumers, social media is such a collaborative environment as a “virtual community” where they can create and co-create value for themselves, others, and brands (Brodie et al., 2013). Thus, it is pivotal to recognize the value of social media contexts that support consumers’ need

for social relatedness in order to fully understand the mechanism of consumer engagement and relationship building within social media.

The Role of Social Relatedness in Facilitating Internalization

In general, following the central premise of SDT, consumers who are high in self-determined motivation are likely to produce greater engagement and relational outcomes than those who are low in self-determined motivation. This argues that, in a relational marketing context, engagement and relational outcomes would depend on the extent to which consumers are self-determined toward brand-related activities (Dholakia, 2006). However, this is based on the belief that engagement and relationship building are simply contingent on whether consumers' psychological needs for autonomy and competence are fulfilled (Deci, 1975; Ryan, 1982). In social media environments in which social relationships form a critical base for human behavior, the role of social relatedness should be considered an important factor that can achieve a level of intrinsic motivation.

As theorized in SDT, feelings of social relatedness contribute to relationship building and lead to subsequent behaviors because they help individuals maintain their intrinsic motivation or facilitate internalization of extrinsic motivation (Connell & Wellborn, 1991; Deci & Ryan, 2000; Ryan et al., 1994). Interestingly, there is some evidence that even in a situation in which low intrinsic motivation is observed, the fulfillment of the social relatedness need increases intrinsic motivation (Anderson, Manoogian, & Reznick, 1976; Ryan & Grolnick, 1986). Consistent with the idea of CET, these findings suggest that the process of consumer engagement, which is implied within the concept of intrinsic motivation, can be facilitated to the extent to which a marketing program satisfies the fundamental need to connect with and attach to others.

The underlying mechanism can be explained by the process of internalization. Within the framework of SDT, it has become clear that people can be self-determined even when offered extrinsic motivators, that is, under certain circumstances that can facilitate internalization. Indeed, the varying types of extrinsic motivations (i.e., external, introjected, identified, and integrated motivation) are built around the concept of internalization, the process through which extrinsically motivated behaviors become internally regulated and self-determined. According to SDT, internalization is an inherently motivated process through which people internalize and integrate external regulation into the self. Following the SDT conditions for adopting intrinsic motivation over extrinsic motivation, internalization is facilitated by the social contexts that satisfy the basic psychological needs (Deci et al., 1991; Ryan, 1995; Ryan & Deci, 2000b).

A number of studies have focused on the contexts that tend to promote internalization by providing support for autonomy and the interpersonal involvement of significant others (e.g., Deci et al., 1994; Grolnick & Ryan, 1989; Grolnick, Ryan, & Deci, 1991; Ryan et al., 1994; Williams et al., 1996). In particular, people's sense of emotional security with significant others and support are associated with a greater sense of self-determination and engagement through the experience of social relatedness (Connell & Wellborn, 1991; Ryan et al., 1994, William et al., 1996). Such social contexts that support social relatedness and autonomy are predicted to promote integrated internalization and, in turn, engagement and increased quality of the relationship (Ryan et al., 1994, cf. Connell & Wellborn, 1991; Ryan & Connell, 1989). With the experience of autonomy and involvement support in social media, consumers will feel more self-determined and satisfied with the relationship with others (Blais et al., 1990; Grolnick &

Ryan, 1989, Grolnick et al., 1991). Perceptions of being “autonomously” involved with others will not only allow consumers to develop and enrich interpersonal relationships with others but also with brands in social media.

HYPOTHESES DEVELOPMENT

Based on the literature, activities that consumers perceive as autonomy and social relatedness supportive would facilitate intrinsic motivation and deepen relatedness with others in social media, resulting in an optimal environment in which consumers show the highest level of intrinsic motivation. However, the impact of social relatedness on consumers’ intrinsic motivation would differ between consumers with high and low levels of self-determination toward brand activities. For those who already show high levels of self-determination with respect to their brand activities, the level of intrinsic motivation would not be reduced significantly irrespective of the level of social relatedness. Consumers with autonomous motivation are those who are intrinsically motivated to engage in brand activities, and social motivators, which can be regarded as “social rewards,” (Johnson & Grimm, 2010) would not be a necessary component for their intrinsic motivation. Self-determined consumers value the goal they pursue in their brand activities in social media, and any efforts they make within the environment enhance the goal value and their subsequent motivation (Zhang et al., 2011). With a high level of self-determination, those consumers would not fully rely on social support by others in determining the level of intrinsic motivation toward brand activities.

The experience of autonomy support is an important element in the development of people’s autonomous self-regulation (Deci & Ryan, 1991, Grolnick & Ryan, 1989, Grolnick et al., 1991), and it may exert a more notable influence for externally-motivated

consumers. This phenomenon can be explained by the process of internalization of extrinsic motivation. Although consumers are motivated by external factors, the experience of social relatedness can integrate external regulation into one's sense of self (Deci et al., 1994), thus allowing low self-determined consumers to internalize their reasons for engaging in brand-related activities in social media. Feelings of social relatedness in social media would significantly contribute to the low self-determined consumers' becoming more autonomously self-regulating in participating in brand activities by increasing their intrinsic motivation. Moreover, because the three basic needs identified in SDT are independent of each other (Deci & Ryan, 2000; Ryan & Deci, 2008; Sheldon, 2004), it would be possible to achieve a level of intrinsic motivation without feeling autonomous. Findings from Deci et al. (2004) showed that there was no direct correlation between the level of intrinsic motivation and number of facilitating context factors that support internalization and self-determination. Experiencing a high level of social relatedness in a social media environment may be a factor strong enough to facilitate internalization and intrinsic motivation among low self-determined consumers.

As hypothesized by SDT, individuals lose intrinsic motivation significantly in a situation in which they experience a lack of interpersonal support, and such feelings of detachment also result in weakened relational ties with others (Anderson et al., 1976; Ryan & Lynch, 1989). The absence of experiencing emotional relatedness would produce a greater detrimental effect on intrinsic motivation for consumers who are low in self-determination than for those with a high level of self-determination. According to CET, self-determination is thwarted the most when a controller of behavior is salient, for

example, when a reward is anticipated (Eisenberger & Cameron, 1996). For those who are stimulated to participate in brand activities via monetary rewards or incentives, the lack of social relatedness would apparently reduce their intrinsic motivation to a greater extent, because there is no facilitating factor that supports consumer self-determination—either autonomy or relatedness (Deci et al., 1994).

As theorized in SDT, consumers' intrinsic motivation toward brand activities in social media would be influenced by the extent to which they perceive self-determination and social relatedness. Based on the aforementioned theoretical underpinnings and conceptualization, this research suggests the role of social relatedness in moderating the effects of consumer self-determination in order to better understand the diversity of consumer engagement and relational outcomes. This research proposes that the impact of social relatedness would be greater for consumers with a low level of self-determination than those with high levels of self-determination. When social relatedness is perceived high, engagement and relationship outcomes would not vary between those who are high and low in self-determination. When consumers exhibit a low level of brand relatedness, on the other hand, consumers who are high in self-determination would generate greater engagement and relational outcomes than those who are low in self-determination.

To address the applicability of SDT in social media marketing contexts, this research discusses relationships among intrinsic motivation, consumer engagement, and relational outcomes. Based upon the operationalization of intrinsic motivation in relation to consumer engagement and relational outcomes, the main proposition for this study is further articulated in two hypotheses and two research questions.

Intrinsic Motivation and Engagement Outcomes

According to the conceptualization by Calder and colleagues (Calder & Malthouse, 2008; Calder, Malthouse, & Schaedel, 2009), consumer engagement, rather than a consequence of persuasive messages, is regarded as an antecedent to responding to them (e.g., attention, usage, liking, or intention to recommend to others). Within the construct of intrinsic motivation, the process of consumer engagement in social media can be explained by consumers' motivational and hedonic experiences with brand activities, that is, consumers' perceived interest and enjoyment toward brand activities in social media. In line with the cognitive component of engagement (i.e., absorption) proposed by Patterson, Yu, & Ruyter (2006), which refers to the level of consumer concentration and/or engrossment in an engagement object (e.g., a brand), consumer engagement comprises experiences that motivate a consumer "to be involved, occupied, and interested" in brand-related activities in social media (Higgins, 2006, p. 442). In addition, consumers' future intentions to engage in brand activities in social media represent the consumers' level of energy exerted in interacting with brands and their motivation to engage in relational behaviors (Dholakia, 2006; Patterson et al., 2006). Therefore, these should be relevant engagement outcomes that can characterize the nature of a participatory social media environment (Tsai & Men, 2013). Based on the discussion above, the proposed interaction effects of self-determination and social relatedness would be observed for consumers' interest or enjoyment toward brand activities in social media and future engagement intention. Thus, the following hypotheses are proposed:

H1: There will be an interaction effect between the level of consumer self-determination and social relatedness on consumer intrinsic motivation (i.e.,

interest and enjoyment toward brand activities in social media) such that the influence of social relatedness on consumer intrinsic motivation will be greater for consumers with a low level of self-determination than those who are motivated by a high level of self-determination.

H2: There will be an interaction effect between the level of consumer self-determination and social relatedness on a consumer's future intention to engage in brand activities (H2a: intention to consume brand content; H2b: intention to contribute to brand content) such that the influence of social relatedness will be greater for consumers with a low level of self-determination than those who are motivated by a high level of self-determination.

While a consumer's brand-related activities include the individual's motivational experience with a media product (e.g., Facebook brand page), which can be represented by the level of interest and enjoyment, hedonic properties related to the media experience can also contribute to engagement strength (Higgins, 2006). Consumers' hedonic experiences are induced by a specific media context (Calder & Malthouse, 2008), and in the current case, engagement can be understood as a function of consumers' emotional responses while engaging in brand-related activities in social media. The inherently social and interactive features of social media platforms enable consumers to develop an emotional connection with brands, naturally leading to the establishment and cultivation of meaningful relationships (Avery et al., 2010; Kelleher & Miller, 2006; Smith, 2010), and the emotional dimension of engagement is implied by the social and interactive nature of brand-related activities in social media.

A critical question here is whether the proposed interaction effects of self-determination and social relatedness on engagement outcomes are simple due to variances in mood or the experience of vividness and aliveness, which is referred to as “felt energy” (Frederick, 1997; Luke, Sedikides, & Carnelley, 2012). To fully explore the mechanism underlying consumer engagement, it is important to take into account consumers’ emotional experiences produced by the feeling of relatedness in social media.

Empirical findings showed that fulfillment of relatedness needs generated greater daily emotional well-being, which included positive affect and felt energy (e.g., Patrick, Ryan, & Kaplan, 2007; Reis et al., 2000; Sheldon et al., 2001b). According to attachment theory, perceptions of attachment are, in general, associated with positive affect (e.g., Mikulincer & Shaver, 2001; Mikulincer et al., 2001; Rowe & Carnelley, 2003). However, findings from previous studies show contradictory results. Luke et al. (2012) indicated that secure attachment resulted in felt energy in relationships, but no relationship was found between the general positive affect and secure attachment. Similarly, feelings of relatedness did not induce mood or empathy, and, the effects on increasing the likelihood to engage in prosocial activities were explained independently of any effect on mood or empathy (Pavey et al., 2011).

To cope with these contradictory results, this study investigates the potential interaction effects of social relatedness and consumer self-determination on consumers’ positive affect and felt energy through the following research question:

RQ1: Will there be an interaction effect between the level of consumer self-determination and social relatedness on consumers’ mood (i.e., positive affect) and felt energy?

Link between Engagement and Relational Outcomes

Realizing the role of engagement in establishing and maintaining customer relationships, marketers understand that the engaging experiences consumers have with brand activities in social media can affect relational outcomes, such as satisfaction, commitment, and trust (Brodie et al., 2011; Hollebeek, 2011; Vivek et al., 2012). In other words, relationship building is regarded as the consequence of engagement.

Throughout the last several decades, the importance of relationship building has been emphasized by public relations scholars and practitioners, who have endeavored to build and enhance relationships with key publics. In efforts to increase organizational effectiveness and contribute to an organization's well-being, a number of scholars have developed relationship indicators to evaluate the strength and quality of an organization's relationship with its publics (Kelleher & Miller, 2006). According to the interpersonal relationship literature, a number of public relations scholars contend that satisfaction, commitment, mutuality, and trust are the most essential relational features (e.g., Bruning & Ledingham, 1999).

In this study, relational outcomes are measured with five relationship variables: satisfaction, affective commitment, control mutuality, competence trust, and benevolence/integrity trust (Bruning & Ledingham, 1999; Hon & Grunig, 1999). Specifically, two outcome measures—satisfaction and affective commitment—were used to assess the quality of relationship that consumer have toward brand activities in social media. Based on the literature on SDT, satisfying consumers' relatedness needs can promote relationship well-being (Patrick et al., 2007; Wang & Li, 2012). Relationship well-being, which includes *satisfaction*, occurs when consumers feel

favorably toward the brand activities because positive expectations about the relationship are reinforced (Hon & Grunig, 1999). Wang & Li (2012) showed that people's relatedness need satisfaction and satisfaction led to their satisfaction with social networking sites. *Affective commitment* reflects "identification with, involvement in, and emotional attachment," (Allen & Meyer, 1996, p.253), and it was assessed with respect to consumers' emotional bonding and attachment to brand activities in social media.

Three outcome variables—control mutuality and two dimensions of trust (i.e., competence and benevolence/integrity)—represent the quality of relationship between consumers and brands formulated during consumers' brand activities in social media. *Control mutuality*, characterized by "inclusion or collaborative orientation" (Kent & Taylor, 2002, p.25), is understood as the degree to which relational partners (i.e., consumers and brands) are in agreement as to who has power and influence (Hon & Grunig, 1999). Based on the finding that relationship maintenance strategies used in the context of social media campaigns are strongly correlated with credibility assigned to an organization (Sweetser, 2010), trust is regarded as a key factor that determines the effectiveness of relational marketing in social media, and it consists of two dimensions: competence and benevolence/integrity (McKnight, Choudhury, & Kacmar, 2002; Ridings, Gefen, & Arinze, 2002). *Competence component of trust* refers to consumers' confidence that brands have the ability and skills to perform competently, whereas *benevolence/integrity component of trust* is consumers' expectations that brands will act in consumers' interests as well as in accordance with socially accepted standards of honesty and promise keeping (McKnight et al., 2002).

To extend the current knowledge about the mechanism underlying consumer engagement and relationship-building that impacts the effectiveness of social media marketing programs, this study examines whether the proposed interaction effects of consumer self-determination and social relatedness would affect relational outcomes. Thus, the following research question was raised:

RQ2: Will there be an interaction effect between the level of consumer self-determination and social relatedness on relational outcomes (i.e., satisfaction, affective commitment, control mutuality, competence trust, and benevolence/integrity trust)?

CHAPTER 3: Studies One, Two, and Three

The purpose of Chapter 3 is to present research methodologies and findings of the main studies in detail. The research findings were discussed for each study.

OVERVIEW

The proposed hypotheses and research questions are examined in three studies. Specifically, the three studies investigated whether social relatedness would moderate the effects of self-determination on engagement and relational outcomes, such that the impact of social relatedness would be greater for individuals with a low level of self-determination than for those who are motivated by a high level of self-determination. As the first step, Study 1 focused on establishing the foundation of this research by validating the interaction effects of the level of self-determination and relatedness on engagement (H1 and H2). In addition, Study 1 examined whether the interaction effects were observed for positive mood and felt energy (RQ1). In this first study, participants' motivations, in terms of their self-determination, were assessed with respect to their participation in the research study, while relatedness was directly manipulated using a priming approach. Thus, Study 1 employed a 2 (level of self-determined motivation: high versus low) \times 2 (relatedness: relatedness versus control) between-subjects experimental design.

To extend the implications of the findings of Study 1, Study 2 further examined whether the extent to which consumers' perceived social relatedness in social media moderated the effects of their self-determination on consumer engagement (H1 and H2) and relational outcomes (RQ2). Specifically, H2 was tested by examined H2a and H2b separately. Instead of manipulating relatedness, consumers' motivations toward brand

activities in social media were experimentally manipulated in two dimensions: consumer intrinsic and extrinsic motivation. Each motivation represented a high and low level of self-determination, respectively. Social relatedness was measured based on the participants' reported relatedness experienced in social media. The design employed for Study 2 was identical to that used in Study 1, a 2 (level of self-determined motivation: high versus low) \times 2 (perceived social relatedness: high versus low) between-subjects design.

Finally, Study 3 was conducted to replicate the previous studies and generalize the findings with a sample of brand followers in social media. To increase external validity, Study 3 was conducted to provide non-experimental support for the hypotheses and findings obtained from Study2.

In three studies, participants were recruited from a Web-based platform, Amazon's Mechanical Turk (MTurk), in which the surveys were delivered to users (Mturk workers) in the form of a Human Intelligence Task (HIT). Users who agreed to participate in the study on MTurk were directed to a web-based survey. Participation was completely voluntary; however, for those who completed the study, compensation was provided as incentive. Because MTurk subjects are more representative of the general population and more diverse than convenience samples and standard Internet samples (Berinsky, Huber, & Lenz, 2012; Buhrmester, Kwang, & Gosling, 2011), MTurk has been extensively used by a number of social science researchers for subject recruitment. In order to collect diverse subjects that represent the general consumer population and social media users, this research used samples that were drawn from the MTurk platform.

Although these three studies are similar in that they all attempt to examine the interaction effects of self-determination and social relatedness, the methods were different in several aspects to make the research findings generalizable. First, this research tested the proposed hypotheses and research questions under various conditions by both manipulating and measuring independent variables. For example, consumers' self-determination was experimentally induced using two priming scenarios in Study 2 (i.e., intrinsic versus extrinsic motivation), whereas it was measured in Study 1 and Study 3. To increase external validity, consumer motivations were measured in Study 3 with a sample of brand followers on Facebook and Twitter. Similarly, consumers' perceived social relatedness was measured in Study 2 and 3, whereas Study 1 utilized a manipulation of relatedness.

Second, the level of self-determination was examined at various ranges on the self-determination continuum (i.e., intrinsic motivation, identified motivation, introjected motivation, external motivation), and the selection was based on the range of motivations that could best reflect the nature of the study context. For example, because Study 1 examined the degree of self-determined motivation the participants had toward the study (i.e., survey task) on MTurk, it was important to take into account the nature of such a paid crowdsourcing platform and the general motivations of MTurk workers, which included desire for compensation as part of extrinsic motivation (Borst, 2010) and desire for gaining knowledge as part of intrinsic motivation (Antin & Shaw, 2012; Kaufmann, Schulze, & Veit, 2011). Thus, the level of self-determination in Study 1 was measured on the range between identified motivation and extrinsic motivation, each reflecting a high and low level of self-determination. In Study 2 and Study 3, on the other hand, the level

of consumer self-determination was measured on the range between intrinsic motivation and extrinsic motivation (see the details in Study 2 and Study 3). To further validate the classification of consumer motivations, the sample of Study 3 was used for conducting an exploratory factor analysis (EFA) and a confirmatory factory analysis (CFA).

Finally, in order to enhance generalizability of the study findings, Study 3 replicated the previous studies in the context of specialized social media, Facebook and Twitter, two major social networking sites, whereas Study 2 used a broad definition of social media which also included microblogs and video/photo sharing sites (cf. Hoffman & Novak, 2013). In Study 2, brand activities were broadly defined as including consuming, contributing, and creating brand content in social media (Muntinga et al., 2011), which might limit the generalizability of the findings. In study 3, consumers' self-determination and perceived social relatedness were measured based on a specific type of brand-related activity; that is, "following" brands.

Throughout the three studies, self-determination and perceived relatedness were examined as independent variables, while engagement outcomes were used as dependent variables. Additionally, relational outcomes were examined in both Study 2 and Study 3 as dependent variables. As described above, methods of the three studies were intentionally varied to enhance the generalizability of research findings.

STUDY 1: THE MODERATING EFFECT OF RELATEDNESS PRIMING ON TASK ENGAGEMENT

In order to examine whether relatedness influences the effects of self-determination on engagement outcomes (i.e., intrinsic motivation, future engagement intention, positive affect, and felt energy) (H1 and H2), Study 1 employed a 2 (level of

self-determined motivation: high versus low) \times 2 (relatedness: relatedness versus control) between-subjects design. As the data-collection method, it employed an online experiment.

The level of self-determined motivation was measured using instruments derived from the SDT literature (e.g., Ryan & Connell, 1989; Vallerand et al., 1992) and prior studies on MTurk users. They were then dichotomized using median splits for binary classifications of high and low self-determined motivations (see detail in the results section). Relatedness was experimentally manipulated following the procedure of Pavey et al. (2011) procedure. The manipulation consisted of two components: (a) a sentence unscrambling task (Srull & Wyer, 1979) and (b) relatedness support manipulation in which participants were offered help by the researcher (Sheldon & Filak, 2008). A wide range of cognitive psychology studies has demonstrated that concepts and trait terms can be primed and successfully manipulated through exposure to words related to specific concepts and terms (e.g., Bargh, Chen, & Burrows, 1996; Srull & Wyer, 1979).

A total of 296 participants were recruited from Amazon's MTurk, a Web-based platform. MTurk users who agreed participating in the study were redirected to a web survey and asked to complete the consent form. Participants received compensation for completing the study.

Procedure

This study was delivered to MTurk users using the MTurk Web interface. Both on the consent form and in the instructions given prior to taking the survey, participants were informed that they would take part in two unrelated studies. This procedure ensured that participants were subtly primed with the concept of relatedness, without conscious

intention and awareness, so as to avoid activating any associated goals (such as goals related to relatedness, closeness, or attachment) which in turn, could influence their subsequent motivation (Bargh et al., 1996; Chartrand & Bargh, 1996).

The “first study,” participants were informed, was the sentence unscrambling task. Participants were told that the first study examined some of the processes involved in sentence construction, which served as a cover story to avoid biasing participants’ responses and to prevent them from guessing the purpose of the study (e.g., Chartrand & Bargh, 1996; Levesque & Pelletier, 2003).

Participants were randomly assigned to one of two conditions (i.e., relatedness priming condition versus control condition). They were then given 15 sets of five words that were presented in a scrambled order and asked to construct a grammatically correct sentence only using four out of five words in each set (e.g., the words “shining/is/the/sun/cup” could be written as “the sun is shining”). Prime words (i.e., community, connected, relationships, closeness, together, related, united, cooperation, belongingness, affiliated, supported, and linked) intended to induce relatedness were adapted from prior literature (e.g., Lockwood, Dolderman, & Sadler, 2004; Mikulincer & Shaver, 2001; Pavey et al., 2011) and embedded in 12 sets of words (80%) based on previous research (Chartrand & Bargh, 1996; Srull & Wyer, 1979) using 3 filler sets. A sample set of words included “are/together/change/kids/sitting” and “people/are/the/united/level”. In the control condition, the relatedness prime words were replaced with words that were unrelated to relatedness (e.g., “are/here/change/kids/sitting” and “people/are/the/talking/level”), and all remaining words were neutral and identical across the two conditions. To avoid order effects, the order of the presentation of the

scrambled words was counterbalanced in both conditions. Appendix A presents the 15 set of words used for each condition.

