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Full Length Research Paper

The personal and social motivation of customers' participation in brand community

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Previous studies of brand community (BC) have not specifically discussed customers' motivation to identify and integrate into BC. Based on a motivation, opportunity, and ability (MOA) perspective, this study proposes there are two major consumer motivations: self- and social-related motivation. Self-related motivation consists of enjoyment and knowledge, while social-related motivation consists of affiliation and social status. These motives, along with the opportunity and ability that customers have, influence their integration into BC. Based on extensive interviews with community members and leaders, this study validates the proposed model through quantitative methods. The findings indicate that self- and social-related motivation play significant roles in members' identification and integration related to BC. Moreover, opportunity and ability also interact with these motives.

Key words: Self-related motivation, social-related motivation, opportunity, ability, social identity, brand community.

INTRODUCTION

In the highly competitive market environment, many marketers believe that facilitating the formation of a brand community (BC) is both a cost efficient and effective way to recruit new and retain existing customers (Algesheimer, Dholakia, and Hermann, 2005). Many successful BC serve as evidence, such as in the case of the Harley Davidson (e.g., Schouten and McAlexander, 1995), Jeep (e.g., McAlexander, Schouten, and Koenig,

2002), and Linux (Bagozzi and Dholakia, 2006b) among others. Many reasons underlie this belief, such as the ability of brand communities to engage members to collaborate and develop innovative products (e.g., Füller, Jawecki, and Mühlbacher, 2007), rapidly propagate information and consumer evaluations of new features (e.g., Brown, Kozinets, and Sherry, 2003), increase the likelihood of adopting new products and engender a sense of oppositional loyalty toward competing brands (e.g., Thompson and Sinha, 2008).

A brand community is a group of brand loyalists who are structurally constructed but unbounded geographically (Muniz and O'Guinn, 2001). Based on social identity theory, it is suggested that members' sense of identification is the foundation of their motives to participate in a brand community (e.g., Algesheimer et al., 2005; Muniz and O'Guinn, 2001). Other studies propose that the model of goal-directed behavior along with social identity theory (Tajfel, 1978) could explain the phenomena of BC participation (e.g., Bagozzi and Dholakia, 2006a, 2006b). However, most of these studies mainly discuss general motives about why certain customers become members of a brand community and what the consequences are. To date, there is a lack of clarity as to what are the underlying motivations of consumers participating in such communities.

This study attempts to contribute to the existing knowledge on brand community in two important ways. First, it develops a conceptual model based on motivation, opportunity, and ability (MOA) perspective (MacInnis and Jaworski, 1989; MacInnis, Moorman, and Jaworski, 1991) to explain the formation of brand community. This study asserts that consumers' motivation, opportunity, and ability explain the magnitude of their identification and integration in a brand community. As Gruen, Osmonbekov, and Czaplewski (2007) and Siemsen, Roth, and Balasubramanian (2008)

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noted, MOA theory lacks empirical validation, and this study attempts to address this. Second, based on previous motivation theories, this study further elaborates consumers' motivation into two categories, self- and social-related. This study then proposes that these two motivations serve as determinants for consumers' identification and intention related with BC.

Research setting

This study develops a research model and tests using the data from Tiger Motor Club (TMC), the community of Tiger motor owners in East Java, Indonesia. Tiger motor is chosen because it is known to elicit high levels of emotion and involvement for most consumers (e.g., Schouten and McAlexander, 1995), which is conducive to brand community participation. Tiger is a 200 cc motor cycle produced and distributed by Astra Honda Motor (AHM) Company, Indonesia, since 1994. Positioned as a youthful vehicle, Tiger is popular among the younger generation, and currently there are more than 3,000 owners who are members of various Tiger clubs in Indonesia. The community has existed since 1995, and is one of the largest brand communities in Indonesia (Hidayat, 2007). Moreover, the community receives enough support from AHM and dealer, that it is able to organize members-only events throughout the year.

TMC is a social organization, and members meet face-to-face on a regular basis, often at weekly meetings. They also communicate extensively with one another online (e.g., through e-mail lists and bulletin boards, such as at www.tmc.or.id) and engage in various social activities and events (e.g., parties and touring) throughout the year. Similar to other BC studies, members vary in their level of interest and participation as well as in their knowledge of and attachment to the Tiger brand. Furthermore, a majority of members join the motor club after having purchased a vehicle, which is similar to Brandfest participation, because which also requires prior ownership of the related products for participation (McAlexander and Schouten, 1998). Moreover, the community requires a potential member to have participated in at least 1,000 km of touring before he/she formally becomes member.