In addition to the priming task, relatedness support was given to the relatedness prime condition to strengthen the manipulation effect (Pavey et al., 2011). Following the procedure of Sheldon & Filak (2008) and Pavey et al. (2011), the instructions for the sentence unscrambling task were presented prior to the task as follows:

“The researchers who developed this task are interested in your unique language style, and really appreciate and value your input. Do as your best you can on your own, but please feel free to contact us at (the researcher’s email address and telephone number) to ask questions at any time. We are here to help and support you if you feel you need it.”

Additionally, the general statements were provided to the relatedness prime condition (a) when the hints were given: “The first time I did this I found the hints very helpful, and I hope you will too” and (b) during the task: “Just to remind you, the researchers are always here to help if you get stuck (the researchers’ email address and telephone number), and really value your effort on this task.” All these statements were given to induce the feelings of support and caring, and interest in the participants’ experiences with the task (Sheldon & Filak, 2008).

After completing the manipulation check, participants were thanked for completing the first part of the study and asked to proceed to the “second” study. The following instruction stated that the purpose of the second study was to understand users on Amazon’s MTurk, and participants were asked to answer a questionnaire assessing their intrinsic motivation (i.e., interest-enjoyment) toward the study and future intention

to take part in similar studies on MTurk. The questionnaire also contained measures of positive affect and vitality, and participants were asked how much each item indicated their feelings at that moment. Next, participants were asked to respond to questions about their motivations for taking part in the study.

Following this, participants' awareness of the nature of the study (i.e., relatedness manipulation) or suspicion concerning the relation between the different tasks of the study was assessed (Bargh et al., 1996; Chartrand & Bargh, 1996). They were asked (a) what they thought the purpose of the study had been and (b) whether they thought any of the tasks they did had been related. After completing the questionnaire, they were presented with a debrief statement fully explaining the purpose of the study.

Measures

Several measures were employed to measure MTurk users' level of self-determination, the effectiveness of the relatedness manipulation, intrinsic motivation, future engagement intention, positive affect, and felt energy. For each item, a single index was created by averaging the items. The measures of all the variables can be found in Appendix B.

Independent Variables

Level of Self-determination. Based on a review of studies examining MTurk users and their motivations (e.g., Antin & Shaw, 2010; Borst, 2010; Kaufmann et al., 2011; Schultheiss et al., 2013), the level of participants' self-determination was assessed on the range between identified motivation (i.e., desire for gaining knowledge) and extrinsic motivation (i.e., desire for compensation) to reflect best the motivations of MTurk workers for doing work on MTurk. Although several studies have identified intrinsic

motivation as a substantive part of many MTurk workers' motivation (e.g., Antin & Shaw, 2010; Buhrmester et al., 2011), a pure intrinsic motivation was not considered as motivation relevant to the current study context in which instructions provided the compensation to be paid and salient financial rewards were provided. Therefore, the participants' motivations were investigated within the range of extrinsic motivation specified in SDT.

Participants' level of self-determination was assessed using a total of eight items, with four items measuring high self-determined motivation (i.e., identified motivation) and the other four items measuring low self-determination (i.e., external motivation). While both motivation items were developed from prior literature on SDT, by expanding upon the Academic Motivation Scale (Vallerand et al., 1992) and Ryan & Connell's Self-Regulation Scale (1989), the wording of scale items were modified to reflect the MTurk context studied (e.g., Amabile et al., 1994). Participants were asked to respond to each of the items using the stem "I took part in this study...." Sample items corresponding to identified motivation included "because I want to learn skills which I could use other areas of my life" and "because I value the benefits of this study." Items corresponding to extrinsic motivation were, for example, "because I am strongly motivated by compensation I can receive" and "in order to make extra money." Both scale items were scored on a seven-point Likert scale from 1 = "not at all true for me" to 7 = "very true for me" (high self-determined motivation average $\alpha = .91$; low self-determined motivation average $\alpha = .91$).

The Effectiveness of Manipulation. To assess whether the manipulation of relatedness evoked differences in relatedness need satisfaction between the experimental

and control conditions, a three-item scale from La Guardia et al. (2000) served to examine to extent to which participants had experienced relatedness during completing the sentence unscrambling task (e.g., “I felt appreciated,” “I felt a lot of closeness and intimacy”). The measure was rated on a seven-point Likert scale, ranging from 1 = “not at all true” to 7 = “very true” (average $\alpha = .73$).

Dependent Variables

Intrinsic Motivation. Intrinsic motivation was measured using the interest/enjoyment subset of the Intrinsic Motivation Inventory (McAuley, Duncan, & Tammen, 1989; Ryan, 1982), which is considered a self-report measure of intrinsic motivation (Guay, Vallerand, & Blanchard, 2000). The measure consisted of five items (e.g., “I am enjoying doing this study very much,” “I describe this study as very interesting”), in which each item was scored on a seven-point Likert scale, ranging from 1 = “strongly disagree” to 7 = “strongly agree” (average $\alpha = .92$).

Future Engagement Intention. The extent to which participants reported their intention to take similar studies on MTurk was measured with one item from Pavey et al. (2011): “Having participated in this study today, to what extent do you intend to take part in this kind of study again?” This item was measured on a seven-point scale, ranging from 1 = “definitely not” to 7 = “definitely will”. In addition, two scale items from Ajzen (2002), such as: “I intend to take part in this kind of study within the next two weeks,” were rated along a seven-point Likert scale, ranging from 1 = “strongly disagree” to 7 = “strongly agree” (average $\alpha = .86$).

Positive Affect and Felt Energy. The four-item positive affect measure was adapted from Diener & Emmons (1984) to assess the extent to which participants had felt

each of several mood dimensions (i.e., “joyful,” “happy,” “pleased,” and “enjoyment/fun”) at that moment. For felt energy, participants rated the degree to which they had felt vigorous and alert. A five-item Psychological Vitality Scale (Ryan & Fredrick, 1997) was used (i.e., “energetic,” “vital,” “vibrant,” “energized,” and “excited”). Both affect and vitality measures were examined on a seven-point Likert scale (1 = “not at all true”, 7 = “very true”). Positive affect ($\alpha = .92$) and felt energy items ($\alpha = .95$) were averaged to form index scores, respectively.

Covariates

When all other factors are held constant, fulfillment of basic psychological needs for autonomy and competence leads to greater intrinsic motivation (e.g., Grouzet et al., 2004) and is associated with greater daily well-being, which includes positive affect and vitality (Sheldon, Ryan, & Reis, 1996; Reis et al., 2000). In addition, an individual’s motivational orientation or predisposition toward a certain goal may moderate the effects of goal manipulation (Hart & Albarracin, 2009). Some individuals may value relatedness (e.g., closeness and attachment in a relationship) more intrinsically and be responsive to the relatedness information, while those who are not oriented toward relatedness are less likely to react to relatedness (cf. Harackiewicz et al., 1987). Applying this, it is expected that the positive relationship predispositions of securely attached individuals could influence the impact of relatedness (cf. Carnelly & Rowe, 2007; Paulssen & Fournier, 2007). The effects of relatedness and self-determination on task engagement, therefore, can be confounded with the potential effects of autonomy and competence need satisfaction and attachment security. To account for the confounding effects, these three factors were included as covariates in this study.

Autonomy and Competence Need Satisfaction. A total of six items, with three items measuring autonomy need satisfaction and the other three items assessing competence need satisfaction, were derived from (La Guardia et al., 2000) and Sheldon et al. (2001b). Similar to the measure of the satisfaction of relatedness need, autonomy and competence need satisfaction items were examined in terms of how much participants had felt autonomy and competence during the sentence construction task, and they were assessed immediately after the relatedness manipulation check items. Items representative of autonomy need satisfaction included “I felt that my choices were based on my true interest and values.” A sample item for competence need satisfaction included “I felt that I was successfully completing the task.” Participants rated on a seven-point Likert scale how true each need satisfaction item was for them (1 = “not at all true” to 7 = “very true”) (autonomy need satisfaction: average $\alpha = .91$; competence need satisfaction: average $\alpha = .84$).

Attachment Security. Items to measure individuals’ attachment orientation were adapted from Paulssen & Fournier (2007). Following the conceptualization of attachment security, the seven attachment security items gauged the degree to which individuals perceived themselves to be secure in relation to attachment (Mikulincer, Flqrian, & Tolmacz, 1990). Participants rated the extent to which each item described them (e.g., “It is easy for me to rely on others,” “I am at ease being emotionally close to others”) on a seven-point Likert scale, ranging from 1 = “not at all true” to 7 = “very true” ($\alpha = .89$).

Results

Sample Characteristics

The sample consisted of 57% males and 43% females. Participants' ages ranged from 16 to 67 years with an average age of 35 years ($SD = 10.79$). The largest age group was between the ages of 26-35 years (39%), followed by the group of ages 36-50 years (22%). The majority of the participants classified themselves as Caucasian (57%), followed by Asian/Asian American (28%), Hispanic (5%), and African American (4%), and 6.5% either chose "other" or indicated multiracial.

As for participants' usage of MTurk system, they reported that they had been enrolled in MTurk as a worker for an average of 2 years and 2 months. The majority of the respondents were active MTurk users, with approximately 70% of them reporting that they participated in tasks on MTurk several times a day.

Awareness Check

Participants were asked if they knew the purpose of the study and whether there was a connection between the different tasks they involved (Chartrand & Bargh, 1996). Most of the participants were unaware of the purpose of the study and thought that the study was about MTurk workers as outlined in the cover study. Of the 296 participants, however, two participants reported suspicion of the relatedness manipulation in the first part of the study, and another two indicated that the tasks in which they had engaged might be related to one another. Although they could not accurately guess the purpose of the study—that is, how the manipulation of relatedness was hypothesized to influence their engagement, future intention, positive affect, and felt energy—their data were excluded from all further analyses. This left a sample of 292 participants.

Categorization of High versus Low Self-determination

The self-determination dichotomization procedure resulted in four motivation quadrants. The first quadrant consisted of individuals who were low in self-determination (i.e., high external motivation and low identified motivation scores; $N = 83$) and the fourth quadrant consisted of individuals who are high in self-determination (i.e., low external motivation and high identified motivation scores; $N = 74$). Individuals who fell into either the second quadrant (high external motivation and high identified motivation scores; $N = 63$) or the third quadrant (low external motivation and low identified motivation scores; $N = 72$) represented those motivated by either both or neither of the two types of self-determination. To clearly distinguish individuals with a high and low level of self-determination, a total number of 157 participants who constituted the first and fourth quadrant, representing either low self-determined or high self-determined individuals, respectively, were selected for further hypothesis testing.

Manipulation Check

To test whether or not participants reported an actual difference in relatedness need satisfaction between the experimental and control conditions, an independent samples t-test was run with the degree of felt relatedness (i.e., relatedness need satisfaction) as the dependent variable. The results of the manipulation check showed that relatedness was primed by the experimental manipulation. Participants in the relatedness manipulation condition exhibited higher relatedness need satisfaction scores ($M = 4.27$, $SD = 1.31$) than participants in the control condition ($M = 3.65$, $SD = 1.35$), $t(155) = 2.92$, $p < .01$, $d = .47$. This indicated that participants exposed to relatedness priming experienced the feeling of relatedness and were more likely to satisfy the need for relatedness compared to those who did not receive priming.

In addition, autonomy and competence scores were compared between the two conditions to verify that the relatedness manipulation did not influence either autonomy or competence need satisfaction. The results indicated that neither autonomy nor competence need satisfaction scores were different across the two conditions, $t(155) = 1.76, p >.05, d = .29$ and $t(155) = -.50, p >.05, d = .08$. Table 3.1 summarizes the result of manipulation.

Table 3.1: The Effectiveness of Manipulation (Study 1)

	Relatedness Manipulation (N = 78) <i>M (SD)</i>	Control (N = 79) <i>M (SD)</i>	<i>t</i> -value	<i>p</i> -value
Relatedness	4.27 (1.31)	3.65 (1.35)	2.92	.004
Autonomy	4.29 (1.62)	3.82 (1.67)	1.76	.080
Competence	5.96 (1.09)	6.04 (.93)	-.50	.619

Note: Mean scores are based on a scale of 1 to 7.

Hypotheses Testing

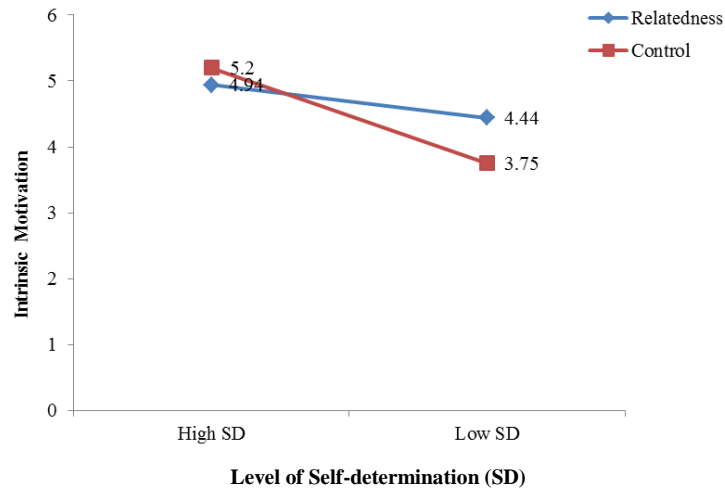
To test H1, a two-way multivariate analysis of covariance (MANCOVA) was performed to examine the effects of social relatedness and level of self-determination on the four dependent variables (i.e., intrinsic motivation, future engagement intention, positive affect and felt energy), while accounting for three covariates (i.e., need satisfaction for autonomy and competence and attachment security).

Results demonstrated significant main effects of the level of self-determination, $F_{Wilks's\ lambda} = 5.92, p <.001, \eta_p^2 = .14$. As a follow-up test to MANOVA, separate two-way analyses of covariance (ANCOVAs) were performed on each dependent variable. After controlling for the covariates, the results yielded a significant main effect of self-determination on intrinsic motivation. That is, when self-determined motivation was high

(i.e., identified motivation), participants showed greater intrinsic motivation toward the task than those with low self-determination (i.e., external motivation), $F(1, 150) = 20.01$, $p < .001$, $\eta_p^2 = .12$. There were also significant main effects of self-determination on positive affect [$F(1, 150) = 4.68$, $p < .05$, $\eta_p^2 = .03$] and felt energy [$F(1, 150) = 6.80$, $p < .05$, $\eta_p^2 = .04$], after accounting for the effects of covariates. In other words, participants who were high in self-determination reported more positive affect and higher felt energy than those who were low in self-determination. No main effects were observed for relatedness on any of the dependent variables.

Examination of H1 and H2 considered the interaction effects of the level of self-determination and social relatedness. More importantly, the results indicated that the interaction effects were found to be significant, $F_{Wilks's\ lambda} = 2.99$, $p < .05$, $\eta_p^2 = .08$. To clarify the findings, follow-up ANCOVAs were run using the three covariates, and adjusted means were used to account for the effects of covariates. After controlling for the effects of autonomy ($p < .001$) and competence need satisfaction ($p < .01$), the results showed that there were significant interaction effects between the level of self-determination and relatedness on intrinsic motivation, $F(1, 150) = 7.97$, $p < .01$, $\eta_p^2 = .05$. Additionally, the results of pairwise comparisons revealed among participants who were low in self-determination, participants who were primed with relatedness exhibited greater intrinsic motivation toward the task ($M = 4.44$) than those in the control condition ($M = 3.75$), $F(1, 150) = 8.67$, $p < .01$, $\eta_p^2 = .06$ (see Figure 3.1). As predicted, relatedness priming did not significantly influence the level of intrinsic motivation among those who were high in self-determination, $F(1, 150) = 1.19$, $p = .28$. These results supported H1.

Figure 3.1: Intrinsic Motivation as a Function of the Level of Self-determination and Relatedness



However, no interaction effects appeared for the level of self-determination and relatedness on future engagement intention, $F(1, 150) = .24, p = .63$; thus, H2 was disconfirmed. Similarly, no interaction effects were found for positive affect [$F(1, 150) = 2.27, p = .13$] and felt energy [$F(1, 150) = .04, p = .84$]. Table 3.2 reports raw and adjusted means and standard deviations for the dependent measures.

Table 3.2: Descriptive Statistics (Study 1)

	High Self-determination		Low Self-determination		High Self-determination		Low Self-determination	
	Raw Means		Raw Means		Adjusted Means *		Adjusted Means *	
	Relate	Control	Relate	Control	Relate	Control	Relate	Control
Intrinsic	5.17 (1.08)	5.42 (.94)	4.33 (1.39)	3.47 (1.35)	4.94	5.20	4.44	3.75
Intention	5.88 (.94)	5.83 (1.03)	5.48 (1.39)	5.46 (1.23)	5.87	5.78	5.45	5.54
Affect	5.11 (1.31)	5.55 (.69)	4.34 (1.38)	4.04 (1.35)	4.74	5.24	4.51	4.46
Energy	4.91 (1.35)	5.17 (.91)	3.65 (1.62)	3.64 (1.45)	4.49	4.83	3.85	4.10
N	40	34	38	45	40	34	38	45

Notes: Mean scores are based on a scale of 1 to 7. Standard deviations are in parentheses. Intrinsic = Intrinsic Motivation, Affect = Positive Affect; Energy = Felt Energy, Relate = Relatedness Condition, Control = Control Condition.

* Means with autonomy and competence need satisfaction score and security attachment as covariates.

Discussion

The findings of Study 1 provided initial evidence for the hypothesis that individuals' relatedness need satisfaction influenced their intrinsic motivation toward a task, depending on their level of self-determined motivation toward the task. The pattern of results for the low self-determined individuals in the relatedness priming condition was as predicted: those who were primed with relatedness reported greater intrinsic motivation than did those in the control condition. The pattern of results for high self-determined individuals who were primed with relatedness was also as predicted: those who were primed with relatedness produced no greater or less intrinsic motivation than those who were not. This suggests that relatedness may only be effective for individuals who have a low level of self-determination. Nevertheless, this study provided no

evidence that relatedness generated a detrimental effect on intrinsic motivation among high self-determined individuals.

The results of Study 1 also showed that the level of individuals' self-determination toward a task did not moderate the effect of relatedness on their future intention to engage in a similar task. One explanation for this finding could be that the effect of relatedness priming did not affect their intention to engage in other tasks, which were different from the original task. Instead, the level of their self-determination served as a main predictor influencing their future intention. The findings that there were no main effects found on any of the dependent variables may support this explanation.

Another explanation is that, following the sentence scrambling task, the relatedness priming procedure was akin to situations in which the concept of closeness is primed (e.g., Lockwood et al., 2004). Because priming words related to those two concepts are interrelated (e.g., closeness, attached, connection, or together), participants in the priming condition rather felt a sense of closeness, not a sense of being connected to others. This might well be possible in the study context in which participants had no social interactions with other participants. Accordingly, in a second study, a more direct measure of social relatedness was used, examining whether participants' perceptions of relatedness would influence their future engagement intention. In addition, the role of social relatedness and self-determination was further tested in the context of social media.

It is important to note that no interaction effect was observed for participants' positive affect and felt energy. Similar to results of Bargh et al. (1996) and Hodgins, Yacko, & Gottlieb (2006), the effects of priming were not attributed to any mood or arousal effect. Based on the results of this study, participants were not more likely to be

happy or vigilant compared to participants in the control condition. Therefore, the alternative explanation for the findings in terms of a mediating effect of positive or felt energy caused by the relatedness primes appears untenable.

STUDY 2: THE MODERATING EFFECT OF PERCEIVED SOCIAL RELATEDNESS ON CONSUMER ENGAGEMENT AND RELATIONSHIP BUILDING IN SOCIAL MEDIA

To examine the effects of self-determination and relatedness on engagement (H1, H2a, and H2b: intrinsic motivation, future consuming and contributing engagement intention) and relational outcomes (RQ2) in the context of social media, this study was conducted as an online experiment and employed a 2 (level of self-determined motivation: high versus low) \times 2 (perceived social relatedness: high versus low) between-subjects design. Instead of manipulating relatedness, consumers' reported perceptions of relatedness experienced during their brand-activities in social media were measured using the scales derived from La Guardia et al. (2000) and Sheldon et al. (2011a). The relatedness scores were then dichotomized using median splits to create binary classifications of high and low relatedness groups. In a change from Study 1, the levels of consumers' self-determined motivations were experimentally manipulated by two priming scenarios, following Hoffman & Novak for contextual priming procedures (2013). Each participant was exposed to one of the two scenarios, developed from Hoffman & Novak's study (2013), which described sample behaviors illustrating high versus low self-determined motivation for participating in brand-related activities in social media.

Overall, 316 participants participated in Study 2, including a pre-test and the main experiment. For the main experiment, participants (N =247) were recruited from Amazon's MTurk. Only individuals who had engaged in brand-related activities in social media were considered as qualified participants. The definition of social media was broadly defined to include social networking sites (e.g., Facebook and Twitter), microblogs, and video/photo sharing sites (e.g., Youtube, Pinterset, and Instagram). After a brief introductory description of the study, screening questions were administered to assess the eligibility of each participant.

Scenario Development

Before proceeding with the main experiment, a pre-test was employed to identify the two extremes of the range of consumer motivations on the self-determination continuum for engaging in brand activities in social media. To provide a meaningful examination of the hypotheses, it was important to ensure that the scenarios of consumer motivations represented motivations that were most relevant to consumers engaging in brand activities in social media. The task of developing scenarios involved multiple steps.

First, four versions of consumer motivation scenarios with a different level of self-determination (i.e., intrinsic motivation, identified motivation, introjected motivation, and external motivation) were first created based on Hoffman & Novak's work (2013) and prior SDT literature (Ryan & Connell, 1989; Vallerand et al.,1992). Based on a review of studies on consumer motivations for engaging with brands in social media (e.g., Kwon et al., in press), modifications were made to reflect motivations relevant to brand activities in social media.

A pretest was conducted with a sample of 69 college students (54 %: Male, 46% Female, age $M = 20.36$). Each respondent was exposed to all four scenarios and then asked to indicate whether each scenario described motivations for engaging in brand-related activities in social media (yes/no): “Have you ever engaged in such brand-related activities because it was fun and enjoyable?” (i.e., intrinsic motivation), “because it was perceived as important (i.e., identified motivation), “because of feelings of pressure (i.e., introjected motivation), and “because of desires for rewards” (i.e., external motivation). For those who responded “yes,” they were asked to describe brand-related activities they had engaged in social media corresponding to that reason. To ensure that the scenarios had resulted in the intended effects, participants responded to a twelve-item scale, derived from Ryan & Connell (1989) and Vallerand et al. (1992), to rate the extent to which the brand-related activities they described represented the different levels of self-determination. Each self-determination subscale was formed of four items. Items measuring intrinsic motivation included “I engaged in the brand activities because I enjoyed it” and “it was interesting,” and for identified motivation, items such as “because I thought it was important for me to do so” and “because it was beneficial for me” were used. Items corresponding to introjected motivation were, for example, “I engaged in the brand activities because I want others to think I am a good consumer” and “I would feel bad about myself if I did not”), and extrinsic motivation was composed of items such as “in order to get rewards for my participation” and “because that was what I was supposed to do to receive monetary incentives.” For each statement, participants rated on a seven-point Likert scale, ranging from 1 = “not at all a reason” to 7 = “definitely a reason,” for their brand-related behaviors in social media.

Results revealed that 77% of the participants reported they had extrinsic motivation toward brand activities in social media, followed by intrinsic motivation (55%), identified motivation (33%), and introjected motivation (14%). Based on the results, extrinsic motivation was confirmed as the lowest level of self-determination relevant to consumers using social media for brand activities and intrinsic motivation as the highest level of self-determination. For further validation, an exploratory factor analysis (EFA) was conducted in Study 3, and the results were followed up by confirmatory factor analysis (CFA).

To test the effectiveness of the manipulation of the scenarios, participants' ratings on the scales of intrinsic and extrinsic motivation were compared. As predicted, the results indicated that the high consumer self-determination condition (i.e., intrinsic motivation scenario) ($M = 5.72$, $SD = 1.28$) was rated higher than the low self-determination condition ($M = 3.86$, $SD = 1.94$) on the intrinsic motivation scale, $t(89) = -5.17$, $p < .001$, $d = .43$. The low consumer self-determination condition ($M = 5.11$, $SD = .83$) was rated higher than the high self-determination condition ($M = 4.24$, $SD = 1.00$) on the extrinsic motivation scale, $t(89) = 4.54$, $p < .01$, $d = 1.3$.

The results of pre-test formed the basis for crafting conditions for consumer motivation scenarios by identifying the range of motivations that could best represent a high versus a low level of consumer self-determined motivation in the context of social media. The scenario examples for the experimental manipulations (i.e., intrinsic versus extrinsic motivation) are presented in Appendix C.

Procedure

Upon consent, participants were directed to a survey link where they were randomly assigned to either of the two priming conditions—high or low self-determination motivation prime. Upon completion of the general questions about their social media usage, they were informed that the study examined how people engage in brand activities in social media for a specific motivation that corresponded to their experimental conditions. Following Hoffman & Novak's procedure (2013), participants in both high and low self-determination conditions received a detailed scenario that illustrated the corresponding motivation (i.e., intrinsic versus extrinsic motivation) and were asked to read it carefully. After reading the scenario, participants were asked to think about brand-related activities in which they had participated in social media that involved something similar to the scenario (e.g., clicking on “likes” on a brand page because it's fun and interesting). They were then asked to identify a single brand for which they had recently engaged in an activity in social media and then describe that activity in detail in a box provided. Measures for manipulation checks were administered immediately following participants' completion of the description. After completing the questions, they were asked to indicate the extent to which they had experienced relatedness while engaging in the brand activity in social media and report their intention to engage in social media activities for the brand they described. Specifically, their intention was measured in terms of how much they intended to engage in reactive behaviors (i.e., content-consuming activities) and proactive behaviors (i.e., contributing activities) in social media, based on the work of Muntinga et al. (2011) and Tsai & Men (2013). They were then asked to complete a questionnaire that contained measures of

relational outcomes. The presentation order of the relational outcome measures was varied in order to control the order effects.

Measures

Several instruments were used to assess consumers' perceived social relatedness, the effectiveness of the self-determination manipulation, engagement outcomes (i.e., intrinsic motivation and future engagement intention), and relational outcomes (i.e., satisfaction, affective commitment, control mutuality, competence trust, and benevolence/integrity trust). Appendix D presents all items used in the construction of each scale.

Independent Variables

Perceived Social Relatedness. Participants responded to a three-item measure of relatedness based on the brand-related activity they had engaged in social media. The measure was adapted from La Guardia et al. (2000) and Sheldon et al. (2011a) and adjusted to fit the context of social media (e.g., Christodoulides et al., 2012). Participants were asked to indicate the extent to which each statement described their feelings while engaging in a brand activity in social media: "I felt a sense of contact with other people in social media," "I felt close and connected with other consumers because of a shared interest," and "I felt a strong sense of intimacy with the people in my social network"). A single index score was created by averaging the three items (average $\alpha = .89$), and the index score was dichotomized into two groups (i.e., high versus low relatedness group) using median splits.

The Effectiveness of Manipulation. A six-item measure corresponding to high versus low consumer self-determination (i.e., intrinsic and extrinsic motivation) was used

to ensure the effectiveness of the motivation priming scenarios. Manipulation check items were identical to those used in the pre-test (e.g., high determination: “because it was interesting”; low determination: “in order to get rewards for my participation”). After completing the description of brand-related activities in social media, participants were asked to rate the extent to which each reason was true for them for engaging in the brand activity described on a seven-point Like scale (1 = “not at all a reason”, 7 = “definitely a reason”). A single index score was created for each motivation construct by averaging the corresponding items (high self-determined motivation average $\alpha = .92$; low self-determined motivation average $\alpha = .86$).

Dependent Variables

Intrinsic Motivation. In order to assess the level of consumers’ inherent interest and enjoyment associated with their brand activities in social media, the same interest/enjoyment scale items used in the Study 1 (McAuley et al., 1989; Ryan, 1982) were adjusted to the study context and used in Study 2. Items included statements such as “when I engage in such brand activity in social media, I enjoy it very much” and “the brand activity in social media is fun.” The measure consisted of five items, and all items were measured along a seven-point Likert scale, ranging from 1= “strongly disagree” to 7 = “strongly agree” (average $\alpha = .86$).

Future Engagement Intention. Consumers’ engagement intention was measured using the eight-item measure adapted from Muntinga et al. (2011) and Tsai & Men (2013), in terms of their future intention to engage in reactive (i.e., content-consuming) and proactive (i.e., contributing content) brand-related activities in social media. The “consuming” engagement intention measure consisted of four items (e.g., “I intend to

view pictures of the brand or product in social media,” “I intend to read the brand’s posts, user comments, or product reviews,” and “I intend to like or follow the brand pages”), and the “contributing” engagement intention measure was made up of four items (e.g., “I intend to engage in conversations about the brand,” “I intend to share the brand’s posts on my own social media page,” and “I intend to upload brand-related videos, audio, pictures, or images”). These two measures were assessed with seven-point Likert-type scales, ranging from 1= “strongly disagree” to “strongly agree” (consuming activity average $\alpha = .84$; contributing activity average $\alpha = .88$).

Relational Outcomes. Based on Hon & Grunig (1999), relational outcomes were measured with five variables: satisfaction, affective commitment, control mutuality, and trust (competence and benevolence/integrity), and participants were asked to indicate their perceptions about the brand or brand activities in which they had engaged in social media.

The five-item *satisfaction* scale, derived from Hon & Grunig (1999), measured the extent to which participants reported their satisfaction towards brand-related activities (e.g., “Both the brand and consumers like me benefit from our relationship in social media, and “most consumers like me are happy in their interactions with this brand in social media”) (average $\alpha = .90$).

The *Affective commitment* measure (Bansal, Irving, & Taylor, 2004) was composed of three items and assessed the extent to which consumers were emotionally attached to the brand activities in social media. Items included “I felt a strong sense of belonging from engaging in the brand activity” and “I felt emotionally attached from engaging in the brand activity”) (average $\alpha = .90$).

Control mutuality was measured with a five-item item scale (Hon & Grunig, 1999) that assessed the degree to which consumers perceived both consumers' and the brands' voices could be heard in the decision making process (e.g., "The brand and consumers like me are attentive to what each other say," "the brand really listens to what consumers have to say") (average $\alpha = .69$).

Based on the typology of trust developed by McKnight et al. (2002), the degree of trust consumers have in the brand was measured with two dimensions: competence and benevolence/integrity. Adopted from McKnight et al. (2002) and Ridings et al. (2002), the *competence component of trust*—a measure of consumers' perceptions of how capable the brand would be at serving and dealing with its consumers—was assessed with three items (e.g., the brand is competent at serving consumers like me" and "the brand has the ability to meet consumer needs"). In addition, the extent to which consumers believed the brand is acting in consumers' best interest was measured with the *benevolence/integrity component of trust* scale, which was made up of five items (Hon & Grunig, 1999; McKnight et al., 2002) (e.g., "The brand would do their best to help consumers" and "the brand is interested in consumers' well-being, not just their own well-being) (competence trust average $\alpha = .84$; benevolence/integrity trust average $\alpha = .90$).

All of the relational outcomes were measured with seven-point Likert scales (1 = "strongly agree," 7 = "strongly disagree"). The item scores were averaged for each measure to create index scores.

Covariates

Like Study 1, the effects of autonomy and competence need satisfaction were separately controlled in Study 2. In addition, consumers' general engagement with brands and the quality of brand relationship are influenced by the extent to which consumers are involved and identified with the brands (e.g., Celci & Olson, 1988; Gordon, McKeage, & Fox, 1998; Proksch, Orth, & Bethge, 2013; Vivek et al., 2012). To ensure that any observed differences in consumer engagement and relational outcomes were not due to the confounding factors, the effects of consumers' identification and involvement with the brands in social media served as covariates. Akin to attachment security controlled in Study 1, Study 2 took into account the different types of motivational orientations that consumers have toward brands in social media. Consumers' motivational orientation in their relationships with brands, in terms of the degree to which they desire to be concerned about the needs of the brands (i.e., communal relationship orientation; Aggarwal, 2004), was controlled for its possible influence.

Autonomy and Competence Need Satisfaction. A seven-item measure was employed to assess the extent to which consumers perceived a sense of autonomy (i.e., sense of control) and competence (i.e., sense of self-efficacy) while engaging in a brand activity in social media. Like Study 1, the items were based on the scale employed by La Guardia et al. (2000). To modify the measure to fit the study context, the decisional control scale used by Mathwick & Ridgon (2004) was adapted: three items measured the extent of control which consumers had over their brand-related activities in social media (e.g., "While engaging in the brand in social media, I made a lot of decisions on my own" and "I had flexibility in my activity"). The other three items, derived from Meuter et al. (2005), assessed the extent of consumers' self-efficacy perception, in terms of how much

consumers believed that they were capable of taking part in a brand activity in social media. The measure consisted of four items such as “I was confident in what I was doing” and “I felt competent”. These two measures were rated on seven-point Likert scales, ranging from 1 = “not at all true” to 7 = “very true”. (Autonomy need satisfaction: average $\alpha = .82$; competence need satisfaction: average $\alpha = .88$).

Brand Identification. The brand identification measure constructed by Algesheimer et al. (2005) was adapted to measure the strength of the relationship consumers have with the brand in social media. Participants were asked to rate three items assessing their brand relationships (e.g., “The brand says a lot about the kind of person I am” and “The brand plays an important role in my life”) with a seven-point Likert scale, ranging from 1 = “strongly disagree” to 7 = “strongly agree” (average $\alpha = .89$).

Brand Involvement. The two-item scale developed by Chandrasekaran (2004) was adapted to assess consumers’ interest in and the personal relevance of the brand for which they had engaged in an activity in social media. The items were “I am particularly interested in the brand,” and “overall, I am quite involved when I am purchasing the brand for personal use” and were administered with a seven-point Likert scale (1 = “strongly disagree” to 7 = “strongly agree”) (average $\alpha = .74$).

Communal Relationship Orientation. A seven-item communal relationship scale developed by Johnson & Grimm (2010) was employed to assess the degree of communal relationship orientation in the relationship between consumers and the brand. Participants were asked to indicate the extent to which they would respond to the need of the brand. The items included “I will support the brand because I want to,” and “the brand’s success

will make me happy,” and they were rated on a seven-point Likert scale (1 = “strongly disagree” to 7 = “strongly agree”) (average $\alpha = .93$).

Results

Sample Characteristics

Out of 273 respondents, a final sample of 247 participants was used for data analysis after eliminating incomplete responses and screening out those who were not qualified. Specifically, only respondents who had engaged in social media activities for commercial brands were included in the final sample. As a result, the sample consisted of 61% males and 39% females with a mean age of 32 ($SD = 9.05$). Participants’ ages ranged from 18 to 65 years, with the largest age group between 26-35 years (44%), followed by those between 18-25 years (24%). The racial/ethnic composition of the sample was 61% Caucasian, 27 % Asian/Asian American, 4% African American, 4% Hispanic, and 5.2% either chose “other” or indicated multiracial.

Participants were frequent users of various social media, with 83% reporting they had used a social media site at least once a day. Of the respondents, 76% indicated that they had consumed brand content, such as brand-related videos, audio, and pictures, at least a few times a week. Seventy-two percent of the respondents had contributed to brand content more than a few times a month. As for the use of social media for brand activities, the majority of respondents had used Facebook (97%), Twitter (46%), Youtube (37%), Pinterest (11%), and Instagram (14%).

Manipulation Check

Measures corresponding to high versus low consumer self-determination (i.e., intrinsic and extrinsic motivation) were averaged to create intrinsic and extrinsic

motivation index scores. The results of the manipulation check revealed that the two different levels of consumer self-determination were primed successfully by the scenario manipulation. Participants in the high consumer self-determination condition rated higher on the intrinsic motivation scale than those in the low self-determination condition, $t(245) = -6.73, p < .001, d = .85$. Additionally, participants in the low self-determination condition provided higher extrinsic motivation scores than those in the high self-determination condition, $t(245) = 10.45, p < .001, d = 1.33$. Table 3.3 shows the results of the manipulation check.

Table 3.3: The Effectiveness of Manipulation (Study 2)

	High Self-determination (N = 125) <i>M (SD)</i>	Low Self-determination (N = 122) <i>M (SD)</i>	<i>t</i> -value	<i>p</i> -value
Intrinsic Motivation Score	6.00 (.86)	4.86 (1.69)	-6.73	.000
Extrinsic Motivation Score	2.65 (1.65)	4.77 (1.53)	10.45	.000

Note: Mean scores are based on a scale of 1 to 7.

Hypotheses Testing

H1 and H2 predicted that the effects of self-determination on consumer engagement would be moderated by perceived social relatedness. In addition, RQ2 was established to explore the effects of self-determination and relatedness. To test the proposed hypotheses and explore the research question, a series of two-way multivariate analyses of covariance (MANCOVA) was carried out separately with the two outcome dimensions as dependent variables: (1) engagement outcomes (i.e., intrinsic motivation and future engagement intention) and (2) relational outcomes (i.e., satisfaction, affective

commitment, control mutuality, competence trust and benevolence/integrity trust). The effects of the five covariates (i.e., need satisfaction for autonomy and competence, brand identification, brand involvement, and communal relationship orientation) were controlled in this study.

The first MANCOVA investigated the effects of self-determination and social relatedness on consumer engagement outcomes, and the results revealed significant main effects for social relatedness, $F_{Wilks's\ lambda} = 9.37, p < .001, \eta_p^2 = .11$. To clarify the result, separate two-way analyses of ANCOVAs were run on each consumer engagement outcome variable. After controlling for the effects of covariates, significant main effects of relatedness were found for intrinsic motivation, $F(1, 238) = 6.96, p < .01, \eta_p^2 = .03$. The results showed a significant main effect of social relatedness on consuming engagement intention, $F(1, 238) = 8.65, p < .01, \eta_p^2 = .04$, after controlling for the effects of covariates. Similarly, significant main effects appeared for social relatedness on contributing engagement intention, $F(1, 238) = 22.87, p < .001, \eta_p^2 = .09$, while controlling for the covariates. On the other hand, a significant main effect of the level of self-determination was only found for intrinsic motivation, $F(1, 238) = 4.08, p < .05, \eta_p^2 = .02$.

Of greater interest are the results of the interaction effects between the level of consumer self-determination and relatedness. Results demonstrated significant interaction effects of the two factors on consumer engagement outcomes, $F_{Wilks's\ lambda} = 5.72, p < .01, \eta_p^2 = .07$. To specifically test the hypotheses, follow-up ANCOVAs, based on covariate-adjusted means, were conducted. While controlling for the effects of autonomy and communal relationship orientation (both $p < .001$), a significant interaction effect was found between the level of self-determination and perceived social relatedness on

intrinsic motivation, $F(1, 238) = 10.64, p < .01, \eta_p^2 = .04$. Pairwise comparisons showed that when consumers showed low self-determination toward their brand activities, those with high perceptions of relatedness within social media generated greater intrinsic motivation toward the activities ($M = 5.42$) than those who showed a low level of relatedness ($M = 4.83$), $F(1, 238) = 17.60, p < .001, \eta_p^2 = .07$ (see Figure 3.2). When consumers were high in self-determination, however, social relatedness did not significantly influence the level of intrinsic motivation, $F(1, 238) = .61, p = .95$. These results were consistent with the predictions, confirming H1.

Examination of H2 considered the interaction effects of consumer self-determination and social relatedness on future engagement intention, and the results indicated that, while holding constant the effects of competence ($p < .001$), brand involvement ($p < .001$), and communal orientation ($p < .01$), there was a significant interaction effect on consuming engagement intention, $F(1, 238) = 8.90, p < .01, \eta_p^2 = .04$. Results of follow-up pairwise comparisons revealed that consumers who had perceived high social relatedness in social media reported greater intrinsic motivation toward their brand activities ($M = 5.91$) than those low on social relatedness ($M = 5.33$), when consumers were motivated by low self-determination, $F(1, 238) = 18.06, p < .001, \eta_p^2 = .07$ (see Figure 3.3). As might be expected, there was no significant difference in consuming intention among consumers with high self-determination, $F(1, 238) = .11, p = .74$. Thus, H2a was supported. However, no significant interaction effect was found for contributing engagement intention, $F(1, 238) = .00, p = .99$, thus disconfirming H2b. Overall, H2 was partially supported.

Figure 3.2: Intrinsic Motivation as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness

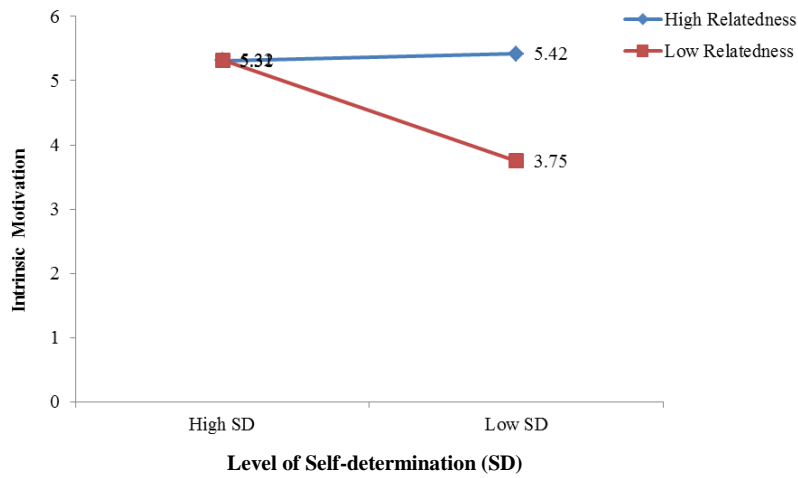


Figure 3.3: Consuming Engagement Intention as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness

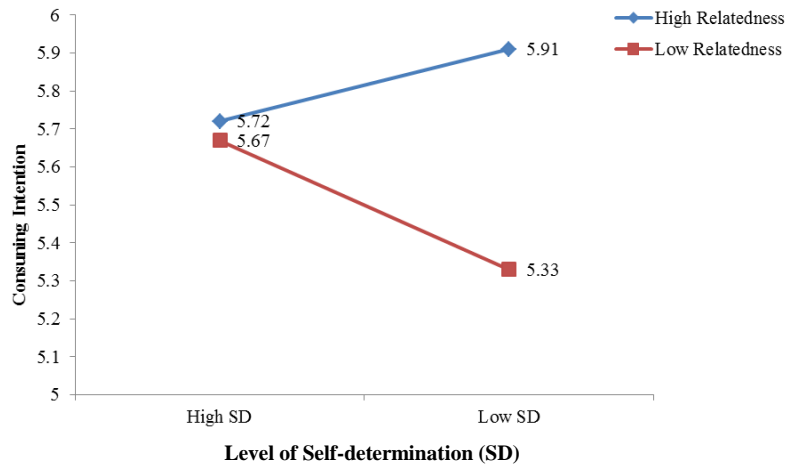


Table 3.4 reports raw and adjusted means for the engagement outcome variables, and the results of univariate and multivariate analyses are reported in Table 3.5.

Table 3.4: Descriptive Statistics for Consumer Engagement Outcome Variables (Study 2)

	High Self-determination		Low Self-determination		High Self-determination		Low Self-determination	
	Raw Means		Raw Means		Adjusted Means *		Adjusted Means *	
	High Relate	Low Relate	High Relate	Low Relate	High Relate	Low Relate	High Relate	Low Relate
Intrinsic	5.84 (.73)	4.95 (.98)	5.64 (.91)	4.35 (1.21)	5.31	5.32	5.42	3.75
Consume	6.15 (.78)	5.34 (1.05)	6.11 (.69)	4.94 (1.11)	5.72	5.67	5.91	5.33
Contribute	5.56 (1.14)	3.97 (1.16)	5.44 (.95)	4.01 (1.34)	5.06	4.31	5.22	4.46
N	75	50	53	69	75	50	53	69

Notes: Mean scores are based on a scale of 1 to 7. Standard deviations are in parentheses. Intrinsic = Intrinsic Motivation, Consume = Consuming Engagement Intention, Contribute = Contributing Engagement Intention, High Relate = High Perceived Social Relatedness, Low Relate = Low Perceived Social Relatedness.

* Means with autonomy and competence need satisfaction score, brand identification, brand involvement, and communal relationship orientation as covariates.