THEORETICAL FRAMEWORK

MOA perspective

Originally proposed by MacInnis and Jaworski (1989), the MOA model posits that the degree to which individuals process marketing communications is determined by three factors: motivation, opportunity, and ability. Moreover, communication effectiveness can be proactively managed by enhancing individuals' levels of the MOA elements (MacInnis et al., 1991). Gruen et al. (2007) claim that MOA theory can predict the level of knowledge exchange among consumers, particularly in academic events.

Motivation is usually viewed as a force that directs individuals toward goals, and marketing research commonly examines the way that consumers can be motivated to engage in behaviors, make decisions, and/or process information (MacInnis and Jaworski, 1989; Hoyer and MacInnis, 1997). In the context of brand community, motivation is defined as a customer's interest (Celsi and Olson, 1988) to engage in activities with other consumers within the community. The motivated consu-mer will be energized, interested, and willing to engage in brand community activities. In order to comprehensively investigate motivation, this study regards consumers' motivation from a multidimensional perspective.

Social identity theory

As proposed by Muniz and O'Guinn (2001), one of the dimensions of brand community is consciousness of kinds, which embodies the intrinsic connections felt among members and oppositional senses from others not in the community (Muniz and O'Guinn, 2001). This dimension is rooted in social identity theory (e.g., Hogg and Abrams, 1988; Tajfel, 1978). Tajfel (1978) suggested that a person achieves a social identity through self-awareness of membership in a group and the emotional and evaluative significance of this membership. Building on these insights, Ellemers, Kortekaas, and Ouwerkerk (1999, p. 372) recently proposed that three components comprise one's social identity: "a cognitive component (a cognitive awareness of one's membership in a social group-self-categorization), an evaluative component (a positive and negative value connotation attached to this group membership-group self-esteem), and an emotional component (a sense of emotional involvement with the group-affective commitment)". This study asserts that these three components lead members to identify themselves as part of a BC, as validated by Bagozzi and Dholakia (2006a, 2006b).

Hypotheses development

The participation of members in community activities is due to the need for self-enhancement, through a boost in personal self-esteem (Tajfel and Turner, 1986) as well as collective self-esteem (Crocker et al., 1994). Based on this notion, this study proposes that there are two main motivations for customers to join a BC, self- and social-related. Self-related motivation refers to members' private interest to experience enjoyment, gain personal knowledge regarding the use of a brand, and maintain their personal self-esteem. Social-related motivation refers to members' interest to join BC activities to have some affiliation with other members and acquire social status

inside the community to maintain their collective self-esteem. Therefore, personal self-esteem could be satisfied when members fulfill their self-related motivation. Similarly, collective self-esteem will be obtained when the members fulfill their social-related motivation. In the rest of the discussion, this study use members' integration (McAlexander et al., 2002) to represent their intention to participate in, continue with, and recommend the BC to others.

For self-related motivation, there are three basic motives driving members to integrate into a BC: knowledge, enjoyment, and esteem. The knowledge motive refers to consumers' interest in learning more about how to operate the product. Brown and Duguid (2000) note that members keep each other up to date about their product knowledge, learning, and actions, and thus develop a pool of collective knowledge which transcends any individual's knowledge and which is openly accessible to all members. Muniz and Schau (2005) report that consumers' participate in an Apple Newton community because they want to solve certain problems or learn about some new applications for the product. Similarly, consumers' participation in Linux User Groups (LUGs) is motivated by an interest to exchange certain knowledge regarding the use this open source software (Bagozzi and Dholakia, 2006b). For less-complex products, Cova and Pace (2006) describe how members of a Nutella community are energized by their interest to generate knowledge about how to enrich the use of Nutella, the brand that they are admired for. Consequently, the knowledge motive drives consumers to be part of a BC.

Second, the enjoyment refers to a pleasant feeling that stimulates and energizes an individual to be a member of brand community (Wann, Schrader, and Wilson, 1999). Individuals motivated by this enjoy the excitement that often accompanies brand community activities. Schouten et al. (2007) report that consumers who participate in BC activities can experience flow via a transcendent customer experience, which stimulates them to participate in future activities. Cova, Pace, and Park (2007) also contend that consumers are eager to have fun and relax in the activities held by Warhammer's community, while another study reveals that driving with other members of MG Rover's community creates flow experiences which re-motivate consumers to integrate with the community (Leigh, Peters, and Shelton, 2006). Thus, this study asserts that the enjoyment motive leads consumers to identify and integrate toward BC.

Third, the self-esteem motive refers to customers' interest to create and maintain a positive self-concept by participating in BC activities. Self-enhancement is thought to arise through a boost in personal self-esteem (Tajfel and Turner, 1985) as well as collective self-esteem (Crocker et al., 1994). In the context of brand community, when the members' identify themselves with the community (either in cognitive or affective terms), such identification could motivate members to integrate themselves into the community (e.g., Algesheimer et al., 2005; Bagozzi and Dholakia, 2006a). In other words, members gain a feeling of achievement and accomplishment when the community is successful. Therefore, the motive of self-esteem could drive certain customers to identify and have greater integration with the BC. Accordingly:

H_1: Stronger self-related motives lead members to have stronger (a) identification and (b) integration toward brand community

For social-related motivation, there are two basic motives for members to integrate into a BC: affiliation and social status. The affiliation motive refers to consumers' interest to have relationships with others inside the community. The desire to make relationships with others is a basic human need (e.g., Ainsworth, Blehar, Waters, and Wall, 1978), expressed in kinship and friendship (e.g., Trinke and Bartholomew, 1997). The owner's relationship with other owners of the same brand yields "we-ness" (Bender, 1978), and when each owner has similar connections to the brand, he/she has a stronger attachment to other members of the group (Muniz and O'Guinn, 2001). This affiliation motive forms the brotherhood among Harley bikers (Schouten and McAlexander, 1995), which then serves as a basis for their behavioral intentions. Another example reported by Muniz and Schau (2005) is how users of the Apple Newton support each other, even though the producer, Apple Computer Inc., terminated the product in 1998. This motive serves as basic motivation for members to identify and behave favorably toward a BC.

Status motive refers to consumers' interest to gain social status or social position among others in the community. This status is based on other members' acceptance and approval of a certain individual's contributions to the community (Baumeister, 1998). Schau and Muniz (2002) indicate that members from five different online brand communities have certain social positions inside the community. Studies have shown that many participants join virtual communities mainly to answer others' questions and to provide information in order to gain recognition from their peers (Hars and Ou, 2002; Bagozzi and Dholakia, 2006b). Previous studies report that members enjoy their social status in such groups, such as expert status (Muniz and Schau, 2005), hardcore user (Schouten and McAlexander, 1995), guru (Leigh et al., 2006), and opinion leader (Füller et al., 2007) as part of the social reward that motivates consumers to participate in BC activities. Similarly, the members of Warhammer's community experience a greater sense of accomplishment when they can beat members who are categorized as experts (Cova et al., 2007). Consequently, it is likely that social status could be one of the motives for consumers to integrate into a BC. Thus, the following hypothesis is proposed:

H_2: Stronger social-related motives lead members to

have stronger (a) identification and (b) integration toward brand community.

Opportunity reflects the extent to which a situation is conducive to achieving a desired outcome (Gruen et al., 2007). MacInnis and Jaworski (1989) outline several situational factors, such as the time available or attention paid, all of which can either aid or impede the desired outcome. This study approached opportunity as the availability of a conducive context for members to identify with their community, such as in Linux user groups (LUGs) (Bagozzi and Dholakia, 2006b), enjoy the related activities (e.g., Schouten and McAlexander, 2007), share their knowledge (e.g., Muniz and Schau, 2005), or develop social status (Schouten and McAlexander, 1995). Moreover, opportunity is the ability of the community to provide activities for members to affiliate (Muniz and O'Guinn, 2001; Schouten and McAlexander, 1995) or gain social status from (Leigh et al., 2006; Füller et al., 2007). When members realize that the community has conditions favorable to achieving their aims, they will be highly likely to integrate themselves into BC. Therefore,

H_3: The opportunity that members have positively influences their (a) identification and (b) integration toward brand community

Ability is the extent to which individuals have the necessary resources to make a desired outcome happen (Hoyer and MacInnis, 1997). This study defines ability as members' resources, such as money, time, or knowledge that could facilitate the achievement of their goals. Prior studies indicate that knowledge related to the product is a prerequisite for joining LUGs (e.g., Bagozzi and Dholakia, 2006b), as is enough time to devote to the community (e.g., Muniz and O'Guinn, 2001), and sometimes also sufficient financial resources to restore their MG (Leigh et al., 2006). Without the necessary resources, even a motivated individual is not likely to integrate themselves in BC. Thus,