Table 3.5: Univariate and Multivariate Analyses of Factors Influencing Consumer Engagement in Social Media

	Main Effects		Interaction Effects
	Self-determination	Social Relatedness	Self-determination × Social Relatedness
Intrinsic	4.08*	6.96**	10.64**
Consume	.69	8.65**	8.90**
Contribute	1.36	22.87***	.00
Multivariate Analysis			
Wilks' Lambda	.97	.89	.93
Multivariate <i>F</i>	2.39	9.37***	5.72**

Notes: Intrinsic = Intrinsic Motivation, Consume = Consuming Engagement Intention, Contribute = Contributing Engagement Intention,

* $p < .05$; ** $p < .01$; *** $p < .001$

Consequently, the second MANCOVA was conducted on the relational outcome variables to examine RQ2. The results revealed significant main effects of relatedness, $F_{Wilks's\ lambda} = 15.81, p < .001, \eta_p^2 = .02$, and were followed up with separate two-way ANCOVAs. While accounting for the effects of covariates, significant main effects of social relatedness were observed for consumer satisfaction toward brand activities in social media, $F(1, 238) = 6.60, p < .05, \eta_p^2 = .03$. Controlling for the covariates, the results again revealed significant effects on affective commitment [$F(1, 238) = 76.48, p < .001, \eta_p^2 = .24$], control mutuality [$F(1, 238) = 5.26, p < .05, \eta_p^2 = .02$], and competence trust [$F(1, 238) = 3.95, p < .05, \eta_p^2 = .02$]. However, there were no significant main effects of the level of self-determination on any of the relational outcome variables.

Regarding RQ2, the MANCOVA results indicated that there were significant interaction effects of the level of consumer self-determination and relatedness on relational outcomes, $F_{Wilks's\ lambda} = 2.75, p < .05, \eta_p^2 = .06$. Follow-up univariate tests based on covariate-adjusted means revealed that, while holding the covariates constant, the effects of self-determination on consumer satisfaction [$F(1, 238) = 4.24, p < .05, \eta_p^2 = .02$], affective commitment [$F(1, 238) = 6.45, p < .05, \eta_p^2 = .03$], and benevolence/integrity trust [$F(1, 238) = 4.33, p < .05, \eta_p^2 = .02$] were dependent on the degree of consumers' perceived relatedness in social media. A series of pairwise comparisons were performed to test for the difference in each of the dependent variables. The results showed that, only among consumers who showed low self-determination toward their brand activities in social media, those who experienced a high level of perceived relatedness in social media exhibited higher satisfaction with the activities ($M_{satisfaction} = 5.70$) and showed higher benevolence/ integrity trust toward the brand (M

benevolence/integrity trust = 5.58) compared to those associated with a low level of relatedness ($M_{\text{satisfaction}} = 5.32$; $M_{\text{benevolence/integrity trust}} = 5.30$), $F(1, 238) = 11.26, p < .01, \eta_p^2 = .05$ (see Figure 3.4) and $F(1, 238) = 5.48, p < .05, \eta_p^2 = .02$ (see Figure 3.5), respectively. On the other hand, among consumers motivated by a high level of self-determination, the degree of consumer satisfaction [$F(1, 238) = .41, p = .52$] and benevolence/integrity trust scores [$F(1, 238) = .13, p = .72$] were not significantly influenced by the perceptions of relatedness experienced in social media. While controlling for the effects of the covariates, consumers' perceptions of social relatedness exerted a significant influence on affective commitment for both high and low self-determination consumer groups, $F(1, 238) = 24.86, p < .001, \eta_p^2 = .10$ and $F(1, 238) = 72.23, p < .001, \eta_p^2 = .23$, respectively. Similar to the patterns detected in the current study, they had greater impact for consumers who were low in self-determination (see Figure 3.6).

Figure 3.4: Satisfaction with Social Media Brand Activities as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness

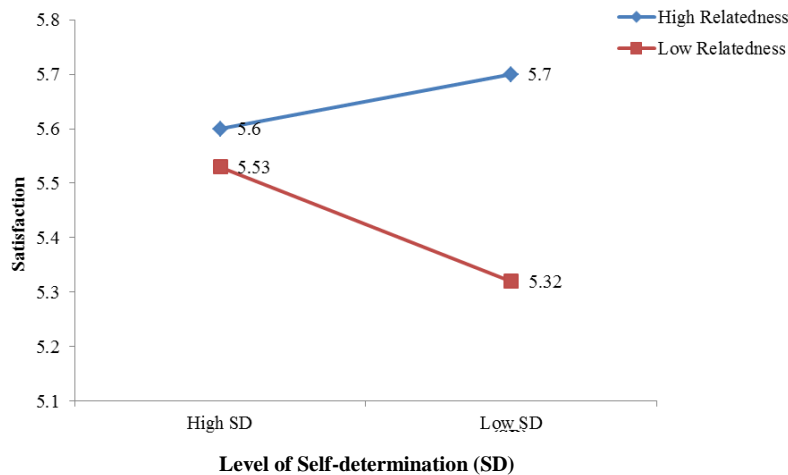


Figure 3.5: Benevolence/Integrity Brand Trust as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness

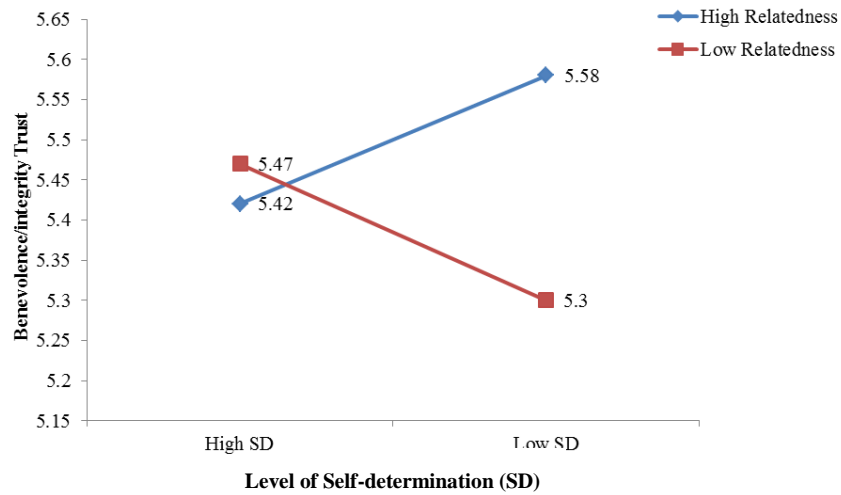
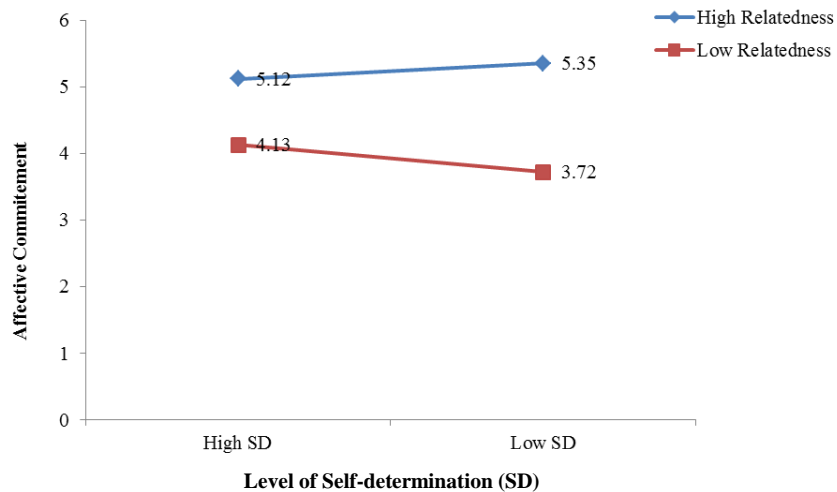


Figure 3.6: Affective Commitment to Social Media Brand Activities as a Function of the Level of Consumer Self-determination and Perceived Social Relatedness



The raw means and adjusted means for the relational outcome variables are summarized in Table 3.6, and the results of univariate and multivariate analyses are reported in Table 3.7.

Table 3.6: Descriptive Statistics for Relational Outcome Variables (Study 2)

	High Self-determination		Low Self-determination		High Self-determination		Low Self-determination	
	Raw Means		Raw Means		Adjusted Means *		Adjusted Means *	
	High Relate	Low Relate	High Relate	Low Relate	High Relate	Low Relate	High Relate	Low Relate
Satisfaction	6.04 (.68)	5.20 (.98)	5.90 (.75)	4.94 (.92)	5.60	5.53	5.70	5.32
Commitment	5.58 (.90)	3.83 (1.29)	5.55 (.79)	3.29 (1.39)	5.12	4.13	5.35	3.72
Mutuality	5.50 (.77)	4.60 (.67)	5.42 (.82)	4.57 (.79)	5.07	4.92	5.22	4.96
Competence	6.10 (.66)	5.33 (1.03)	5.96 (.75)	5.35 (1.01)	5.78	5.61	5.79	5.62
Benevolence/ Integrity	5.89 (.79)	5.11 (.91)	5.80 (.80)	4.88 (.89)	5.42	5.47	5.58	5.30
N	75	50	53	69	75	50	53	69

Notes: Mean scores are based on a scale of 1 to 7. Standard deviations are in parentheses. Commitment = Affective Commitment, Competence = Competence Trust, Mutuality = Control Mutuality, Benevolence/Integrity = Benevolence/Integrity Trust, High Relate = High Perceived Social Relatedness, Low Relate = Low Perceived Social Relatedness.

* Means with autonomy and competence need satisfaction score, brand identification, brand involvement, and communal relationship orientation as covariates.

Table 3.7: Univariate and Multivariate Analyses of Factors Influencing Relational Outcomes in Social Media

	Main Effects		Interaction Effects
	Self-determination	Social Relatedness	Self-determination × Social Relatedness
Satisfaction	.53	6.60*	4.24*
Commitment	.46	76.48***	6.45*
Mutuality	1.73	5.26*	.50
Competence	.02	3.95*	.00
Benevolence/Integrity	.01	1.57	4.33*
Multivariate Analysis			
Wilks' Lambda	.98	.25	.95
Multivariate <i>F</i>	.98	15.81***	2.75*

Notes: Commitment = Affective Commitment, Mutuality = Control Mutuality, Competence = Competence Trust, Benevolence/Integrity = Benevolence/Integrity Trust.
 * $p < .05$; ** $p < .01$; *** $p < .001$

Discussion

Study 2 replicated the findings from previous studies in the social media context that consumers' perceptions of social relatedness moderated the effect of self-determination on consumers' intrinsic motivation toward brand activities. Similar to the results of Study 1, the influence of perceived social relatedness on consumers' intrinsic motivation was greater for consumers who had a high level of self-determination toward their participation in the brand activities than those who with a low level of self-determination. This study also extended the practical implication of Study 1 by examining the application of social relatedness and self-determination in the social media context, with a sample of consumers who had engaged in brand activities.

Several aspects of the findings are notable. A significant interaction effect of social relatedness and consumer self-determination was found on consumers' consuming

engagement intention: consumers with low self-determination generated higher future intention to consume brand content when they experienced a high level of social relatedness from their brand activities than when they did not, whereas this pattern of results did not differ significantly for consumers with a high level of self-determination. The results demonstrated an interesting phenomenon that the interaction effect was not observed for consumers' contributing engagement intention. Combined with the finding from Study 1, the possible explanation is that providing social relatedness in social media may not be sufficient to result in proactive engagement behavior among consumers who have extrinsic motivations for engaging in brand activities. The findings are consistent with the results from prior studies showing that individuals who are extrinsically motivated via economic rewards are not inclined to engage actively in sharing their knowledge, or if they do, they do so only for a short period (Bock & Kim, 2002; Hung et al., 2011). This leads to a tentative conclusion that the provision of social relatedness is not a strong enough factor to be influential in motivating low self-determined consumers' intention to contribute brand content, such as conversing with other consumers about brands.

Results further showed that the effects of consumer self-determination on satisfaction, affective commitment, and benevolence/integrity trust were moderated by consumers' perceptions of social relatedness. It is also noteworthy, on the other hand, that the control mutuality and competence trust relational outcomes were not influenced by the interaction effects. With a high level of social relatedness, low self-determined consumers showed greater relational outcomes toward "brand activities in social media", such as satisfaction and a sense of connection, compared to those who perceived less

social relatedness from their brand activities. However, perceptions of social relatedness had no significant impact on the quality of relationships those consumers had with the “brands”, except for the benevolence/integrity trust outcome.

Despite these findings, there are a number of potential issues that may limit the generalizability and impact of these results. First, in Study 1 and Study 2, the proposed interaction effects were tested by manipulating either self-determination or perception of relatedness through experiments. Second, in Study 2, engagement and relational outcomes were examined with regard to a range of brand-related activities on social media broadly defined. Further research was warranted to replicate the findings in a specialized social media context with a sample of consumers who had engaged in similar types of brand activities. Indeed, the results for Study 2 were found to be clearer than for Study 1, possibly due to the vividness effects of focusing on specific, recent brand experience in social media. To improve the external validity of the findings from previous studies, Study 3 used a non-experimental approach to test the proposed hypotheses and research questions.

STUDY 3: THE MODERATING EFFECT OF PERCEIVED SOCIAL RELATEDNESS ON BRAND FOLLOWERS’ ENGAGEMENT AND RELATIONSHIP BUILDING IN SOCIAL MEDIA

To ensure external validity of the research findings, Study 3 was conducted to provide non-experimental support for the proposed hypotheses examining the effects of consumer self-determination and perceived social relatedness on consumer engagement (H1 and H2) and to replicate the findings of Study 2 on the effects on relational outcomes (RQ2) with a sample of consumers who were following brands in social media. Whereas

Study 2 used a broad definition of social media, the current study focused on the context of specialized social media (i.e., social networking sites), such as Facebook and Twitter, that enable consumers to receive brand-related information by choosing to “follow” brand pages (e.g., “liking” on Facebook). Instead of experimentally inducing relatedness or consumer motivation (i.e., level of self-determination), this study used measured variables, including consumer intrinsic motivation (i.e., high self-determination), extrinsic motivation (i.e., low self-determination), and perceived social relatedness, engagement and relational outcome variables. Specifically, multi-item measures of self-determination were used, and the scale was further verified with a confirmatory factor analysis (CFA). In this study, a series of multiple regression analyses was performed in which the two consumer self-determination variables (i.e., intrinsic and extrinsic motivation) and perceived social relatedness were treated as independent variables, while engagement and relational outcomes served as dependent variables.

The current study employed a self-administered online survey, and participants were recruited from Amazon’s MTurk. Only participants who were following commercial brands on Facebook or Twitter at the time of study (June, 2014) were considered as qualified to take part in the current study. After a signed consent was obtained from the respondents, screening questions were used to ensure that each participant qualified for the study. The final sample included a total of 277 participants.

Procedures

As in Study 1 and Study 2, participants were directed to a survey link, and they received an informed consent document prior to initiating the online survey. After responding to a series of screening questions, participants were asked to complete a

questionnaire assessing their social media usage and the brand-related experience they had engaged in social media. Participants were asked to answer questions about their motivations for following brands by rating the self-determination measure (Ryan & Connell, 1989; Vallerand et al., 1992) used in the pre-test for Study 2. Using the same perceived social relatedness measure used in Study 2 (e.g., La Guardia et al., 2000; Sheldon et al., 2011a), participants were then asked to complete a questionnaire measuring the degree to which they perceived social relatedness during their brand activities. Following this, participants proceeded to answer questions concerning the main dependent variables—engagement and relational outcome variables—which were measured identical to Study 2. The engagement and relational outcomes were presented in varied order.

Measures

For most measures, Study 3 employed the same measures used in the Study 2. Scale means, standard deviations, and reliabilities of all of the measured variables are reported in Table 3.8.

Independent Variables

Consumer Self-determination. Using the same measure administered in the pre-test for Study 2, participants responded to the self-determination scale, derived from Ryan & Connell (1989) and Vallerand et al. (1992) and adjusted to fit the social media context, regarding their motivations for following brands on Facebook or Twitter. The measure was comprised of twelve items, with each of three items assessing four different levels of self-determination (i.e., intrinsic, identified, introjected, and extrinsic motivation) (see Appendix E).

Perceived Social Relatedness. A measure identical to Study 2 was employed in this study.

Dependent Variables

Intrinsic Motivation. Participants completed the same measure used in Study 2.

Future Engagement Intention. Participants were asked to rate their intention to continue engaging with the brands they were following in social media. Items were adapted from Sung et al. (2010) and Algesheimer et al. (2005): “I plan to join future activities of the brands that I am following,” “I plan to check the brand posts on a regular basis,” and “I intend to stay on as a follower of the brands.” This instrument was evaluated on a seven-point Likert scale, anchored by 1 = “strongly disagree” and 7 = “strongly agree.”

Relational Outcomes. The same measure used in Study 2 was employed in the current study.

Control Variables

Autonomy and Competence Need Satisfaction. Like in Study 2, the extent to which consumers perceived a sense of autonomy (i.e., sense of control) and competence (i.e., sense of self-efficacy) while following brands on Facebook or Twitter was assessed. To measure the need satisfaction for autonomy, a two-item scale adapted from Mathwick & Ridgion (2004) was used (i.e., “Following the brands allows me to have a great deal of freedom” and “I have flexibility in my interaction with the brands”). Competence need satisfaction was evaluated on a two-item measure (Matthew et al., 2005), which included “following the brands makes me feel competent” and “following the brands is entirely

within my control.” These two measures were rated on seven-point Likert scales, ranging from 1 = “not at all true” to 7 = “very true.”

Communal Relationship Orientation. The same measure used in Study 2 was used.

Table 3.8: Descriptive Statistics (Study 3)

	Means (<i>SD</i>)	Average α
Independent Variables		
<i>Consumer Self-determination</i>		
Consumer Intrinsic Motivation	4.81(1.42)	.87
Consumer Identified Motivation	4.33(1.32)	.58
Consumer Introjected Motivation	2.30(1.37)	.85
Consumer Extrinsic Motivation	4.34(1.62)	.80
<i>Perceived Social Relatedness</i>	3.88(1.56)	.89
Dependent Variables		
<i>Engagement Outcomes</i>		
Intrinsic Motivation	4.66(1.15)	.85
Future Engagement Intention	5.27(.97)	.73
<i>Relational Outcomes</i>		
Satisfaction	5.27(.84)	.85
Affective Commitment	3.95(1.57)	.88
Control Mutuality	4.68(.82)	.69
Competence Trust	5.37(.85)	.81
Benevolence/Integrity Trust	4.84(.93)	.87
Control Variables		
Autonomy Need Satisfaction	5.04(1.00)	.60
Competence Need Satisfaction	5.11(1.05)	.89
Communal Relationship Orientation	4.93(.97)	.90

Notes: Mean scores are based on a scale of 1 to 7.

Results

Sample Characteristics

After screening for qualified respondents, the total sample of 277 participants was used for further hypothesis testing. The final sample consisted of 62% males and 38%

females. The average age of participants was 31 ($SD = 8.89$). Ages ranged from 15 to 62 years, with the largest age group between the ages of 26-35 years (43%), followed by the age group between 19-25 years (29%). The majority of the participants were Caucasian (66%), followed by Asian/Asian American (21%), African American (7%), and Hispanic (3%).

Participants indicated active usage of social networking sites (i.e., Facebook or Twitter), with 81% reporting that they used them at least once a day. Participants reported that they were following brands on either Facebook (61%) or Twitter (8%) or both (31%). The most followed brand was Amazon.com (30%), followed by Nike (24%), Coca-Cola (12%), Starbucks (11%), Apple/Target (9%), and Adidas/Pepsi/Samsung/Adidas (7%).

Scale Refinement and Validation

An exploratory factor analysis (EFA) and a confirmatory factor analysis (CFA) were conducted in order to (a) validate the classification of consumer motivations specified within the SDT framework, (b) select the two extremes of the range of motivations corresponding to a high versus a low level of consumer self-determination that were most relevant for understanding consumer motivations in social media, and (c) further validate the motivation instruments used in this study. In the first step, a principal component analysis (PCA) with varimax rotation was performed on the participants' responses to the twelve-item, self-determination measure to identify the underlying structure of motivations for following brands. An absolute value of factor loading exceeding 0.4 for each factor was the criteria to retain items. Two items from introjected motivation were eliminated, because one item had a low loading factor and the other one had higher loadings on two different factors. PCA was rerun with the 10 items. As a

result, three factors were retained in the solution, which accounted for 74.4% of the total variance.

As shown in Table 3.9, the first factor “consumer extrinsic motivation” included four items, with three items from the extrinsic motivation scale and the other one from the identified motivation scale. This component accounted for 26.32% of the variance. The second factor labeled “consumer introjected motivation,” formed by four items, accounted for 24.16% of the variance. Finally, the third factor, “consumer intrinsic motivation” included three items and accounted for 23.93% of the variance. Based on these results, the first and third components, “consumer extrinsic motivation” and “consumer intrinsic motivation,” were selected as the two extremes of the range of consumer motivations, in the context of social media, on the self-determination continuum ranging from intrinsic to extrinsic motivation.

To determine whether the proposed two-factor model fit the data, the EFA results were further verified with a CFA using the same sample. Because the three items from consumer introjected motivation were not included in the model, CFA was performed with the seven items. To achieve a comprehensive evaluation of model fit, a range of different indices—including the comparative fit index (CFI), the goodness of fit index (GFI), the Tucker-Lewis index (TLI), and the root mean square error of approximation (RMSEA), and the standardized root mean square residual (SRMR)—were used. The correlation between consumer intrinsic and extrinsic motivation was $-.33$ and statistically significant. All factors loaded significantly on their respective latent factors (.6-.91) (see Figure 3.7) Fit statistics indicated that the fit of this model was quite good (CFI = .978,

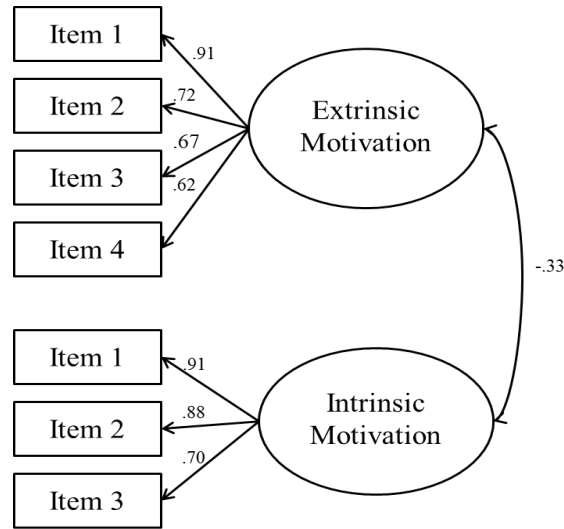
GFI = .970, TLI = .964, RMSEA = .074, SRMR = .053). Consequently, summed scales used in this study were based upon the four extrinsic and three intrinsic items.

Table 3.9: Summary of Exploratory Factor Analysis

	1	2	3
Consumer Extrinsic Motivation			
Because I would not receive rewards if I did not	.87	.12	-.13
Because it was beneficial for me	.78	-.11	.06
In order to get rewards for my participation	.78	-.14	-.14
Because that was what I was supposed to do to receive monetary incentives	.76	-.24	-.17
Consumer Introjected Motivation			
Because it bothers me when I do not.	-.01	.91	.08
Because I would feel bad about myself if I did not	-.01	.89	.13
Because I want others to think I am a good consumer	.05	.81	.14
Consumer Intrinsic Motivation			
Because I enjoyed it	-.19	.13	.89
Because it was interesting	-.21	.13	.87
Because it was fun	.04	.11	.85
Eigenvalue	3.30	2.57	1.59
% of Variance	26.32	24.16	23.93
Cumulative %	24.32	50.47	74.40

(N = 277)

Figure 3.7: Confirmatory Factor Analysis Results



Hypothesis Testing

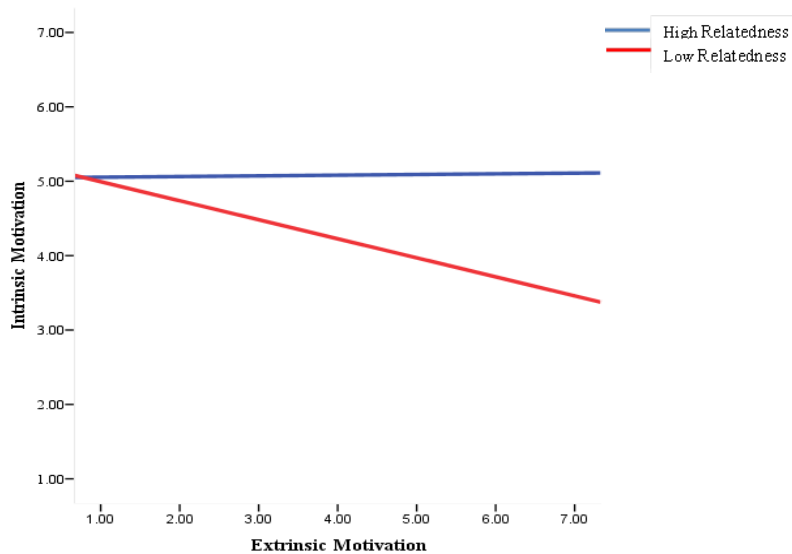
Study 3 was conducted to increase external validity of the findings obtained from previous studies, and the proposed hypotheses (H1 and H2) and research question (RQ2) were investigated with a sample of brand followers in social media (i.e., Facebook and Twitter) using a non-experimental method. The purpose of the study was to determine whether the interactions between brand followers' level of self-determination and the perceived relatedness they experienced in social media had any effect on engagement and relational outcomes with regard to the brands they are following, after controlling for the effects of the covariates (i.e., autonomy and competence need satisfaction, and communal relationship orientation). To accomplish this purpose, consumers' engagement and relational outcome scores were regressed sequentially on consumer self-determination toward brand activities in social media (i.e., intrinsic and extrinsic motivation: centered version), perceived social relatedness (centered), and two self-determination-by-relatedness interactions (centered) using a sequential multiple regression analysis. The

five variables were controlled for by entering them in the first step of the regression, and a series of hierarchical multiple regression analyses was conducted on each dependent variable (i.e., intrinsic motivation, future engagement intention, satisfaction, affective commitment, control mutuality, competence trust and benevolence/integrity trust).

The intrinsic motivation regression model was statistically significant, $R^2 = .57$, $F(8, 268) = 44.06$, $p < .001$, $R^2_{\text{adjusted}} = .56$. After holding the effects of communal relationship orientation constant ($p < .001$), the regression results showed that there were significant main effects of consumer intrinsic motivation, $\beta = .13$, $t(268) = 6.09$, $p < .001$, and extrinsic motivation, $\beta = -.09$, $t(268) = -2.02$, $p < .05$. Overall, these results indicated that brand followers who were high in self-determination (i.e., high in intrinsic motivation and low in extrinsic motivation) were likely to produce greater intrinsic motivation toward brand activities in social media than were those low in self-determination (i.e., low in intrinsic motivation and high in extrinsic motivation). A significant positive main effect of perceived social relatedness was observed, $\beta = .13$, $t(268) = 2.63$, $p < .01$, such that consumers who experienced high levels of relatedness in social media reported greater intrinsic motivation than those who perceived low relatedness. Moreover, a significant interaction effect emerged between low self-determination (i.e., extrinsic motivation) and perceived social relatedness, $\beta = .11$, $t(268) = 2.53$, $p < .05$ (see Figure 3.8). To further probe this interaction effect, the extrinsic motivation score was split into two groups (high versus low) using median value to investigate separately the effect for the high and low extrinsic motivation condition. Consistent with the prediction, results showed that the interaction effect on intrinsic motivation was greater when extrinsic motivation was high (i.e., low self-termination), R^2

= .67, $F(8, 134) = 33.59$, $p < .001$, than when extrinsic was low (i.e., high self-determination), $R^2 = .50$, $F(8, 125) = 15.50$, $p < .001$. In addition, consumers' intrinsic motivation (i.e., high self-determination) was only marginally significant in moderating the effect of perceived social relatedness ($p = .06$). Thus, H1 was partially supported.

Figure 3.8: Intrinsic Motivation as a Function of Consumer Extrinsic Motivation and Perceived Social Relatedness



The future intention model was statistically significant, $R^2 = .47$, $F(8, 268) = 29.31$, $p < .001$, $R^2_{\text{adjusted}} = .45$. While holding constant the effects of competence need satisfaction ($p < .01$) and communal relationship orientation ($p < .001$), the results indicated significant positive main effects of consumer intrinsic motivation, $\beta = .23$, $t(268) = 3.72$, $p < .001$ and extrinsic motivation, $\beta = .17$, $t(268) = 3.59$, $p < .001$. However, neither the main effect of perceived social relatedness ($p = .15$) nor the interaction effects of consumer motivations and relatedness emerged (intrinsic motivation: $p = .64$; extrinsic motivation: $p = .28$). Hence, H2 was disconfirmed.

To explore RQ2, each of the five relational outcome variables was regressed on the predicting variables. As for the satisfaction variable, the regression model was statistically significant, $R^2 = .43$, $F(8, 268) = 25.31$, $p < .001$, $R^2_{\text{adjusted}} = .41$. A marginally significant effect of consumer extrinsic motivation was revealed, $\beta = .12$, $t(268) = 1.95$, $p = .05$, after accounting for the effects of the control variables, competence ($p < .05$) and communal relationship orientation ($p < .001$). The interaction effect between consumer's intrinsic motivation and perceived social relatedness was also significant, $\beta = .14$, $t(268) = 2.66$, $p < .01$ (see Figure 3.9). Further examination showed that, contrary to the patterns observed in previous findings, the interaction effect was found to be greater for consumers who were high in intrinsic motivation (i.e., high self-termination), $R^2 = .57$, $F(8, 164) = 27.18$, $p < .001$, compared to who were low in intrinsic motivation (i.e., low self-determination), $R^2 = .29$, $F(8, 95) = 4.74$, $p < .001$. On the other hand, consumers' extrinsic motivation did not significantly moderate the effects of perceived social relatedness on their satisfaction with the brand activities in social media ($p = .63$).

The overall regression model produced a good fit for control mutuality, $R^2 = .47$, $F(8, 268) = 29.30$, $p < .001$, $R^2_{\text{adjusted}} = .45$. The results indicated that, after controlling the effects of communal relationship orientation ($p < .001$), significant main effects appeared for consumer extrinsic motivation, $\beta = .10$, $t(268) = 2.11$, $p < .05$, and perceived social relatedness, $\beta = .27$, $t(268) = 4.83$, $p < .001$. In addition, the interaction effect of consumer intrinsic motivation and perceived social relatedness was found to be significant in determining the control mutuality outcome, $\beta = .13$, $t(268) = 2.43$, $p < .05$ (see Figure 3.10). Similar to the pattern found for the interaction effect on satisfaction outcome, perceived social relatedness had a greater effect on control mutuality when consumers

were intrinsically motivated toward their brand activities in social media (i.e., high self-termination) than when they were low in intrinsic motivation (i.e., low self-determination), $R^2 = .55$, $F(8, 164) = 25.40$, $p < .001$ and $R^2 = .29$, $F(8, 95) = 4.56$, $p < .001$, respectively. No significant interaction effect emerged from consumers' extrinsic motivation (i.e., low self-determination) ($p = .17$).

Figure 3.9: Satisfaction with Social Media Brand Activities as a Function of Consumer Intrinsic Motivation and Perceived Social Relatedness

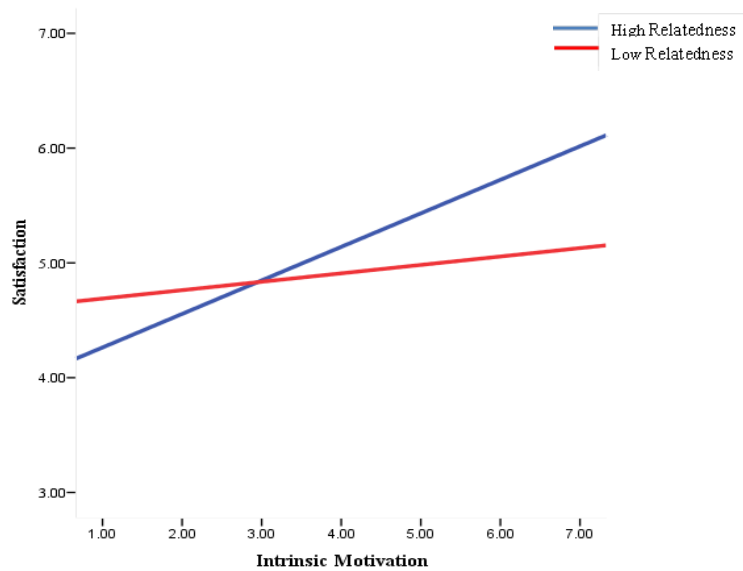
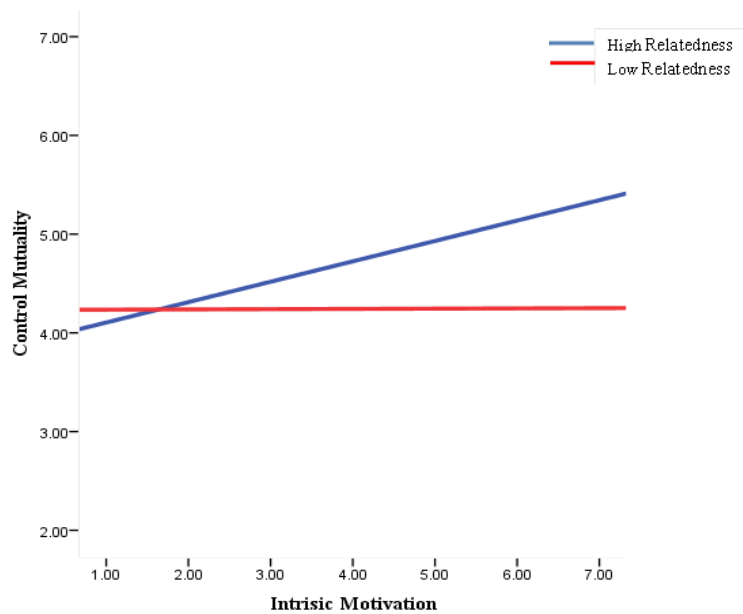
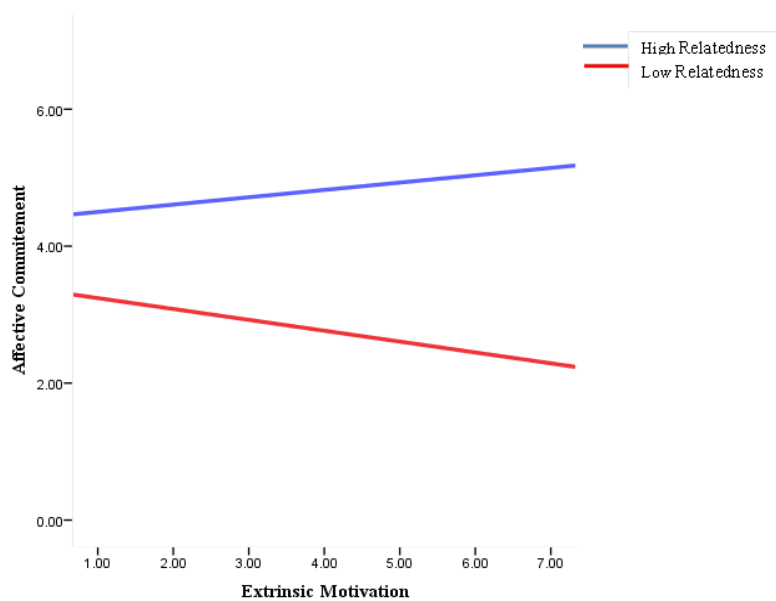


Figure 3.10: Control Mutuality as a Function of Consumer Intrinsic Motivation and Perceived Social Relatedness



Interestingly, the regression results for affective commitment revealed an opposite finding. The affective commitment regression model was statistically significant, $R^2 = .71$, $F(8, 268) = 83.53$, $p < .001$, $R^2_{\text{adjusted}} = .71$. After controlling for the effects of competence need satisfaction ($p < .01$) and communal relationship orientation ($p < .001$), a main effect of consumers' perceptions of social relatedness was founded to be significant, $\beta = .70$, $t(268) = 16.74$, $p < .001$. There was a significant interaction effect between consumer extrinsic motivation and perceived social relatedness, $\beta = .08$, $t(268) = 2.35$, $p < .05$ (see Figure 3.11). Specifically, perceived social relatedness moderated the effect of consumers' extrinsic motivation, and such impact was greater for consumers who were high in extrinsic motivation (i.e., low self-termination) [$R^2 = .75$, $F(8, 134) = 51.47$, $p < .001$] than those with low extrinsic motivation (i.e., high self-determination) [$R^2 = .68$, $F(8, 125) = 33.59$, $p < .001$]. No interaction effect emerged from consumers' intrinsic motivation and social relatedness ($p = .86$).

Figure 3.11: Affective Commitment to Social Media Brand Activities as a Function of Consumer Extrinsic Motivation and Perceived Social Relatedness



As for competence brand trust, the overall regression model produced a good fit, $R^2 = .37$, $F(8, 268) = 19.96$, $p < .001$, $R^2_{\text{adjusted}} = .36$. After controlling the effects of communal relationship orientation ($p < .001$), significant main effects appeared for consumer extrinsic motivation, $\beta = .14$, $t(268) = 2.75$, $p < .01$, and the interaction effects between extrinsic motivation and perceived social relatedness were significant as well, $\beta = -.11$, $t(268) = -2.01$, $p < .05$ (see Figure 3.12). Similar to the findings obtained from the interaction effects on satisfaction and control mutuality outcomes, the relatedness that consumers experienced in social media exerted greater impact on their expectations of the ability of the brands, that is, competence brand trust, when they exhibited a low level of extrinsic motivation toward the brand activities (i.e., high self-determination) than when they were high in extrinsic motivation (i.e., low self-determination), $R^2 = .43$, $F(8, 125) = 11.87$, $p < .001$ and $R^2 = .31$, $F(8, 134) = 7.59$, $p < .001$, respectively. No significant

interaction effect emerged from consumers' intrinsic motivation (i.e., high self-determination) ($p = .33$).

The regression results showed a similar result for the benevolence/integrity component of trust. The regression model was statistically significant, $R^2 = .56$, $F(8, 268) = 42.52$, $p < .001$, $R^2_{\text{adjusted}} = .55$. No main effects were found for either consumer motivations (i.e., intrinsic motivation: $p = .51$; extrinsic motivation: $p = .80$) or perceived social relatedness ($p = .96$), while controlling for the effects of communal relationship orientation ($p < .001$). The interaction effect between consumer intrinsic motivation and perceived social relatedness showed significance from the analysis, $\beta = .15$, $t(268) = 3.12$, $p < .01$ (see Figure 3.13). In particular, consumers' perceptions of relatedness experienced in social media determined the degree to which they trust the brand in terms of benevolence/integrity, and the impact was found to be greater for those who were high in intrinsic motivation (i.e., high self-termination), $R^2 = .63$, $F(8, 164) = 34.94$, $p < .001$, than those with a low level of intrinsic motivation (i.e., low self-determination), $R^2 = .40$, $F(8, 95) = 7.74$, $p < .001$, showing similar pattern of the interaction effect on the competence brand trust outcome. There was no significant interaction effect of consumer extrinsic motivation ($p = .66$). The overall multiple regression results are presented in Table. 3.10.

Figure 3.12: Competence Brand Trust as a Function of Consumer Extrinsic Motivation and Perceived Social Relatedness

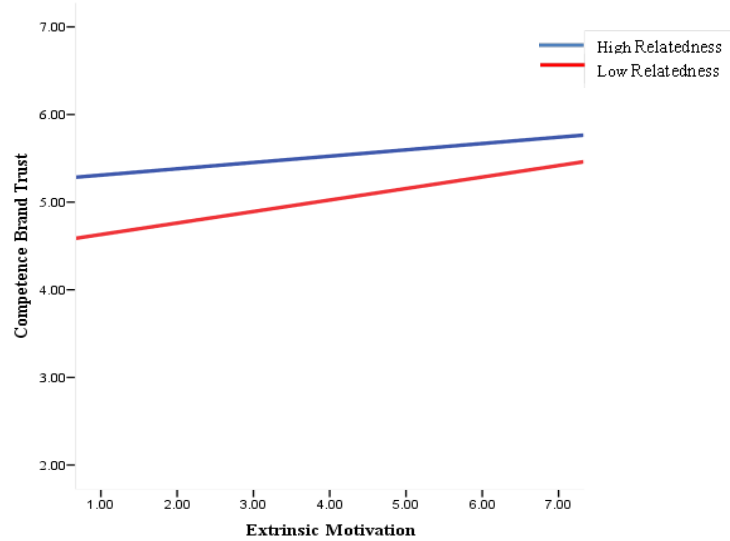


Figure 3.13: Benevolence/Integrity Trust as a Function of Consumer Intrinsic Motivation and Perceived Social Relatedness

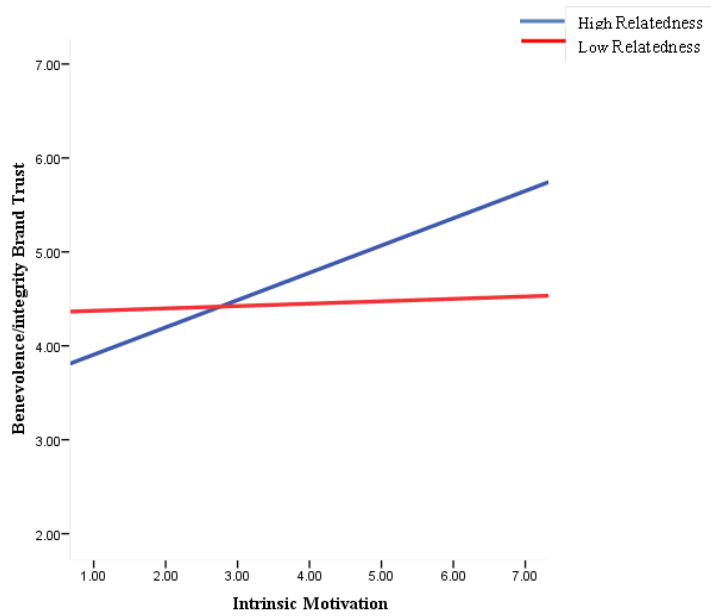


Table 3.10. Multiple Regression Analyses for Predicting Consumer Engagement and Relational Outcomes in Social Media

Variables	β	SE	t	R^2	F
Intrinsic Motivation				.57	44.06^{***}
Intrinsic	.34	.05	6.09 ^{***}		
Extrinsic	-.09	.03	-2.02 [*]		
Relatedness	.13	.04	2.63 ^{**}		
Intrinsic \times Relatedness	.09	.02	1.86		
Extrinsic \times Relatedness	.11	.02	2.53 [*]		
Control Variables					
Autonomy	.02	.06	.31		
Competence	.09	.06	1.58		
Communal Relationship Orientation	.34	.07	5.46 ^{***}		
Future Engagement Intention				.47	29.31^{***}
Intrinsic	.23	.04	3.72 ^{***}		
Extrinsic	.17	.03	3.59 ^{***}		
Relatedness	.08	.04	1.45		
Intrinsic \times Relatedness	.06	.02	1.07		
Extrinsic \times Relatedness	-.02	.02	-.47		
Control Variables					
Autonomy	.09	.06	1.64		
Competence	.17	.06	2.77 ^{**}		
Communal Relationship Orientation	.31	.07	4.52 ^{***}		
Satisfaction				.43	25.31^{***}
Intrinsic	.12	.04	1.95		
Extrinsic	.08	.03	1.60		
Relatedness	.09	.03	1.45		
Intrinsic \times Relatedness	.14	.02	2.66 ^{**}		
Extrinsic \times Relatedness	.02	.02	.49		
Control Variables					
Autonomy	.08	.05	1.44		
Competence	.13	.05	2.12 [*]		
Communal Relationship Orientation	.40	.06	5.61 ^{***}		
Affective Commitment				.71	83.53^{***}
Intrinsic	.03	.05	.61		
Extrinsic	-.03	.04	.77		

Table 3.10 (continued)

Relatedness	.70	.04	16.74 ^{***}	
Intrinsic × Relatedness	.01	.02	.33	
Extrinsic × Relatedness	.08	.02	2.35 [*]	
<i>Control Variables</i>				
Autonomy	-.08	.07	-1.89	
Competence	.12	.07	2.77 ^{**}	
Communal Relationship Orientation	.16	.08	3.14 ^{**}	
Control Mutuality				.47 29.30^{***}
Intrinsic	-.01	.04	-.16	
Extrinsic	.10	.03	2.11 [*]	
Relatedness	.27	.03	4.83 ^{***}	
Intrinsic × Relatedness	.13	.02	2.43 [*]	
Extrinsic × Relatedness	-.07	.02	-1.38	
<i>Control Variables</i>				
Autonomy	.07	.05	1.31	
Competence	-.10	.05	-1.59	
Communal Relationship Orientation	.52	.06	7.44 ^{***}	
Competence Trust				.37 19.96^{***}
Intrinsic	.00	.04	.06	
Table 3.10 (continued)				
Extrinsic	.14	.03	2.75 ^{**}	
Relatedness	-.00	.03	-.04	
Intrinsic × Relatedness	.06	.02	.98	
Extrinsic × Relatedness	-.11	.02	-2.01 [*]	
<i>Control Variables</i>				
Autonomy	.10	.05	1.69	
Competence	.10	.05	1.59	
Communal Relationship Orientation	.46	.07	6.11 ^{***}	
Benevolence/Integrity Trust				.56 42.52^{***}
Intrinsic	-.04	.04	-.66	
Extrinsic	.01	.03	.26	
Relatedness	.05	.03	.88	
Intrinsic × Relatedness	.15	.02	3.12 ^{**}	
Extrinsic × Relatedness	.00	.02	.47	
<i>Control Variables</i>				
Autonomy	.10	.05	1.85	
Competence	.01	.05	.15	

Table 3.10 (continued)

Communal Relationship Orientation	.70	.06	10.94***
-----------------------------------	-----	-----	----------

Notes: Intrinsic = Consumer Intrinsic Motivation, Extrinsic = Consumer Extrinsic Motivation, Relatedness = Perceived Social Relatedness, Autonomy = Autonomy Need Satisfaction, Competence = Competence Need Satisfaction.