H_4: The ability that members have positively influences their (a) identification and (b) integration toward brand community

While each of the MOA components should influence customers' integration, the above discussion suggests that to some degree they operate interdependently. When there is a presence of each (or at least a minimum threshold), they would generally operate in an additive or compensatory fashion. Thus, when all three MOA components are high, it can be expected that there will be the highest level of customer integration into the BC, and in contrast, when all three levels are low, it can be predicted that the customers' integration will be low. According to MOA theory (MacInnis and Jaworski, 1989; MacInnis et al., 1991), motivation is the primary driver, and opportunity and ability moderate the influence of motivation on behavior. This perspective has been validated by Gruen et al. (2007) and Siemsen et al. (2008), who find that the direct effect of motivation depends on the level of opportunity and the ability of customers to engage in knowledge sharing. Hence,

H_5: The positive effects of members' motivations on (a) identification and (b) behavioral integrations tend to be higher when they have greater opportunity

H_6: The positive effects of members' motivations on (a) identification and (b) behavioral integrations tend to be higher when they have higher ability

Previous studies suggest that social identity defined in terms of a valued group involves cognitive, affective, and evaluative components, and motivates behavior that is consistent with identity maintenance (e.g., Ellemers et al., 1999). Social identity implies members are able to categorize themselves cognitively to their BC by perceiving similarities with other members and dissimilarities with out-groups (e.g., Muniz and O'Guinn, 2001). Moreover, members tend to involve their emotions as a manifestation of their feelings toward belonging to the group (e.g., Bagozzi and Dholakia, 2006a). Finally, the evaluative component of social identity influences members' sense of self-worth (e.g., Crocker et al., 1994) as a source of group pride (e.g., Bagozzi and Dholakia, 2006b). These social identity components have been found as important determinants for members to support the existence of BC through participation (Bagozzi and Dholakia, 2006b), membership continuance and recommending the community to others (Algesheimer et al., 2005). Consequently, the following hypothesis is proposed:

H_7: Greater members' identification toward brand community leads to stronger behavioral integrations

METHOD

Following Churchill's (1979), this study initially conducted in-depth interviews with four chapter leaders and held a focus group with five members of the TMC to better understand how they perceived and described the constructs. The measurements were then developed based on the interview results and literature reviews, adapted to suit the context of the study. This work then used a double translation method to maximize functional and conceptual equivalence during the translation process. Moreover, to enhance the face validity of the research constructs, the study invited two leaders of TMC chapters and four members to evaluate the initial item set. These experts were asked to evaluate each item with respect to wording, fit with construct, completeness, and uniqueness. The improperly worded items were rephrased or deleted to ensure that all questionnaire items fit the construct definition. In the final step, 25 members were included in the pre-test, and minor changes in wording were undertaken based on their feedback.

The knowledge measurement (three items) is adapted from Muniz and Schau (2005) and Cova and Pace (2006). An example item is "My knowledge about the product increases during my

participation in the community." To assess the enjoyment, three items are modified from Mathwick, Malhotra, and Ringdon (2001), and Wann, Schrader, and Wilson (1999). A representative item is "I feel relaxed whenever I participate in this community." The esteem motive has two items that are developed based on the study of Tajfel and Turner (1986); Crocker et al. (1994). An example is "I discover myself every time I participate in this community activity." The affiliation motive (three items) is assessed through three items modified from the work of McAlexander et al. (2002); Schouten et al. (2007) and Wann et al. (1999), and a representative item is "Most of my friends are members of this community." The motive of social status (two items) is adapted from Dholakia, Bagozzi, and Pearo (2004), and an example is "My participation makes me feel important to others."

There are six items used to assess members' social identity which are adapted from Bagozzi and Dholakia (2006a). The opportunity and ability are assessed through three items developed by Gruen et al. (2007). Finally, behavioral integrations are adapted from the study of Algesheimer et al. (2005) to assess intention to participate (two items), intention to quit as a reverse question of membership continuance (two items), and intention to recommend to others (two items). All of the items are assessed by using seven-point Likert scales (1 = strongly disagree, 7 = strongly agree).