Discussion

Study 3 replicated the results reported in Study 1 and Study 2 by showing the moderating role of consumers’ perceptions of social relatedness in determining the effects of consumer self-determination, using a sample of brand followers in social media. To further generalize the findings, Study 3 used multi-item measures of self-determination, and the effects of self-determination were examined with two separate independent variables at two different levels: intrinsic and extrinsic motivation.

Consistent with the findings of Study 1 and Study 2, Study 3 showed the interaction effects of consumer self-determination and social relatedness on consumers’ intrinsic motivation with respect to brand activities. Specifically, consumers who were high in extrinsic motivation (i.e., low self-determined) yielded greater intrinsic motivation toward brand activities when high social relatedness was experienced than when they perceived a low level of relatedness. Consumers with a low level of extrinsic motivation (i.e., intrinsic motivation) yielded no greater or less intrinsic motivation when they experienced high social relatedness compared to when they perceived low social relatedness. .

On the other hand, there was no interaction effect observed for consumers’ future engagement intention. One possible explanation is the lack of personal commitment to brand activities among consumers who were highly extrinsic (Hung et al., 2011), even when they perceived high social relatedness. Based on the typology of brand-related

social media use (Muntinga et al., 2011), such an activity of following brands is classified as an example of contributing content engagement behavior. For the brand followers to generate higher intention to engage with brands beyond their current level of engagement, the bottom line may be that these consumers must have a sense of identification and membership toward the brand activities within social media (Lee et al., 2009). The results may build upon the findings of Study 2 that when consumers were extrinsically motivated, perceived social relatedness influenced consumers' future intention to engage in reactive brand activities only—not proactive activities.

The interaction effects on relational outcomes were found to be dependent on both the type and level of consumer motivations. Consistent with the findings of Study 2, consumers' perceptions of social relatedness boosted their affective commitment to the brand activities for those who were low in self-determination (i.e., high extrinsic motivation), but this pattern of results was not found among those who were high in self-determination (i.e., low extrinsic motivation). However, the interaction effects on satisfaction, control mutuality, competence trust, and benevolence/integrity trust were found to be contrary to the predictions. That is, these four relational outcomes were influenced more by consumers' perceptions of social relatedness when they were highly self-determined (i.e., high intrinsic motivation) towards brand activities than when they were low in self-determination (i.e., low intrinsic motivation).

Although these results were inconsistent with Study 2, the findings may provide insights into understanding the difference in the mechanism of consumer motivations between different social media contexts as well as the mechanism of consumer motivations on the two extreme ends of the SDT motivation continuum—"high intrinsic"

motivation and “high extrinsic” motivation. Whereas the research findings of Study 2 were based on the general social media users who reported they had engaged in brand-related activities, the sample of consumers in Study 3 was drawn from those who had been engaged in brand relationships in social media environments. The differences in the results between Study 2 and Study 3 might be due to the difference in the level of brand involvement with which the general consumers versus brand followers had or due to the potential effects of the two extreme motivations (high intrinsic and high extrinsic) on relational outcome. The implications of this finding will be further discussed in the General Discussion section.

CHAPTER 4: General Discussion

Social media platforms have become a powerful venue through which consumers can interact and collaborate with brands and other consumers to co-create unique brand experiences. With the growing potential of using social media as a tool to engage and build relationships with consumers, social media marketers and researchers have sought to tap into consumer engagement and relationship building by creating interpersonal environments that can facilitate dialog and mutual communication (e.g., Kwon et al., in press). However, will consumers' perceptions of the social relatedness they experience within social media increase their level of engagement and the relational outcomes? In an attempt to address this important question, this study took into account different levels of consumer self-determination toward brand activities in social media. Three studies were employed to investigate the interaction effects between the level of self-determination and social relatedness on consumer engagement and relational outcomes. To increase the generalizability of findings, studies incorporated different methods of research. Specifically, Study 1 and Study 2 employed experiments in which the level of consumer self-determination or social relatedness was manipulated. Using a multi-item measure of self-determination, Study 3 used a non-experimental approach to examine the relationship between consumer self-determination and perceived social relatedness.

The study yielded relatively consistent results across the three studies for the interaction effect of consumers' self-determination and social relatedness on their intrinsic motivation toward brand activities in social media. This research provided evidence that consumers' perceptions of the social relatedness they experienced within social media moderated the effect of self-determination, such that among those who had a

low level of self-determination, their intrinsic motivation was enhanced greater by the experience of high social relatedness than those who perceived low relatedness. On the other hand, for consumers with high levels of self-determination, social relatedness did not influence their intrinsic motivation. The findings are consistent with the general theoretical perspectives of SDT that self-determination and social relatedness are both important in promoting intrinsic motivation, and the findings from the interaction effects add a unique and previously untested perspective to our understanding of SDT. Moreover, the findings underline the importance of fulfilling consumers' need for social relatedness in the context of social media, through building a sense of membership and "imagined community," (Anderson 1983; Muniz & O'Guinn 2001) especially for those who are motivated to engage in brand activities via external factors, such as economic incentives or rewards.

The findings not only provide practical implications for social media marketers and brand managers to stimulate the experience of social relatedness within brand-related content in social media, but also theoretical implications for understanding the link between the experience of relatedness as a part of media experience and media enjoyment. Whereas previous research on entertaining media (i.e., media with entertainment value) have focused on the examination of media enjoyment and other hedonic experiences, from mood management theory (Zillman & Bryant, 1985), the findings are in line with the recent literature on media enjoyment by providing evidence that satisfaction of the needs for social relatedness and enjoyment (i.e., intrinsic motivation) are related and not mediated by hedonic or arousal-based needs (e.g., Reinecke, Vorderer, & Knop, 2014; Reinecke, Klatt, & Kramer, 2011; Tamborini et al., 2011; Tamborini et al., 2010). By

incorporating the SDT framework, this research has linked media enjoyment to the satisfaction of the social relatedness need and demonstrated that the effects of relatedness were not due to any changes in mood or felt energy resulting from a sense of support or connectedness (Study 1). Although the recent studies have merely focused on examining the correlation between the three basic needs (i.e., autonomy, competence, and social relatedness) and enjoyment, the findings extended the literature by incorporating motivation differences between consumers that influence their level of enjoyment and furthermore, relational outcomes. The findings contribute to relational marketing research by suggesting the potential of using consumer self-determination for targeting purposes and by underscoring the importance of relational programs providing social rewards in the success of relational marketing programs (Dholakia, 2006; Melancon, Noble, & Noble, 2011).

The findings of Study 2 indicated that when consumers were low in self-determination toward their participation in brand activities, perceptions of social relatedness resulted in higher future consuming engagement intention than when social relatedness was perceived as low. As predicted, social relatedness did not influence the impact of self-determination for high self-determined consumers. However, the results of Study 1 and Study 3 showed no significant interaction effects on future engagement intention, showing inconsistent findings on the role of social relatedness in enhancing future engagement intention among consumers who were low in self-determination. To further understand this mechanism, it is important to note that, in Study 2, consumers' proactive engagement intention (i.e., contributing engagement intention) was not influenced by the experience of high social relatedness. As discussed earlier, a possible

explanation is that the social relatedness that consumers experience in social media is not strong enough to elicit proactive engagement behavior among consumers who engage in brand activities for extrinsic reasons. The findings are congruent with the idea that extrinsic motivation creates situational self-relevance, whereas intrinsic motivation leads to intrinsic, enduring self-relevance (Bloch & Richins, 1983; Celsi & Olson, 1988). For low self-determined consumers, experiencing a high level of social relatedness within social media may create a short-term context (Bock & Kim, 2002; Hung et al., 2011) in which consumers boost their intrinsic motivation toward brand activities, but the effect may not endure when the relatedness factor is no longer delivered. Showing intention to engage in consuming behavior, such as viewing brand-related videos or watching brand pictures in social media, may be considered as a psychological threshold for those with low levels of self-determination.

As for relational outcomes, the results provide evidence for the interaction effect of self-determination and social relatedness on consumers' affective commitment to the brand activities. Similar to the results on intrinsic motivation, the results consistently showed that low self-determined consumers yielded greater affective commitment to the brand activities in social media when they experienced high perceived social relatedness than when they perceived low perceived relatedness. The pattern of results was found in Study 3 for consumers who were highly extrinsically motivated to follow brands in social media. Overall, these results support the robust role of social relatedness in "buffering" the effect of low self-determination on emotional component of consumer-brand relationship outcomes. Affective commitment, which involves feelings of enjoyment or a sense of attachment and belongingness, is distinct from cognitive awareness of one's

membership and identity in a brand community (Bergami & Bagozzi, 2000). Such a “psychological sense of brand community” can be enhanced when consumers perceive a high level of social relatedness within social media, even in the absence of social interaction (Carlson, Suter, & Brown, 2008). The findings implied that when social relatedness was perceived salient, the emotional component of social identification was activated to a greater extent for low self-determined consumers than was for high self-determined consumers.

The results of Study 2 showed that the moderating effects of social relatedness were found in the relationship between consumer self-determination and satisfaction, affective commitment, and benevolence/integrity trust. That is, when they experienced high perceived social relatedness, low self-determined consumers produced greater satisfaction, affective commitment, and benevolence/integrity trust than when they perceived low perceived relatedness, whereas high self-determined consumers yielded no greater or less relational outcomes. Although the social relatedness that consumers experienced during brand activities played a role, in part, in increasing consumers’ trust in the brands in social media (Chernatony & Christodoulides, 2004), that is, benevolence/integrity component of trust, the findings implied that its primary contribution was in building online brand relationships. Consumers’ satisfaction with and affective commitment to brand activities are related to the quality of brand relationships formulated within social media, which represent the quality of functional and technological performance of the brand within computer-mediated environments (Morgan-Thomas & Veloutsou, 2011). For those who are low in self-determination, an inference can be made that consumers’ perceptions of social relatedness exert a strong

influence on the development of online brand relationships. Similar to service marketing contexts (e.g., Mende & Bolton, 2011), consumers' satisfaction with, trust in, and emotional connection to brand activities in social media may function as base metrics that reflect how consumers perceive their relationships with brands.

Contrary to the predictions of this study, the findings of Study 3 indicated that consumers who were in high self-determination (i.e., high intrinsic motivation) show higher levels of satisfaction, control mutuality, competence trust, and benevolence/integrity trust when they perceived social relatedness high than low. One important issue for the interpretation of the results is that, in Study 3, consumer motivations were measured ranging from high intrinsic motivation to high extrinsic motivation, which were the two extreme ends on the SDT continuum. Consumers who were "highly intrinsic" might be considered more self-determined than the individuals who were within the range of high self-determination (Study 1 and Study 2); thus, they would have reported high levels of relational outcomes, especially when social relatedness was perceived high. For example, for consumers who involve in the creation of brand-related content, their sense of community to the brand tend to increase their level of brand involvement, which in turn, enhance consumer-based brand equity (Christodoulides et al., 2012). This alternative explanation of the results can be supported by the use of different samples in Study 2 (general social media users) and Study 3 (brand followers).

The findings underscore the value of social media users who have "liked" or "fanned" a brand in the success of relational marketing. Brand fans are regarded as a segmented group of highly valuable customers who spend more, engage more, advocate

more, and are more loyal to the brands (Scissions, Kalehoff, & Laufer, 2013). Moreover, brand fans are more likely to be driven by intrinsic motivation (i.e., personal expression) rather than economic incentives such as coupons (Scissions et al., 2013). Thus, it is important for social media marketers and brand managers to respond in ways to satisfy the social relatedness needs of existing brand fans and exert efforts to elevate a sense of social relatedness as a means to acquire new fans. For example, marketers may utilize group activities in social media through which consumers can recruit their friends to join brand pages and validate their liking for the brands via social support from friends (Muk & Chung, 2014). The significant and increasing value of brand fans requires social media marketing investment and mandates deeper commitment in the future.

MANAGERIAL IMPLICATIONS

Brands can use the findings of the study to customize relationship marketing activities in social media. A preliminary consumer self-determination/type of consumer-brand relationship in social media taxonomy was developed, which is displayed in Figure 4.1. When determining whether and how to implement social relational marketing programs in social media (e.g., interpersonal communication, recognition, feedback, and friendship), brands can take into account the degree to which their major consumers are self-determined (i.e. high versus low) and whether they are targeting general consumers or brand followers. Although acknowledging the difficulty of measuring consumers' self-determination in real-world practice, it is worth taking into account varying degrees of consumer motivations, because social relational programs often require more expertise and innovativeness than programs that merely focus on extrinsic rewards. Depending on

the expected engagement and relational outcomes, brands can use the results to allocate sources and tailor marketing activities in social media.

Figure 4.1. Consumer Self-determination/Type Segmentation

	General Consumers	Brand Followers
High Self-Determination	1	3 Satisfaction Control Mutuality Competence Trust Benevolence/integrity Trust
Low Self-Determination	2 Intrinsic Motivation Consuming Future Engagement Satisfaction Affective Commitment Benevolence/integrity Trust	4 Intrinsic Motivation Affective Commitment

The first segment is characterized by general consumers using social media who are relatively high in consumer self-determination. These consumers are highly self-determined to engage in brand activities in social media; however, they have not yet committed themselves to be a fan or follower of the brands in social media. The extent to which this consumer segment group is engaged and form relationships with brands is greater than those who are driven by economic factors such as money-saving deals or rewards. However, based on the results of the study, providing a social relational marketing program within brand activities, such as encouraging consumers to get involved in interpersonal communication with other social media users or brands, will not generate any significant increase in consumer engagement and relational outcomes.

Although this segment may not require serious marketing investment in social relational

programs, it is recommended that marketers offer social rewards in the long run so as to allow consumers to maintain high levels of self-determination toward brand activities.

The second consumer segment consists of general social media user with a low level of self-determination. They tend to be extrinsically driven, that is, engage in brand activities in exchange for receiving coupons, discounts, or sweepstakes. The provision of social relational marketing programs will increase the consumer groups' level of intrinsic motivation, consuming future engagement, satisfaction, and affective commitment, and benevolence/integrity trust, making this segment group as one of the two primarily candidates for a relationship program in social media. The purpose of a social media marketing campaign should center on creating an entertaining and enjoyable social media experience which will serve as a base for the development of consumer-brand relationships. It is important to note that consumers in this segment tend to exhibit passive engagement behavior in social media. As a first step, one possible approach is to create brand content which consumers will feel a sense of membership and find valuable to consume in social media. Although it is not expected in a short term that they will actively participate in further brand activities (e.g., sharing brand messages to others), the feelings of enjoyment and social relatedness they experience in social media will ultimately increase their level of intrinsic motivations, possibly resulting in proactive brand activities in social media.

The third consumer segment is made up of brand followers who have a relatively low level of self-determination. Despite being a follower of the brands, they tend to engage in order to earn incentives or rewards from brand activities in social media. Providing social relationship programs will contribute consumers' intrinsic motivation

toward the brand activities and their emotional commitment. Social programs are less likely to motivate consumers to produce relational outcomes toward the brands, however. A social media marketing campaign targeting this segment will focus on retaining the fan groups in social media by utilizing social rewards which allow consumers to produce positive feelings (e.g., enjoyment, happiness) and elicit a sense of attachment and belongingness. Because this consumer segment group is less likely to be receptive to relationship building, marketers should strive to build affective bonds with consumers as an offensive mechanism while offering the lowest level of economic incentives as a defense mechanism (Melancon et al., 2011).

The four consumer segment represents highly engaged, relatively high self-determined consumers who desire appear desirable in a brand's customer or fan base in social media ("loyalist"). Consumers in this segment group are understood as primarily candidates for social relationship program, based on the relational outcomes they tend to produce: satisfaction, control mutuality, and competence trust, and benevolence/integrity trust. Consistent with prior studies (e.g., Mittal & Kamakura, 2001), relationship-building efforts should focus on highly intrinsic consumers who provide a consistent source of revenue to companies and brands. Likewise, marketers should prioritize their marketing investment in social relational programs in order to appeal to this self-selected consumer segment.

LIMITATIONS AND FUTURE RESEARCH

This research has several limitations that should be noted. First, this research did not make a clear distinction between extrinsic motivation (i.e., low level of self-determination) and rewards. Although the terms extrinsic motivation and rewards are

used interchangeably in the psychology literature, they are not identical: while rewards are provided by external factors and therefore identical for every individual, motivation is an internal state that is elicited differently by individual (Borst, 2010). To replicate and extend the findings of CET, it would be desirable to directly examine whether the detrimental effects of economic rewards occur in social media contexts and how they influence consumer engagement and relational outcomes.

A second limitation is that the current research did not fully consider the effects of different types of motivational orientations that consumers have with brands. Two distinct relationship orientations—exchange and communal—differ in the rules that govern giving and receiving benefits to relational partners (Clark & Mills, 1993, Clark, Mills, & Powell., 1986). In relationships motivated by exchange norms, consumers are motivated to give a benefit to brands with the specific expectation of getting something back in return (Aggarwal, 2004). Conversely, consumers in communal relationships are motivated by a desire to benefit brands to attend to their needs and thus do not expect benefits for helping them (Aggarwal, 2004; Clark & Mills, 1993). Because consumers evaluate brands based on whether the actions violate or conform to the norms of their brand relationships (Aggarwal, 2004, 2009), future research may seek to understand the moderating role of brand relationship norms in influencing consumer engagement and relational outcomes. The consistent findings regarding the significant effects of relationship orientations (i.e., attachment security and communal relationship orientation) indicate that further research is warranted.

Additionally, a third limitation is the reliance on self-reported social relatedness in determining the impact of social relatedness on engagement and relational outcomes.

Although this study provides valuable insight into understanding the role of social relational marketing programs, this research did not directly measure the effects of social rewards. Future research may develop a more clear classification of social rewards programs and empirically investigate the impact of social relational programs in the context of social media. Another important area for future research is examination of the contextual factors that could possibly influence the impact of social relatedness. A promising avenue relates to investigating a cross-cultural approach to social relatedness. For example, social relatedness may be perceived more importantly in collective cultures in which communal orientation and collectivism are dominant (Sheldon et al., 2011b), whereas in independent cultures, individuals understand themselves as separable from others (Markus & Kitayama, 1991).

Considering that the findings obtained from Study 2 and Study 3 were not consistent in terms of relational outcomes, more research is warranted to control for confounding effects in relation to consumer-brand relationship outcomes in the context of social media. Because a consumer's relationship with a brand may be an important predicting variable of following brands in social media (Kim, Sung, and Kang, 2014), it would be of great value to study the effects of social relatedness among followers of a specific, single brand rather than among followers of a group of brands. Finally, it would be important to replicate the current findings in diverse social media contexts in which social relatedness are experienced in various ways, depending on the nature of different media environments. For example, effects of relatedness could be investigated in various types of social media in which consumers establish a varying degree of trust in social media technology and its media structure (i.e., institutional trust; McKnight et al., 2002).

Given the significant role of self-determination, an important area of future research is to expand the framework of this study from a focus on commercial brands to non-commercial brands (e.g., non-profit organizations) utilizing social media.

In summary, the findings of this research presented a need for facilitating social relatedness within social media in relation to the level of self-determination that consumers have toward brand activities. This study provided a useful theoretical foundation for linking consumer motivations, perceptions of relatedness, and engagement and relational outcomes in social media, thereby advancing the theoretical and practical understanding of building brand relationships among consumers who engage in brand activities in social media. Findings along this line of research will contribute to existing knowledge in the realm of consumer psychology and relational marketing and offer valuable marketing insights and directions for effective strategic brand relationship development and management.

Appendix A: Manipulation (Study 1)

WORD SCRAMBLING TASK

Relatedness Priming Condition

Note: Bolds indicate relatedness priming words.

- Beach / proud / the / is / **community**
- are/ **together** / change / kids / sitting
- **connected** / the / felt / man / interest
- **relationships** / build / we / can / black
- things / **related** / are / these / work
- *read / she / paper / the / light (filler set)*
- people /are / the / **united** / level
- **cooperation** / request / your / we / tree
- sing / **belongingness** / strong / people / experienced
- *we / coffee / for / went / white (filler set)*
- experienced / drinks / the /couple / **closeness**
- clubs/ the / **affiliated** / forget / are
- **supported** / my / she / dream /door
- *umbrella / sky / new /is / this (filler set)*
- the / he / foods / **linked** /events

Control Condition

Note: Bolds indicate words that replaced the relatedness priming words.

- Beach / proud / the / is / **beautiful**
- are / **here** / change / kids / sitting
- **sorry** / the / felt / man / door
- **it** / build / we / can / black
- things / **gone** / are / these / work

- *read / she / paper / the / light (filler set)*
- people/ are / the / **talking** / level
- **name** / request / your / we / tree
- sing / **shaking** / strong / people / experienced
- *we / coffee / for / went / white (filler set)*
- experienced /drinks / the / couple / **bought**
- clubs / the / **open** / forget /are
- **Is** / my / she / dream / door
- *umbrella / sky / new / is / this (filler set)*
- the/ he / foods /**cooked** /events

Appendix B: Measures for Study One

MANIPULATION CHECK

NOTE: Items that were reversed are in italics.

Relatedness Need Satisfaction

1 = “not at all true” and “very true”

- I felt appreciated.
- I felt a lot of closeness and intimacy.
- *I felt disconnected.*

Autonomy Need Satisfaction

1 = “not at all true” and “very true”

- I felt that my choices were based on my true interest and values.
- I felt free to do things my own way.
- I felt that my choices expressed my true self.

Competence Need Satisfaction

1 = “not at all true” and “very true”

- I felt that I was successfully completing the task.
- *I felt inadequate or incompetent.*
- I felt very capable in what I did

INDEPENDENT MEASURES

Low Self-determination (Identified Regulation)

1 = “not at all true” and “very true”

“I took part in this study...”

- Because I want to learn skills which I could use in other areas of my life.
- Because I want to understand the subject.
- Because I think it is important for me to do this study.