All the chapters of the TMC located in East Java were identified and targeted, a total of 18 chapters. For every chapter, each leader was asked to provide a list of members, with more than 1,000 at the time of the study, half of which were considered as active members. The survey was completed in two waves. The questionnaire was first distributed through the mail together with a cover letter, a gift with the university logo, and a postage-paid return envelope. After four weeks, the participants were contacted through each leader and asked to return the questionnaires. Of a thousand members that the study contacted, 131 completed the first wave of the survey (a response rate of 26.20%), and a total of 248 responses are usable; thus, the final effective response rate is 24.80%. There were no differences between early and late responses in terms of age, education, and membership duration; thus, response bias is not concern in this study.

The respondents' characteristics are as follows: there were only three female respondents, while more than 98% were male. More than 57% of the respondents were aged from 18 - 25 years old, while the rest were over 26. One-third of the respondents were educated to senior high level, and one-third had earned diplomas and bachelor degrees. Almost sixty-percent of respondents had a job, while the rest were still students (senior high and college students). Finally, about one-fourth of respondents had joined TMC for less than three years, and the rest had joined for more than three years.

RESULTS AND DISCUSSION

The construct validity is assessed using the guidelines in Anderson and Gerbing (1988). First, the exploratory factor analysis for all the items resulted in factor solutions, as expected theoretically, and the Cronbach Alpha for each coefficient was greater than 0.70. Second, confirmatory factor analyses (CFA) was used to assess the convergent validity of the measures. All loadings exceeded .60 and each indicator t-value exceeded 10 ($p < .001$), thus satisfying the criteria of CFA (Hair et al., 2006). The overall fit supports the measurement model and the χ^2 fit statistic is 497.81 with 327 degrees of freedom, GFI (RMR) is 0.89 (0.06), AGFI = 0.84. All these figures support the overall measurement quality given a large sample and number of indicators (Gerbing and Anderson, 1992), and the measures thus demonstrate adequate construct validity and reliability. Table 1 exhibits the correlation matrix among the research constructs.

Because all the data for the research variables were obtained from the same source, TMC members, there is a possibility that common method variance may have inflated or deflated the strengths of the relationships among research constructs. To assess the potential impact of this form of bias in the present study, discriminant validity is tested by using a Harmon one-factor test (Podsakoff and Organ, 1986) that loads all the variables into a principal component factor analysis. The factor analysis results reveal that a solution accounts for 70.90% of the total variance, while factor 1 only accounts for 14.42%. Therefore, a single factor does not emerge and factor 1 does not explain most of the variance. Thus, common method bias is unlikely to be a concern in the data.

To test the proposed hypotheses, this study uses structural equation modeling with the maximum likelihood estimation method. Because of the complexity of the model, second-order factors are used. Given the measurement validity of the overall research variables, this technique could reduce model complexity and be used for structural model analysis and hypotheses testing (e.g., Anderson and Gerbing 1988). The model has χ^2 (df) = 203.03 (106), GFI (RMR) = 0.92 (0.06), and AGFI = 0.88, which suggests that the proposed model fits the data (Figure 1).

The results indicate that members' self-related motiva-tion has a positive effect on their social identity (γ_{11}= 0.26, $p < 0.10$) and behavioral integrations (β_{21} = 0.14, $p < 0.10$). Therefore, H_1 is supported in this study. As expected, members' social-related motivation has a greater positive effect on social identity (γ_{12} = 0.52, $p < 0.001$) and behavioral integrations (β_{22} = 0.36, $p < 0.001$), which confirms H_2. Interestingly, there is no significant effect of opportunity on members' social identity (γ_{13} = 0.07, p = 0.47) and behavioral integrations (β_{23} = 0.08, p = 0.25), so H_3 is not supported. Even though ability has no significant effect on social identity (γ_{14}= 0.10, p = 0.39), it has a positive and significant effect on behavioral integration (β_{24} = 0.17, $p < 0.05$), and thus H_4 is confirmed. Finally, H_7 is confirmed, in that social identity has positive and significant effect on members' behavioral integration (β_3 = 0.27, $p < 0.01$).

To assess whether the proposed model is better than a rival one, the comparison of fit index is used (Bagozzi and Yi, 1988). The rival model is developed by asserting that motivation, opportunity, and ability have no effects on social identity, but directly influence members' behavioral integration. The model generates χ^2 (df) = 321.17 (108), GFI (RMR) = 0.88 (0.21), and AGFI = 0.88, which suggests that the proposed model performs better than the rival.

In order to test the moderating effects, this study

Table 1. Means, standard deviations, correlations, and consistency statistics for construct measures.

Research variables	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Enjoyment	5.22	1.06	1.00												
2. Escape	5.09	1.05	0.43	1.00											
3. Knowledge	5.30	0.93	0.54	0.42	1.00										
4. Affiliation	4.84	1.09	0.28	0.19	0.41	1.00									
5. Social status	4.91	1.05	0.21	0.16	0.31	0.66	1.00								
6. Opportunity	4.75	1.00	0.29	0.12	0.41	0.43	0.39	1.00							
7. Ability	5.08	0.93	0.41	0.29	0.52	0.44	0.34	0.51	1.00						
8. Cognitive identity	5.04	1.15	0.25	0.21	0.41	0.53	0.42	0.36	0.43	1.00					
9. Affective identity	5.04	1.10	0.24	0.15	0.34	0.39	0.35	0.37	0.30	0.60	1.00				
10. Evaluative identity	5.09	1.07	0.22	0.27	0.26	0.40	0.44	0.26	0.31	0.51	0.49	1.00			
11. Intention to participate	5.06	1.14	0.41	0.23	0.49	0.65	0.52	0.52	0.56	0.56	0.48	0.55	1.00		
12. Intention to quit	3.06	1.21	-0.30	-0.22	-0.41	-0.46	-0.41	-0.31	-0.45	-0.39	-0.35	-0.37	-0.60	1.00	
13. Intention to recommend	5.10	1.04	0.35	0.25	0.50	0.54	0.46	0.44	0.52	0.43	0.40	0.38	0.80	-0.50	1.00
Cronbach's α			0.88	0.82	0.79	0.86	0.87	0.82	0.81	0.91	0.83	0.89	0.90	0.89	0.82
Average variance extracted			0.80	0.84	0.82	0.79	0.87	0.74	0.73	0.91	0.85	0.90	0.90	0.90	0.84

Note: Correlation values above 0.130 are significant at $p < 0.05$.

initially develops an unconstrained (baseline) model. The second model is the relevant path divided into two groups, high/low opportunity and high/low ability by using mean values as the cut-point. The difference in χ^2 values between the two models provides a test for the equality of the path for the two groups. Moreover, this study tests the critical difference of the relevant path from the t-values.

As shown in Table 2, the baseline model for members' motivation with regard to social identity generates χ^2 (18) = 71.44, while the constrained model has χ^2 (36) = 97.59. Further results indicate that the path for social-related motivation under high opportunity (β_{HO} = 0.76, $p < 0.001$) is stronger than for low opportunity (β_{LO} = 0.35, $p < 0.01$) in a significant manner (t = 2.00, $p < 0.05$). However, opportunity does not moderate the positive effect of self-related motivation on members' social identity, which only partially confirms H_{5a}. The constrained model that tests the moderating effect of ability also generates a significantly different chi-square than the baseline model (χ^2 (36) = 92.85). However, there are no significant critical differences on the paths being tested, which imply that H_{6a} is not supported. The baseline model for members' motivation with regard to behavioral integration generates χ^2 (18) = 68.96, while the constrained model for different levels of opportunity is χ^2 (36) = 83.12. When the members have high opportunity, the effect of self-related motivation (γ_{HO}= 0.44, $p < 0.001$) on behavioral integration is higher than when they have low opportunity (γ_{LO}= 0.20, $p < 0.01$). The critical differences between the two paths are also significant (t = 2.31, $p < 0.05$). Similarly, the positive effect of social-related motivation (β_{HO} = 0.71, $p < 0.001$) is greater when the members have higher opportunity (β_{LO} = 0.39, $p < 0.001$). Further results also indicate that the two paths are significantly different (t =2.27, $p < 0.05$), and this confirms H_{5b}. The chi-square of the constrained model for different levels of ability is different toward baseline model (χ^2 (36) = 84.05).However, there are no significant differences between paths, so H_{6b} is not supported.