- Because I value the benefits of this study.

High Self-determination (External Regulation)

1 = “not at all true” and “very true”

“I took part in this study...”

- In order to make extra money.
- Because I am strongly motivated by the compensation I can receive.
- Because I think about rewards I can earn.
- Because I am keenly aware of the financial goals I have for myself.

DEPENDENT MEASURES

NOTE: Items that were reversed are in italics.

Intrinsic Motivation

1 = “strongly disagree” and 7 = “strongly agree”

- I am enjoying doing this study very much.
- This study is fun.
- I describe this study as very interesting.
- While taking part in this study, I am thinking about how much I enjoy doing this.
- *This study does not hold my attention.*

Future Engagement Intention

1 = “definitely will not” and “definitely will”

- Having taken part in this study today, to what extent do you intend to take part in this kind of study again?

1 = “strongly disagree” and 7 = “strongly agree”

- I intend to take part in this kind of study within the next two weeks.
- I would try to take part in this kind of study within the next two weeks.

Positive Affect

1 = “not at all true” and “very true”

- Joyful
- Happy
- Pleased
- Enjoyment/fun

Felt Energy

1 = “not at all true” and “very true”

- Energetic
- Vital
- Vibrant
- Energized
- Excited

COVARIATE

NOTE: Items that were reversed are in italics.

Security Attachment

1 = “not at all true” and “very true”

- It is easy for me to rely on others.
- I am at ease being emotionally close to others.
- I feel confident that others will be there for me if problems occur.
- I am comfortable depending on others.
- *I find it difficult to trust others completely.*
- *I am nervous when others get too close to me.*
- I find it easy to get close to others.

AWARENESS CHECK

- What do you think of the purpose of this study was?
- Did you think that any of the tasks you did were related in any way? If yes, in what way were they related?

Appendix C: Manipulation (Study 2)

MOTIVATION PRIMING SCENARIOS

Intrinsic Motivation Condition

This is a study examining how people engage in brand-related activities in social media because they are fun, interesting and enjoyable. Many people interact with brands in social media because it's fun. For example, many people report that they like to interact with brands in social media to pass along brand photos, videos, and brand messages to others and read brands' posts and updates. People also say it is interesting to write on brand pages' walls, and see who is commenting on the brand page. Many social media users also say they enjoy uploading brand content and sharing with others in social media.

Extrinsic Motivation Condition

This is a study examining how people engage in brand-related activities in social media because they would like to get a reward for their participation. Many people interact with brands in social media because it offers monetary incentives. For example, many people report that they interact with brands in social media to pass along brand photos, videos, and brand messages to others and read brands' posts and updates in order to receive coupons or discounts. People also say they write on brand pages' walls and see who is commenting on the brand page in social media in order to obtain rewards. Many social media users also say they would not upload any brand content and share with others unless they receive rewards.

Appendix D: Measures for Study Two

MANIPULATION CHECK

NOTE: Items that were reversed are in italics.

Consumer Intrinsic Motivation

1 = “not at all a reason” and “definitely a reason”

- Because it was fun.
- Because it was interesting.
- Because I enjoyed it.

Consumer Extrinsic Motivation

1 = “not at all a reason” and “definitely a reason”

- In order to get rewards for my participation.
- Because I would not receive rewards if I did not.
- Because that was what I was supposed to do to receive monetary incentives.

INDEPENDENT MEASURES

Perceived Social Relatedness

1 = “not at all true” and “very true”

“While engaging in the brand activity in social media, I felt...”

- A sense of contact with other people in social media.
- Close and connected with other consumers because of a shared interest.
- A strong sense of intimacy with the people in my social network.

DEPENDENT MEASURES

NOTE: Items that were reversed are in italics.

Intrinsic Motivation

1 = “strongly disagree” and 7 = “strongly agree”

- When I engage in such brand activity in social media, I am enjoying it very much.
- The brand activity in social media is fun.
- I would describe the brand activity as very interesting.
- While engaging in such brand activity in social media, I think about how much I enjoy doing it.
- *The brand activity does not hold my attention.*

Future Engagement Intention

Consuming Engagement Intention

1 = “strongly disagree” and 7 = “strongly agree”

- I intend to view pictures of the brand or product in social media.
- I intend to watch videos about the brand or product in social media.
- I intend to read the brands’ posts, user comments, or product reviews.
- I intend to like or follow the brand pages (e.g., becoming a fan of or following)

Contributing Engagement Intention

1 = “strongly disagree” and 7 = “strongly agree”

- I intend to engage in conversations about the brand (e.g., commenting, asking questions, and sharing questions)
- I intend to share the brand’s posts (e.g., videos, audio, pictures, or texts) on my own social media page.
- I intend to recommend brand-related content to my social media contacts (e.g., retweeting).
- I intend to upload brand-related videos, audio, pictures, or images.

Satisfaction

1 = “strongly disagree” and 7 = “strongly agree”

- I am happy with the brand activity in social media.
- Both the brand and consumers like me benefit from our relationship in social media.
- Most consumers like me are happy in their interactions with this brand in social media.

- Generally speaking, I am pleased with the relationship this brand has established with consumers like me in social media.
- Most consumers enjoy engaging in activities for this brand in social media.

Affective Commitment

1 = “strongly disagree” and 7 = “strongly agree”

“While engaging in the brand activity in social media, I felt...”

- A sense of community from engaging in the brand activity.
- Emotionally attached from engaging in the activity.
- A strong sense of belonging from engaging in the activity.

Control Mutuality

1 = “strongly disagree” and 7 = “strongly agree”

- The brand and consumers like me are attentive to what each other say.
- The brand believes the opinions of consumers like me are legitimate.
- The brand has a tendency to throw its weight around.
- The brand really listens to what consumers like me have to say.
- The management of the brand gives consumers like me enough say in the decision-making process.

Competence Trust

1 = “strongly disagree” and 7 = “strongly agree”

- The brand is competent at serving consumers like me.
- The brand has the ability to meet consumer needs.
- The brand seems to be successful in the activities they undertake.

Benevolence/Integrity Trust

1 = “strongly disagree” and 7 = “strongly agree”

- I feel the brand would act in consumers’ best interests.
- The brand would do their best to help consumers.
- The brand is interested in consumers’ well-being, not just their own well-being.

- The brand can be relied on to keep its promises.
- The brand treats consumers fairly and justly.

COVARIATES

Autonomy Need Satisfaction

1 = “not at all true” and “very true”

“While engaging in the brand activity in social media, I felt...”

- I made a lot of decision on my own.
- I had a lot to say about what happened and could voice my opinion.
- I had flexibility in my activity.

Competence Need Satisfaction

1 = “not at all true” and “very true”

“While engaging in the brand activity in social media, I felt...”

- It was entirely within my control.
- I felt competent.
- It was well within the scope of my abilities.

Brand Involvement

1 = “strongly disagree” and 7 = “strongly agree”

- I am particularly interested in the brand.
- Overall, I am quite involved when I am purchasing the brand for personal use.

Brand Identification

1 = “strongly disagree” and 7 = “strongly agree”

- The brand says a lot about the kind of person I am.
- The brand’s image and my self-image are similar in many respects.
- The brand plays an important role in my life.

Communal Relationship Orientation

1 = “strongly disagree” and 7 = “strongly agree”

- I will support the brand to see them succeed.
- I will support the brand because I want to.
- The brand's success will make me happy.
- I will support the brand if they need help from consumers like me.
- I feel good when I support the brand.
- I pay attention to the brand's needs.
- I care about the brand's success.

Appendix E: Measures for Study Three

Consumer Intrinsic Motivation

1 = “not at all a reason” and “definitely a reason”

- Because it was fun.
- Because it was interesting.
- Because I enjoyed it.

Consumer Identified Motivation

1 = “not at all a reason” and “definitely a reason”

- Because it was perceived as valuable.
- Because it was beneficial for me.
- Because I thought it was important for me to do so.

Consumer Introjected Motivation

1 = “not at all a reason” and “definitely a reason”

- Because it bothers me when I do not.
- Because I want others to think I am a good consumer.
- Because I would feel bad about myself if I did not.

Consumer Extrinsic Motivation

1 = “not at all a reason” and “definitely a reason”

- In order to get rewards for my participation.
- Because I would not receive rewards if I did not.
- Because that was what I was supposed to do to receive monetary incentives.

References

- Aggarwal, P. (2004). The effects of brand relationship norms on consumer attitudes and behavior, *31. Journal of Consumer Research*, *31*(1), 87–101.
- Aggarwal, P. (2009). Using relationship norms to understand consumer-brand interactions. *Handbook of Brand Relationships*. New York: ME Sharpe.
- Ajzen, I. (2002). Constructing a TPB questionnaire: conceptual and methodological considerations. Available at http://chuang.epage.au.edu.tw/ezfiles/168/1168/attach/20/pta_41176_7688352_57138.pdf
- Algesheimer, R., Dholakia, U. M., & Herrmann, A. (2005). The social influence of brand community: Evidence from European Car Clubs, *Journal of Marketing*, *69*(3), 19–34.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, *49*(3), 252–276.
- Amabile, T. M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994). The Work Preference Inventory: Assessing intrinsic and extrinsic motivational orientations. *Journal of Personality and Social Psychology*, *66*(5), 950–967.
- Anderson, B. (1983). *Imagined Communities: Reflections on the Origin and Spread of Nationalism*. London: Verso.
- Anderson, R., Manoogian, S. T., & Reznick, J. S. (1976). The undermining and enhancing of intrinsic motivation in preschool children. *Journal of Personality and Social Psychology*, *34*(5), 915–922.
- Antin, J. (2012). Social desirability bias and self-reports of motivation: A study of Amazon Mechanical Turk in the US and India. In *Proceedings of the SIGCHI Conference on Human Factors in Computing Systems* (pp. 2925–2934). ACM.
- Avery, E., Lariscy, R., Amador, E., Ickowitz, T., Primm, C., & Taylor, A. (2010). Diffusion of social media among public relations practitioners in health departments across various community population sizes. *Journal of Public Relations*, *22*(3), 37–41.
- Bagozzi, R. P. (2000). On the concept of intentional social action in consumer behavior. *Journal of Consumer Research*, *27*(3), 388–396.
- Bagozzi, R. P., & Dholakia, U. M. (2002). Intentional social action in virtual communities. *Journal of Interactive Marketing*, *16*(2), 2–21.

- Bagozzi, R. P., & Dholakia, U. M. (2006). Antecedents and purchase consequences of customer participation in small group brand communities. *International Journal of Research in Marketing*, 23(1), 45–61.
- Baird, C. H., & Parasnis, G. (2011). From social media to social customer relationship management. *Strategy & Leadership*, 39(5), 30–37.
- Bandura, A. (1986). *Social Foundations of Thought and Action: A Social-Cognitive View*. Englewood Cliffs, NJ: Prentice-Hall.
- Bansal, H. S., Irving, P. G., & Taylor, S. F. (2004). A three-component model of customer to service providers. *Journal of the Academy of Marketing Science*, 32(3), 234–250.
- Bargh, J. A., Chen, M., & Burrows, L. (1996). Automaticity of social behavior: Direct effects of trait construct and stereotype activation on action, *Journal of Personality and Social Psychology*, 71(2), 230–244.
- Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117, 497–529.
- Bergami, M., & Bagozzi, R. P. (2000). Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization. *British Journal of Social Psychology*, 39(4), 555–577.
- Berinsky, a. J., Huber, G. a., & Lenz, G. S. (2012). Evaluating online labor markets for experimental research: Amazon.com’s Mechanical Turk. *Political Analysis*, 20(3), 351–368.
- Bernoff, J., & Li, C. (2008) Harnessing the power of the oh-so-social web. *Sloan Management Review*, 49(3), 36–42.
- Berthon, P., & Campbell, C. (2008). Ad lib: When customers create the ad. *California Management Review*, 50(4), 6–30.
- Blais, M. R., Sabourin S., Boucher, C., & Vallerand, R. (1990). Toward a motivational model of couple happiness. *Journal of Personality and Social Psychology*, 59, 1021–1031.
- Blanck, P.D., Reis, H.T., & Jackson, L. (1984). The effects of verbal reinforcement on intrinsic motivation for sex-linked tasks. *Sex Roles*, 10, 369–387.
- Bock, G. W., & Kim, Y. G. (2001). Breaking the myths of rewards: An exploratory study of attitudes about knowledge sharing. In *Pacific Asia Conference on Information Systems 2001 Proceedings* (Vol. 78, pp. 1112–1125).

- Borst, W. A. M. (2010). *Understanding Crowdsourcing: Effects of Motivation and Rewards on Participation and Performance in Voluntary Online Activities*. Erasmus Research Institute of Management (ERIM).
- Bortree, D. S. & Selzer, T (2009). Dialogic strategies and outcomes: An analysis of environmental advocacy groups' Facebook profiles. *Public Relations Review*, 35, 317–319.
- Brodie, R. J., Hollebeek, L. D., Juric, B., & Ilic, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of Service Research*, 14(3), 252–271.
- Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research*, 66(1), 105–114.
- Bruning, S. D., & Ledingham, J. A. (1999). Relationships between organizations and publics: Development of a multi-dimensional organization-public relationship scale. *Public Relations Review*, 25(2), 157–170.
- Buhrmester, M., Kwang, T., & Gosling, S. D. (2011). Amazon's Mechanical Turk: a new source of inexpensive, yet high-quality data?. *Perspectives on Psychological Science*, 6(1), 3–5.
- Calder, B. J., & Malthouse, E. C. (2008) Media engagement and advertising effectiveness. *Kellogg on Advertising and Media*, 1–36.
- Calder, B. J., Malthouse, E. C., & Schaedel, U. (2009). An experimental study of the relationship between online engagement and advertising effectiveness. *Journal of Interactive Marketing*, 23(4), 321–331.
- Canary, D. J., & Stafford, L. (1992). Relational maintenance strategies and equity in marriage. *Communications Monographs*, 59(3), 243–267.
- Carlson, B. D., Suter, T. A., & Brown, T. J. (2008). Social versus psychological brand community: The role of psychological sense of brand community. *Journal of Business Research*, 61(4), 284–291.
- Celsi, R. L., & Olson, J. C. (1988). The role of involvement in attention and comprehension processes. *Journal of Consumer Research*, 210–224.
- Chandrashekar, R. (2004). The influence of redundant comparison prices and other price presentation formats on consumers' evaluations and purchase intentions. *Journal of Retailing*, 80(1), 53–66.

- Chartrand, T. L., & Bargh, J. A. (1996). Automatic activation of impression formation and memorization goals: Nonconscious goal priming reproduces effects of explicit task instructions. *Journal of Personality and Social Psychology*, *71*(3), 464–478.
- Chen, G. M. (2011). Tweet this: A uses and gratifications perspective on how active Twitter use gratifies a need to connect with others. *Computers in Human Behavior*, *27*(2), 755–762.
- Chernatony, L. D., & Christodoulides, G. (2004). Taking the brand promise online: Challenges and opportunities. *Interactive Marketing*, *5*(3), 238–251.
- Chi, H. (2011). Interactive digital advertising vs. virtual brand community: Exploratory study of user motivation and social media marketing responses in Taiwan, *Journal of Interactive Advertising*, *12*(1), 44–61.
- Christodoulides, G. (2009). Branding in the post-Internet era. *Marketing Theory*, *9*(1), 141–144.
- Christodoulides, G., Jevons, C., & Bonhomme, J. (2012). Memo to marketers: Quantitative evidence for change. How user-generated content really affects brands. *Journal of Advertising Research*, *52*(1), 53–64.
- Clark, M. S., & Mills, J. (1993). The difference between communal and exchange relationships: What it is and is not. *Personality and Social Psychology Bulletin*, *19*(6), 684–691.
- Clark, M. S., Mills, J., & Powell, M. C. (1986). Keeping track of needs in communal and exchange relationships. *Journal of personality and social psychology*, *51*(2), 333.
- Connell, J. P., & Wellborn, J. G. (1991). Competence, autonomy, and relatedness: A motivational analysis of self-system processes. In M. R. Gunnar & L. A. Sroufe (Eds.), *Minnesota Symposium on Child Psychology* (Vol. 23, pp. 43–77), Hillsdale, NJ: Erlbaum.
- deCharms, R. (1968). *Personal Causation*. New York: Academic.
- Deci, E. L. (1975). *Intrinsic Motivation*. New York: Plenum.
- Deci, E. L. (1971). Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Social Psychology*, *18*, 105–115.
- Deci, E. L., Connell, J. P., & Ryan, R. M. (1989). Self-determination in a work organization. *Journal of Applied Psychology*, *74*(4), 580–590.
- Deci, E. L., Eghrari, H., Patrick, B. C., & Leone, D. R. (1994). Facilitating internalization: The self-determination theory perspective. *Journal of Personality*, *62*, 119–142.

- Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6), 627–668.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
- Deci, E. L., & Ryan, R. M. (1991). A motivational approach to self: Integration in personality. In *Nebraska Symposium on Motivation* (Vol. 38, pp. 237–288).
- Deci, E. L., & Ryan, R. M. (1987). The support of autonomy and the control of behavior. *Journal of Personality and Social Psychology*, 53(6), 1024–1037.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation And Self-Determination in Human Behavior*. New York: Plenum.
- Deci, E. L., Schwartz, A. J., Sheinman, L., & Ryan, R. M. (1981). An instrument to assess adults’ orientations toward control versus autonomy with children: Reflections on intrinsic motivation and perceived competence. *Journal of Educational Psychology*, 73(5), 642–650.
- Deci, E. L., Vallerand, R. J., Pelletier, L. G., & Ryan, R. M. (1991). Motivation and education: the self-determination perspective. *Educational Psychologist*, 26(3-4), 325–346.
- Dholakia, U. M., Bagozzi, R. P., & Pearo, L. K. (2004). A social influence model of consumer participation in network-and small-group-based virtual communities. *International Journal of Research in Marketing*, 21(3), 241–263.
- Diener, E., & Emmons, R. A. (1985). The independence of positive and negative affect. *Journal of Personality and Social Psychology*, 47, 1105–1117.
- Eisenberger, R. & Cameron, J. (1996). Detrimental effects of reward. Reality or myth? *American Psychologist*, 51(11), 1153–1166.
- Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook friends: Social capital and college students’ use of online social network sites. *Journal of Computer-Mediated Communication*, 12(4), 1143–1168.
- Evan, D., McKee, J., & Bratton, S. (2010). Social media and customer engagement. In *Social Media Marketing: The Next Generation of Business Engagement* (pp.3–21), John Wiley & Sons.
- Fagan, H., Neill, S., & Wooldridge, B. R. (2008). Exploring the the intention to use computers : Computers of an empirical investigation of the role of intrinsic

motivation, extrinsic motivation, motivation, and perceived ease of use. *Journal of Computer Information Systems*, 48(3), 31–37.

Fisher, C. D. (1978). The effects of personal control, competence, and extrinsic reward systems on intrinsic motivation. *Organizational Behavior and Human Performance*, 21(3), 273–288.

Gangadharbatla, H. (2010). Facebook me: Collective self-esteem, need to belong, and Internet self-efficacy as predictors of the i-generation's attitudes toward social networking sites. *Journal of Interactive Advertising*, 8(2), 5–15. Available at <http://jiad.org/article100.html>

Gordon, M. E., McKeage, K., & Fox, M. A. (1998). Relationship marketing effectiveness: The role of involvement. *Psychology & Marketing*, 15(5), 443–459.

Grolnick, W. S., & Ryan, R. M. (1987). Autonomy in children's learning: An experimental and individual difference investigation. *Journal of Personality and Social Psychology*, 52, 890–898.

Grolnick, W. S., & Ryan, R. M. (1989). Parent styles associated with children's self-regulation and competence in school. *Journal of Educational Psychology*, 81, 143–154.

Grolnick, W. S., Ryan, R. M., & Deci, E. L. (1991). Inner resources for school achievement: Motivational mediators of children's perceptions of their parents. *Journal of Educational Psychology*, 83(4), 508–517.

Grouzet, F. M. E., Vallerand, R. J., Thill, E. E., & Provencher, P. J. (2004). From environmental factors to outcomes: A test of an integrated motivational sequence. *Motivation and Emotion*, 28(4), 331–346.

Guay, F., Vallerand, R. J., & Blanchard, C. (2000). On the assessment of situational intrinsic and extrinsic motivation: The situational motivation scale (SIMS). *Motivation and Emotion*, 24(3), 175–213.

Harackiewicz, J. M. (1979). The effects of reward contingency and performance feedback on intrinsic motivation. *Journal of Personality and Social Psychology*, 37(8), 1352–1363.

Harackiewicz, J. M., Abrahams, S., & Wageman, R. (1987). Performance evaluation and intrinsic motivation: the effects of evaluative focus, rewards, and achievement orientation. *Journal of Personality and Social Psychology*, 53(6), 1015–1023.

Hennig-Thurau, T., Gwinner, K. P., Walsh, G., & Gremler, D. D. (2004). Electronic word-of-mouth via consumer-opinion platforms: What motivates consumers to articulate themselves on the Internet?. *Journal of Interactive Marketing*, 18(1), 38–52.

- Hennig-thurau, T., & Walsh, G. (2004). Electronic word of mouth: motives for and consequences of reading customer articulations on the Internet, *International Journal of Electronic Commerce*, 8(2), 51–74.
- Higgins, E. T. (2006). Value from hedonic experience and engagement. *Psychological Review*, 113(3), 439–460.
- Higgins, E. T., & Scholer, A. (2009) Engaging the consumer: the science and art of the value creation process. *Journal of Consumer Psychology*, 19(2), 100–114.
- Hoffman, D. L., & Fodor, M. (2010). Can you measure the ROI of your social media marketing?. *Sloan Management Review*, 52(1).
- Hoffman, D. L., & Novak, T. (2013). The social life of content: how negative motivations to interact with content-focused pursuits can lead to positive feelings in social media. Available at http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2371461
- Holbrook, M. B. (2006). Consumption experience, customer value, and subjective personal introspection: An illustrative photographic essay. *Journal of Business Research*, 59(6), 714–725.
- Hollebeek, L. D. (2011). Demystifying customer brand engagement: Exploring the loyalty nexus. *Journal of Marketing Management*, 27(7-8), 785–807.
- Hon, L. C., & Grunig, J. E. (1999). *Guidelines for Measuring Relationships in Public Relations*. The Institute for Public Relations. Available at: http://www.aco.nato.int/resources/9/conference%202011/guidelines_measuring_relationships%5B1%5D.pdf
- Hung, S. Y., Durcikova, A., Lai, H. M., & Lin, W. M. (2011). The influence of intrinsic and extrinsic motivation on individuals' knowledge sharing behavior. *International Journal of Human-Computer Studies*, 69(6), 415–427.
- Johnson, J. W., & Grimm, P. E. (2010). Communal and exchange relationship perceptions as separate constructs and their role in motivations to donate. *Journal of Consumer Psychology*, 20(3), 282–294.
- Katz, E. (1959). Mass communication research and the study of popular culture: An editorial note on a possible future for this journal. *Studies in Public Communication*, 2, 1–6.
- Kaufmann, N., & Veit, D. (2011). More than fun and money. worker motivation in crowdsourcing – a study on Mechanical Turk. In *Proceedings of the Seventeenth Americas Conference on Information Systems* (pp. 1–11).