Conclusion

This study purposely specifies members' motivation toward BC based on MOA perspective. The findings indicate that both self- and social-related motivation play significant roles in driving members to identify and integrate themselves into BC. The findings are in agreement with Muniz and Schau (2005), Cova and Pace (2006), and

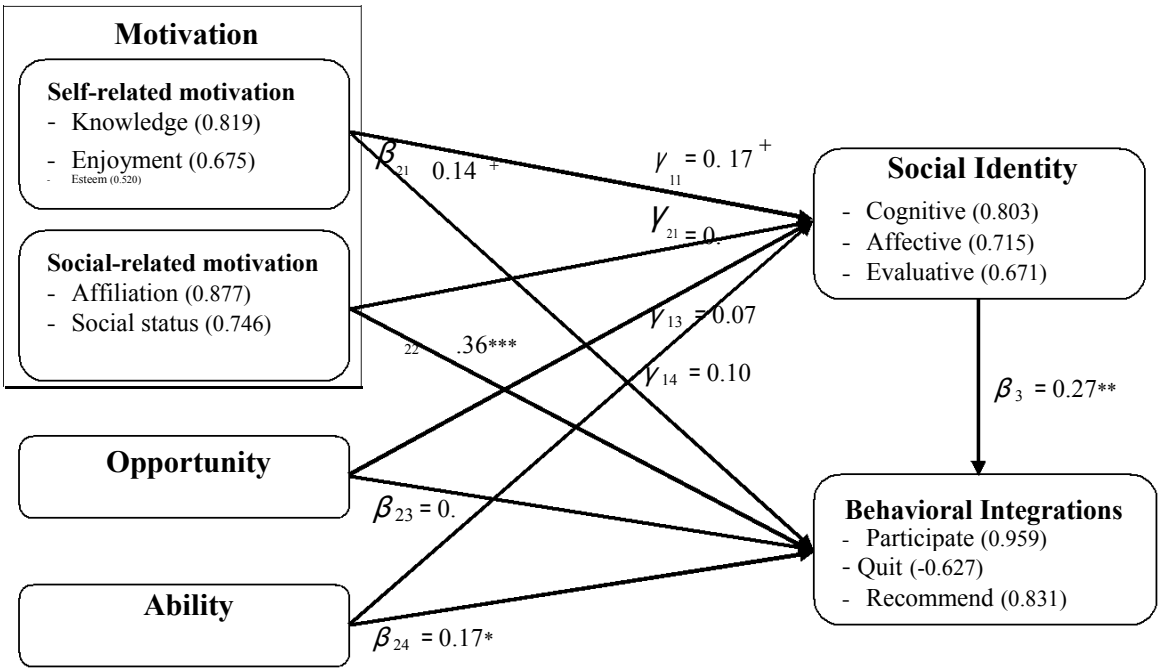

Figure 1. Estimated model. Note: + represents p < 0.10; * represents p < 0.05; ** represents p < 0.01, *** represents p < 0.001.

Table 2. Moderating effects of opportunity and ability.

Hypotheses	Opportunity		Ability	
	Path coefficients in constrained model	**χ^2 test results**	**Path coefficients in constrained model**	**χ^2 test results**
	Baseline model χ^2 (18) = 71.44			
Self-related motivation → social identity	$\gamma_{(HO)}$ = 0.24** $\gamma_{(LO)}$ = 0.20 + t = 0.79, p = 0.29	Equal paths χ^2 (36) = 97.59	$\gamma_{(HO)}$ = 0.30** $\gamma_{(LO)}$ = 0.25* t = 0.53, p = 0.35	Equal paths χ^2 (36) = 92.85
Social-related motivation → social identity	$\beta_{(HO)}$ = 0.76*** $\beta_{(LO)}$ = 0.35* t = 2.00, p < 0.05		$\beta_{(HO)}$ = 0.68*** $\beta_{(LO)}$ = 0.57*** t = 0.74, p = 0.30	
	Baseline model χ^2 (18) = 68.96			
Self-related motivation → behavioral integrations	$\gamma_{(HO)}$ = 0.44*** $\gamma_{(LO)}$ = 0.20* t = 2.31, p < 0.05	Equal paths χ^2 (36) = 83.12	$\gamma_{(HO)}$ = 0.20* $\gamma_{(LO)}$ = 0.44*** t = 1.49, p = 0.13	Equal paths χ^2 (36) = 84.05
Social-related motivation → behavioral integrations	$\beta_{(HO)}$ = 0.71*** $\beta_{(LO)}$ = 0.39*** t = 2.27, p < 0.05		$\beta_{(HO)}$ = 0.69*** $\beta_{(LO)}$ = 0.54*** t = 0.29, p = 0.38	

Note: ** represents p < 0.01, and *** represents p < 0.001.

and Bagozzi and Dholakia (2006b), in that the need to update product knowledge motivates members to identify and support the activities of BC. Moreover, the findings confirm the results of Schouten et al. (2007), Cova et al. (2007) and Füller et al. (2007), that the enjoyment motive leads members to identify and integrate themselves into BC. The study also reveals that members need for esteem leads them to identify and integrate into BC, which further validates the propositions of Tajfel and Turner (1986) and Crocker et al. (1994). Furthermore, the need to affiliate with other brand owners leads consumers to integrate into BC, which is in line with the findings of Muniz and O'Guinn (2001) and Schouten and McAlexander (1995). Finally, social status motivates consumers to participate in BC activities, which confirms the proposition of Schouten and McAlexander (1995) and Leigh et al. (2006).

The findings imply that marketers need to consider both self- and social-related motivations to facilitate and organize BC activities. Self-related motivation is more related to personal interests of members to join BC, which are knowledge, enjoyment, and esteem motives. Organizing fun and relaxing activities, such as BrandFests (McAlexander et al., 2002; Schouten et al., 2007) could attract members to participate in and continue their membership, as well as enhancing their willingness to recommend it to others. Moreover, allocating special sessions for members to share their knowledge, such as in the case of MG club (Leigh et al., 2006), or supporting special sites for members to discuss the product, such as in the case of Nutella (Cova and Pace, 2006), could lead members to update their knowledge about the brand. Furthermore, introducing new products that meet members' aspirations could enhance their self- and collective-esteem (Tajfel and Turner, 1985; Thompson and Sinha, 2008).

In addition, marketers need to understand members' social-related motivation. As discussed by Muniz and O'Guinn (2001), members need to affiliate with owners of the same brand, and thus it is important to organize regular activities for members to experience a feeling of brotherhood, such as in the case of the Harley Owners Group (Schouten and McAlexander, 1995). Marketers should also realize that consumers need social status inside the community, and by providing a wide range of status, whether formal or informal, members will be more highly attached and committed to the community. Another finding of this study is that opportunity has no significant effect on members' behavioral intentions, while ability contributes to members' behavioral integration, which confirms the findings of Gruen et al. (2007).

The results also show that opportunity has no significant influence on members' social identity and behavioral integration, which further confirm the findings of Siemsen et al. (2008) that opportunity alone is not enough to induce members' actions. Interestingly, this study found that opportunity moderates the positive effects of members' social related motivation on social identity and behavioral integration. Moreover, opportunity also moderates the positive effect of self-related motivation on behavioral integration (Gruen et al., 2007). Furthermore, this study also reports that ability has a direct influence on members' behavioral integration, but has no moderating effects on social identity and behavioral integration. This implies that marketers need to create situations for members to experience enjoyment, boost their esteem, and increase their knowledge. Organizing activities that could allow members to affiliate with others and set up formal and informal status inside the community, which is essential to foster motivation with regard to behavioral integration. Since previous studies neglect the fact that members have various motives, along with the opportunity and ability to identify and integrate themselves in BC, the results of this study can serve as an important reference for both academics and professionals related with BC.

Although the above research results are compelling, several limitations exist in this study, which suggest areas and directions for further research. First, even though this study is the first which views brand community based on MOA theory (MacInnis and Jaworski, 1989; MacInnis et al., 1991) and regards motivation as multidimensional, other motivations rather than the self- and social-related motivation dimensions can be further explored by future studies. Moreover, future studies can apply different typologies or different motivation theories, such as multi-motive grid (e.g., Sokolowski et al., 2000) or intrinsic-extrinsic motivation (Amabile et al., 1994). Third, this work mainly discusses the effects of MOA components on members' behavioral intentions, and integration with existing theories in BC phenomena, such as social identity theory (Tajfel, 1978) or the goal-directed behavioral model (Bagozzi and Dholakia, 2006a, 2006b) could enhance the comprehensiveness of the results. Fourth, this study selects a community of motor owners who are mostly interacting in the field, and even though the community also has their own virtual community, this is beyond the scope of this research. Therefore, future studies could integrate the two and describe how a virtual community can also contribute to the success of a particular brand community. Finally, this study focuses on only one community, which limits the generalizability of the findings. By using multi-brand communities in different contexts, the generalizability of the concept discussed in this study could be increased.

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