- Kelleher, T., & Miller, B. M. (2006). Organizational blogs and the human voice: Relational strategies and relational outcomes. *Journal of Computer-Mediated Communication, 11*(2), 395–414.
- Kent, M. L., & Taylor, M. (2002). Toward a dialogic theory of public relations. *Public Relations Review, 28*(1), 21–37.
- Kim, E., Sung, Y., & Kang, H. (2014). Brand followers' retweeting behavior on Twitter: How brand relationships influence brand electronic word-of-mouth. *Computers in Human Behavior, 37*, 18–25.
- Kivetz, R. A. N. (2005). Promotion reactance: The role of effort-reward congruity. *Journal of Consumer Research, 31*(4), 725–736.
- Ko, H., & Cho, C-H, & Roberts, M. (2005). Uses and gratifications: A structural equation model of Internet advertising. *Journal of Advertising, 34*(2), 57–70.
- Korgaonkar, P.K. & Wolin, L.D. (1999). A multivariate analysis of web usage. *Journal of Advertising Research, 39*(2), 53–68.
- Kowal, J., & Fortier, M. S. (1999) Motivational determinants of flow: Contributions from self-determination theory. *Journal of Social Psychology, 139*(3), 355–368.
- Kwon, E. S., Kim, E., Sung, Y., & Yoo, C.Y. (in press). Brand followers: Consumer motivations and attitudes toward brand communications on Twitter. *International Journal of Advertising*.
- Kwon, E. S., & Sung, Y. (2011). Follow me! Global marketers' Twitter use. *Journal of Interactive Advertising, 12*(1), 4–16.
- La Guardia, J., Ryan, R.M., Couchman, C., & Deci, E. L. (2000). Within-person variation in security of attachment: A self-determination theory perspective on attachment, need fulfillment, and well-being. *Journal of Personality and Social Psychology, 79*, 367–384.
- Langer, E., & Rodin, J. (1976). The effect of choice and enhanced personal responsibility for the aged: A field experiment in an institutional setting. *Journal of Personality and Social Psychology, 34*(2), 191–198.
- LaPointe, P. (2012) Measuring Facebook's impact on marketing: The proverbial hits the fan, *Journal of Advertising Research, 52*(3), 286–287.
- Lee, D., Kim, H. S., & Kim, J. K. (2011). The impact of online brand community type on consumer's community engagement behaviors: Consumer-created vs. marketer-created online brand community in online social-networking web sites. *Cyberpsychology, Behavior and Social Networking, 14*(1-2), 59–63.

- Lepper, M. R., & Gilovich, T. (1981). The multiple functions of reward: A social-developmental perspective. *Developmental Social Psychology*, 5–31.
- Lepper, M. R., Greene, D., & Nisbett, R. E. (1973). Undermining children's intrinsic interest with extrinsic reward: A test of the "overjustification" hypothesis. *Journal of Personality and Social Psychology*, 28(1), 129–137.
- Levesque, C., & Pelletier, L.G. (2003). On the investigation of primed and chronic autonomous and heteronomous motivational orientations. *Personality and Social Psychology Bulletin*, 29, 1570–1584.
- Lockwood, P., Dolderman, D., Sadler, P., & Gerchak, E. (2004). Feeling better about doing worse: Social comparisons within romantic relationships. *Journal of Personality and Social Psychology*, 87(1), 80–95.
- Luke, M. A., Sedikides, C., & Carnelley, K. (2012). Your love lifts me higher! The energizing quality of secure relationships. *Personality & Social Psychology Bulletin*, 38(6), 721–733.
- MacInnis, D. J., & Jaworski, B. J. (1989). Information processing from advertisements: Toward an integrative framework. *Journal of marketing*, 1–23.
- MacInnis, D. J., Moorman, C., & Jaworski, B. J. (1991). Enhancing and measuring consumers' motivation, opportunity, and ability to process brand information from ads. *Journal of Marketing*, 32–53.
- Madupu, V., & Cooley, D. O. (2010). Antecedents and consequences of online brand community participation: A conceptual framework. *Journal of Internet Commerce*, 9(2), 127–147.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological review* 98(2), 224–253.
- Mathwick, C., & Rigdon, E. (2004). Play, flow, and the online search experience. *Journal of Consumer Research*, 31(2), 324–332.
- McAuley, E., Duncan, T., & Tammen, V. V. (1989). Psychometric properties of the Intrinsic Motivation Inventory in a competitive sport setting: A confirmatory factor analysis. *Research Quarterly for Exercise and Sport*, 60(1), 48–58.
- McKenna, K. Y., & Bargh, J. A. (1999). Causes and consequences of social interaction on the Internet: A conceptual framework. *Media Psychology*, 1(3), 249–269.
- McKnight, D. H., Choudhury, V., & Kacmar, C. (2002). Developing and validating trust measures for e-commerce: An integrative typology. *Information Systems Research*, 13(3), 334–359.

- Melancon, J. P., Noble, S. M., & Noble, C. H. (2011). Managing rewards to enhance relational worth. *Journal of the Academy of Marketing Science*, 39(3), 341–362.
- Mende, M., & Bolton, R. N. (2011). Why attachment security matters how customers' attachment styles influence their relationships with service firms and service employees. *Journal of Service Research*, 14(3), 285–301.
- Meuter, M. L., Bitner, M. J., Ostrom, A. L., & Brown, S. W. (2005). Choosing among alternative service delivery modes: An investigation of customer trial of self-service technologies. *Journal of Marketing*, 69(2), 61–83.
- Mikulincer, M., Florian, V., & Tolmacz, R. (1990). Attachment styles and fear of personal death: A case study of affect regulation. *Journal of Personality and Social Psychology*, 58(2), 273–280.
- Mikulincer, M., Gillath, O., Halevy, V., Avihou, N., Avidan, S., & Eshkoli, N. (2001). Attachment theory and reactions to others' needs: Evidence that activation of the sense of attachment security promotes empathic responses. *Journal of Personality and Social Psychology*, 81, 1205–1224.
- Mikulincer, M., & Shaver, P. R. (2001). Attachment theory and intergroup bias: Evidence that priming the secure base schema attenuates negative reactions to out-groups. *Journal of Personality and Social Psychology*, 81(1), 97–115.
- Mittal, V., & Kamakura, W. A. (2001). Satisfaction, repurchase intent, and repurchase behavior: Investigating the moderating effect of customer characteristics. *Journal of marketing research*, 38(1), 131–142.
- Morgan-Thomas, A., & Veloutsou, C. (2013). Beyond technology acceptance: Brand relationships and online brand experience. *Journal of Business Research*, 66(1), 21–27.
- Muniz, A.M., & O'Guinn, T.C. (2001). Brand community. *Journal of Consumer Research*, 27, 412–432.
- Muk, A., & Chung, C. (2014). Driving Consumers to Become Fans of Brand Pages: A Theoretical Framework. *Journal of Interactive Advertising*, 14(1), 1–10.
- Muntinga, D. G., Moorman, M., & Smit, E. G. (2011). Introducing COBRAs: Exploring motivations for brand-related social media use. *International Journal of Advertising*, 30(1), 13–46.
- Papacharissi, A., & Rubin, A. M. (2000). Predictors of Internet use. *Journal of Broadcasting & Electronic Media*, 44(2), 175–196.
- Park, N., Jin, B., & Jin, S. A. (2011). Effects of self-disclosure on relational intimacy in Facebook. *Computers in Human Behavior*, 27(5), 1974–1983.

- Patrick, H., Ryan, A. M., & Kaplan, A. (2007). Early adolescents' perceptions of the classroom social environment, motivational beliefs, and engagement. *Journal of Educational Psychology, 99*, 83–98.
- Patterson, P., Yu, T., & De Ruyter, K. (2006). Understanding customer engagement in services. In *Advancing Theory, Maintaining Relevance, Proceedings of ANZMAC 2006 conference, Brisbane* (pp. 4–6).
- Paulssen, M., & Fournier, S. (2007). *Attachment Security and the Strength of Commercial Relationships: A Longitudinal Study* (pp.1–36), Humboldt-University, Wirtschaftswiss. Fak..
- Pavey, L., Greitemeyer, T., & Sparks, P. (2011). Highlighting relatedness promotes prosocial motives and behavior. *Personality and Social Psychology Bulletin, 37*(7), 905–917.
- Phelps, J. E., Lewis, R., Mobilio, L., Perry, D., & Raman, N. (2004). Viral marketing or electronic word-of-mouth advertising: Examining consumer responses and motivations to pass along email. *Journal of Advertising Research, 44*(4), 333–348.
- Pittman, T. S., Davey, M. E., Alafat, K. A., Wetherill, K. V., & Kramer, N. A. (1980). Informational versus controlling verbal rewards. *Personality and Social Psychology Bulletin, 6*(2), 228–233.
- Prosch, M., Orth, U. R., & Bethge, F. (2013). Disentangling the influence of attachment anxiety and attachment security in consumer formation of attachments to brands. *Journal of Consumer Behaviour, 12*(4), 318–326.
- Qiu-ying, Z., Tang, Y., Qi, Q., & Hua-rui, C. (2012). Research on the mechanism of self-determination for online customer participation psychology and behavior. In *Management Science and Engineering (ICMSE)2012 International Conference* (pp. 53–58). IEEE.
- Rappaport, S. D. (2007). Lessons from online practice: New advertising models. *Journal of Advertising Research, 47*(2), 135–141.
- Reinecke, L., Klatt, J., & Krämer, N. C. (2011). Entertaining media use and the satisfaction of recovery needs: Recovery outcomes associated with the use of interactive and noninteractive entertaining media. *Media Psychology, 14*(2), 192–215.
- Reinecke, L., Vorderer, P., & Knop, K. (2014). Entertainment 2.0? The role of intrinsic and extrinsic need satisfaction for the enjoyment of Facebook use. *Journal of Communication, 64*(3), 417–438.

- Reis, H. T., & Patrick, B. P. (1996). Attachment and intimacy: Component processes. In E. T. Higgins & A. W. Kruglanski (Eds.) *Social Psychology: Handbook of Basic Principles*(pp. 523–563). New York; Guilford.
- Reis, H. T., Sheldon, K. M., Gable, S. L., Roscoe, J., & Ryan, R. M. (2000). Personality and social psychology bulletin daily well-being : The role of autonomy, competence, and relatedness. *Personality and Social Psychology Bulletin*, *26*, 419–435.
- Richins, M. L., & Bloch, P. H. (1986). After the new wears off: The temporal context of product involvement. *Journal of Consumer Research*, *280–285*.
- Ridings, C. M., Gefen, D., & Arinze, B. (2002). Some antecedents and effects of trust in virtual communities. *Journal of Strategic Information Systems*, *11*(3-4), 271–295.
- Rigby, C. S., Deci, E. L., Patrick, B. C., & Ryan, R. M. (1992). Beyond the intrinsic-extrinsic dichotomy: Self-determination in motivation and learning. *Motivation and Emotion*, *16*(3), 165–185.
- Roca, J. C., & Gagné, M. (2008). Understanding e-learning continuance intention in the workplace: A self-determination theory perspective. *Computers in Human Behavior*, *24*(4), 1585–1604.
- Rodgers, S., Wang, Y., & Rettie, R. (2007). Replication, extension and application to Internet advertising. *International Journal of Advetising*. *26*(4), 447–476.
- Rodgers, S. (2002). The interactive advertising model tested: The role of motives in ad processing. *Journal of Interactive Advertising*, *2*(2), Available at <http://jiad.org/article21.html>.
- Rodgers, S., & Thorson, E. (2000). The Interactive advertising model: How users perceive and process online ads. *Journal of Interactive Advertising*, *1*(1). Available at <http://jiad.org/article5.html>
- Rotter, J. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs*, *80*(1). 1–28.
- Rowe, A., & Carnelley, K. B. (2003). Attachment style differences in the processing of attachment-relevant information: Primed-style effects on recall, interpersonal expectations, and affect. *Personal Relationships*, *10*(1), 59–75.
- Rubin, A. M. (2002). The uses-and-gratifications perspective of media effects. In J. Bryant & D. Zillmann (Eds.), *Media Effects: Advances in Theory and Research* (2nd ed., pp. 525–548). Mahwah, NJ: Lawrence Erlbaum.
- Ryan, R. M. (1995). Psychological needs and the facilitation of integrative processes. *Journal of Personality*, *63*, 397–427.

- Ryan, R. M. (1982). Control and information in the intrapersonal sphere: An extension of cognitive evaluation theory. *Journal of Personality and Social Psychology*, *43*, 450–461.
- Ryan, R. M., & Connell, J. P. (1989). Perceived locus of causality and internalization: Examining reasons for acting in two domains. *Journal of Personality and Social Psychology*, *57*, 749–761.
- Ryan, R. M., & Deci, E. L. (2008). Self-determination theory and the role of basic psychological needs in personality and the organization of behavior. In O. P. John, R. W. Robins, & L. A. Pervin (Eds.), *Handbook of Personality Psychology: Theory and Research* (3rd ed., pp. 654–678). New York, NY: Guilford Press.
- Ryan, R. M., & Deci, E. L. (2000a). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, *25*(1), 54–67.
- Ryan, R. M., & Deci, E. L. (2000b). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, *55*(1), 68–78.
- Ryan, R. M., & Frederick, C. M. (1997). On energy, personality, and health: Subjective vitality as a dynamic reflection of well-being. *Journal of Personality*, *65*, 529–565.
- Ryan, R. M., & Grolnick, W. S. (1986). Origins and pawns in the classroom: Self-report and projective assessments of individual differences in children's perceptions. *Journal of Personality and Social Psychology*, *50*, 550–558.
- Ryan, R. M., Koestner, R., & Deci, E. L. (1991). Varied forms of persistence: When free-choice behavior is not intrinsically motivated. *Motivation and Emotion*, *15*, 185–205.
- Ryan, R. M., & Lynch, J. (1989). Emotional autonomy versus detachment: Revisiting the vicissitudes of adolescence and young adulthood. *Child Development*, *60*, 340–356.
- Ryan, R. M., Mims, V., & Koestner, R. (1983). Relation of reward contingency and interpersonal context to intrinsic motivation: A review and test using cognitive evaluation theory. *Journal of Personality and Social Psychology*, *45*(4), 736–750.
- Rybalko, S., & Seltzer, T. (2010). Public relations review dialogic communication in 140 characters or less: How fortune 500 companies engage stakeholders using Twitter. *Public Relations Review*, *36*(4), 336–341.
- Schultheiss, D., Blieske, A., Solf, A., & Staeudtner, S. (2013). How to encourage the crowd? A study about user typologies and motivations on crowdsourcing platforms. In *Proceedings of the 2013 IEEE/ACM 6th International Conference on Utility and Cloud Computing* (pp. 506–509). IEEE Computer Society.

- Scissions, M., Kalehoff, M., & Laufer, R. (April, 2013). The value of a Facebook fan 2013: Revisiting consumer brand currency in social media, Syncapse, Available at http://www.purplewifi.net/wp-content/uploads/2013/04/Syncapse___Value_of_a_Fan_Report_2013.pdf
- Shang, R. A., Chen, Y. C., & Shen, L. (2005). Extrinsic versus intrinsic motivations for consumers to shop on-line. *Information & Management*, 42(3), 401–413.
- Shao, G. (2009). Understanding the appeal of user-generated media: A uses and gratification perspective. *Internet Research*, 19(1), 7–25.
- Sheldon, K. M. (2004). *Optimal Human Being: An Integrated Multi-level Perspective*. Psychology Press.
- Sheldon, K. M., Abad, N., & Hinsch, C. (2001a). A two-process view of Facebook use and relatedness need-satisfaction: Disconnection drives use, and connection rewards it. *Journal of Personality and Social Psychology*, 100(4), 766–775.
- Sheldon, K. M., Elliot, A. J., Kim, Y., & Kasser, T. (2001b). What is satisfying about satisfying events? Testing 10 candidate psychological needs. *Journal of Personality and Social Psychology*, 80(2), 325–339.
- Sheldon, K. M., & Elliot, A. J. (1999). Goal striving, need satisfaction, and longitudinal well-being: The self-concordance model. *Journal of Personality and Social Psychology*, 76, 546–557.
- Sheldon, K. M., & Filak, V. (2008). Manipulating autonomy, competence, and relatedness support in a game-learning context: New evidence that all three needs matter, *British Journal of Social Psychology*, 47, 267–283.
- Sheldon, K. M., & Kasser, T. (1995). Coherence and congruence: Two aspects of personality integration. *Journal of Personality and Social Psychology*, 68, 531–543.
- Sheldon, K. M., Ryan, R. M., & Reis, H. T. (1996). What makes for a good day? Competence and autonomy in the day and in the person. *Personality and Social Psychology Bulletin*, 22, 1270–1279.
- Smith, B. G. (2010). Public relations review socially distributing public relations: Twitter, Haiti, and interactivity in social media. *Public Relations Review*, 36(4), 329–335.
- Srull, T. K., & Wyer, R. S. (1979). The role of category accessibility in the interpretation of information about persons: Some determinants and implications. *Journal of Personality and Social Psychology*, 37(10), 1660–1672.

- Stafford, L., & Canary, D. J. (1991). Maintenance strategies and romantic relationship type, gender and relational characteristics. *Journal of Social and Personal Relationships*, 8(2), 217–242.
- Sundaram, D. S., Mitra, K., & Webster, C. (1998). Word-of-mouth communications: A motivational analysis. *Advances in Consumer Research*, 25(1), 527–531.
- Sung, Y., Kim, Y., Kwon, O., & Moon, J. (2010). An explorative study of Korean consumer participation in virtual brand communities in social network sites. *Journal of Global Marketing*, 23(5), 430–445.
- Sweetser, K. D. (2010). A losing strategy: The impact of nondisclosure in social media on relationships. *Journal of Public Relations Research*, 22(3), 288–312.
- Tamborini, R., Bowman, N. D., Eden, A., Grizzard, M., & Organ, A. (2010). Defining media enjoyment as the satisfaction of intrinsic needs. *Journal of Communication*, 60(4), 758–777.
- Tamborini, R., Grizzard, M., David Bowman, N., Reinecke, L., Lewis, R. J., & Eden, A. (2011). Media enjoyment as need satisfaction: The contribution of hedonic and nonhedonic needs. *Journal of Communication*, 61(6), 1025–1042.
- Tsai, W. H. S., & Men, L. R. (2013). Motivations and antecedents of consumer engagement with brand pages on social networking sites. *Journal of Interactive Advertising*, 13(2), 76–87.
- Vallerand, R. J., & Blssonnette, R. (1992). Intrinsic, extrinsic, and amotivational styles as predictors of behavior: a prospective study. *Journal of Personality*, 60(3), 599–620.
- Vivek, S. D., Beatty, S. E., & Morgan, R. M. (2012). Customer engagement: Exploring customer relationships beyond purchase. *The Journal of Marketing Theory and Practice*, 20(2), 122–146.
- Wallace, E., Buil, I., de Chernatony, L., & Hogan, M. (2014). Who likes you and why? A typology of Facebook fans. From "fan"atics and self-expressives to utilitarians and authentic. *Journal of Advertising Research*, 54(1), 92–109.
- Wang, X., & Li, Y. (2012). Relatedness need and users' satisfaction with social network sites: A self-determinant perspective. In *Digital Information Management (ICDIM) 2012 Seventh International Conference* (pp. 309–312). IEEE.
- Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009). Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Review*, 35(2), 102–106.

- Weiner, M. J., & Mander, A. M. (1978). The effects of reward and perception of competency upon intrinsic motivation. *Motivation and Emotion*, 2(1), 67–73.
- White, R. W. (1959). Motivation reconsidered: The concept of competence. *Psychological Review*, 66(5), 297–333.
- Williams, G. C., Grow, V. M., Freedman, Z. R., Ryan, R. M., & Deci, E. L. (1996). Motivational predictors of weight loss and weight-loss maintenance. *Journal of Personality and Social Psychology*, 70(1), 115–126.
- Wong, E (Oct. 22, 2010). Why more brands are dangling incentives on Facebook. *Adweek*. Available at <http://www.adweek.com/news/advertising-branding/why-more-brands-are-dangling-incentives-facebook-107921>
- Zhang, Y., Xu, J., Jiang, Z., & Huang, S. C. (2011). Been there, done that: The impact of effort investment on goal value and consumer motivation. *Journal of Consumer Research*, 38(1), 78–93.
- Zeng, F., Huang, L., & Dou, W. (2009). Social factors in user perceptions and responses to advertising in online social networking communities. *Journal of Interactive Advertising*, 10(1), 1–13.
- Zillmann, D., & Bryant, J. (1985). Affect, mood, and emotion as determinants of selective exposure. *Selective Exposure to Communication*, 157–190.
- Zuckerman, M., Porac, J., Lathin, D., & Deci, E. L. (1978). On the importance of self-determination for intrinsically-motivated behavior. *Personality and Social Psychology Bulletin*, 4(3), 443–446.

Vita

Eunice Kim completed her undergraduate education at Yonsei University in South Korea, graduating with a B.C. in Mass Communication and a B.A. in History. She obtained her Master's in Advertising from the University of Texas at Austin. Before pursuing her graduate degrees, she worked at several advertising agencies in South Korea, such as DDB Worldwide Communication Group Inc.. During her graduate studies, she worked as a social media marketing communication consultants for SCOTOSS Consulting. She is currently working as a marketing and advertising columnist for Korea Association of Advertising Agencies (KAAA) in South Korea.

Her research focuses on marketing and persuasive communications in digital media environments, consumer-brand relationships, consumer psychology, and media psychology. Her work has appeared or is forthcoming in the *International Journal of Advertising*, *Computers in Human Behavior*, *Journal of Interactive Advertising*, *Journal of Promotion Management*, and *Journal of Advertising and Public Relations Research*, as well as a book chapter in *Studies in Health Technology and Informatics*.

Eunice has taught at the University of Texas at Austin as an instructor and served as an adjunct professor for a public relations course in the Department of Communication at St. Edward's University. She is currently as assistant professor in the Department of Advertising at the University of Florida (eunicekim@jou.ufl.edu).

Permanent address: 25504 Oak Medley Terrace, Aldie, VA 20105

This dissertation was typed by Eunice Kim.