Drivers Leading to Global Brand Commitment: National Investigation

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ABSTRACT

As Indonesian consumers' awareness of global brands has grown over time, so too has their foundation regarding these brands. Indonesian consumers are influenced by their collectivist, long-term-focused, and very power-distant culture regarding how they interact with global brands. This study focuses on how Indonesian consumers' commitment to global brands is influenced by four essential brand management elements: brand innovativeness, brand customer orientation, brand self-relevance, and brand social responsibility. An online questionnaire was used to collect data for this study from 949 individuals. Tests were conducted to determine validity and reliability; both had Cronbach's Alpha values over 0.70. Multiple regression analysis was performed on the data using Smart-PLS. The questionnaire was compiled using the seven-point Likert scale. Brand commitment is positively impacted by brand innovativeness and self-relevance (p-value < 0.05,). However, brand customer orientation and social responsibility have been disregarded since the p-value is larger than 0.05. Global brand managers can use this research's insights to improve brand positioning and increase consumers' brand commitment in Indonesian and other cultural contexts.

Keywords: brand innovativeness, brand customer orientation, brand self-relevance, brand social responsibility.

1. INTRODUCTION

Market globalization has changed the business climate to open markets. A brand interacts with key forces, such as developing consumer behavior and building connections with a brand. It also assesses brand performance to target worldwide consumer groupings (Eisingerich & Rubera, 2010; Nawaz et al., 2020; Yeboah-Banin & Quaye, 2021). Global brands are essential to the market and broadly impact consumers for various reasons (Özsomer et al., 2012). Global brands recognize the benefits of being global and the advantages of cost economies (Holt et al., 2004). By showcasing a global brand and providing any worldwide firm with the connectivity and freedom to operate across multiple countries, they can maximize these benefits (Daniels et al., 2021). Naturally, creating a global brand makes consumers aware of it worldwide scale and fosters a global viewpoint to strengthen marketing strategy (Budiono et al., 2021).

Nike and Converse established the prerequisites for global brands to be prepared to seize chances through market expansion on a worldwide scale. In 2023, Nike was one of the top shoe brands in terms of brand awareness in the United States (Statista, 2024). Interestingly, the seventh-ranked footwear brand on the list also includes Converse. As

Indonesian consumers' awareness of international brands has grown over time, so too has their reliance on these brands (Ratriyana, 2018). Global brands like Converse and Nike expanded into Indonesia's market and quickly rose to the top of the popularity charts. The Indonesian market is familiar with both international brands, with awareness of global shoe brands reaching 70.4% for Nike and 58.6% for Converse (Databoks, 2023). Indonesian culture, characterized by high power distance, long-term orientation, and collectivism, significantly influences how its consumers interact with international brands (Artina et al., 2020).

Businesses that establish strong consumer connections across diverse geographical areas are more likely to reflect local cultural distinctions Batra et al., (2000); Craig & Douglas (2000); Eckhardt, (2005). This approach enhances profitable consumer interactions and underscores the importance of considering local nuances in brand management. By effectively applying brand innovativeness, customer orientation, self-relevance, and social responsibility, companies can bolster consumer commitment to global brands in various markets (Eisingerich & Rubera, 2010). Prior studies also examine the relationship between brand innovativeness and commitment (Hanaysha & Hilman, 2015). Consumers will appreciate and view brand innovation favorably when a global brand's product stands out from its competitors in terms of features, usability, and functionality (Purba & Budiono, 2019). They are more likely to be familiar with open innovation because they tend to seek external rather than internal for scarce management resources such as technology and expertise (Oshima & Toma, 2023). The consumers' need to consider these brands more seriously drives this tendency (Bell et al., 2017). Focusing on satisfying consumer demands can help a business become more relevant to consumers and improve the bond between them and the company. According to Ha & John (2010), a consumer-oriented company places a high priority on meeting the needs of its customers and regards this as a fundamental organizational principle. Such a business aims to improve each consumer's experience.

Remarkably, Bhattacharya & Sen (2003) contend that in an attempt to set themselves apart from others, consumers create associations between their brands and self-concepts, hence promoting brand commitment. Relationships in marketing concepts state that strong business ties enhance consumer happiness, boosting business performance (Singh, 2023). In another scenario, self-relevance emerges when consumers see themselves reflected in the brands they choose (Rahman & Noor, 2014). This concept leads to the conclusion that a brand can shape a person's identity and that a brand may be used to demonstrate one's identity in the community in alignment with the brand's values (Larasati & Hananto, 2013).

Consumers can use such a feature to measure the brand's commitment to its message while serving as an indicator of the business's effectiveness in building brand trust and making a lasting impression on customers' minds (Fatma et al., 2020). As a result, a customer is considered loyal if they buy the same product two or three times (Purwanto et al., 2023). Social responsibility is seen as a precursor to consumers' views toward a brand (Berens et al., 2005) and a significant component of brand image (Rust et al., 2000). When consumers perceive themselves as members of a broader community beyond just economic participants Handelman & Arnold (1999); Nijssen & Douglas, (2008), they may exhibit loyalty toward companies they perceive as socially conscious (Bhattacharya & Sen, 2003).

2. LITERATURE REVIEW AND RESEARCH HYPOTHESES

2.1. Global Brand

Consumers are reassured by a strong brand that will fulfil its commitments, and many of these trademarks are recognized throughout the world as global symbols of quality (Steenkamp, 2020). Strong consumer relationships are difficult for global brands to build even though these relationships are said to have a major influence on consumers' opinions of the quality of a product (Auruskeviciene et al., 2010). These challenges include figuring out the best strategies to keep suppliers and consumers loyal and prevent them from moving to competitors (Ndubisi, 2004).

2.2. Brand Commitment

Commitment is the unshakable will to keep up the engagement with a brand (Suh & Han, 2014). Customers are keen to preserve and deepen their emotional bond with a company that brings them comfort and delight through experiences, individual attention, and interpersonal interactions (Chan & Raharja, 2024). When consumers are happy, they commit to sticking with the same brand over time and grow to be devoted consumers (Ballantyne et al., (2006); Erciş et al., (2012)). According to this viewpoint, commitment can be determined by tracking a pattern of purchases, a higher frequency of purchases, or a series of purchases of a good or service (Chan & Raharja, 2024). Positive attitudes and behaviors that arise when a brand demonstrates the qualities consumers believe a brand should have led to brand commitment (Hassan et al., 2016).

2.3. Brand Innovativeness

A brand's perceived innovativeness is contingent upon its capacity to meet the needs of its target audience (Oshima & Toma, 2023). Prior studies have demonstrated that customers interpret the introduction of new products as proof that they offer more advantages than their rivals (Mukherjee & Hoyer, 2001). Consumers assess a brand's innovativeness by considering its inventiveness and potential use in the near future (Shams et al., 2015). Mukherjee & Hoyer (2001) state that consumers perceive the launch of new items as an indication that they provide more benefits than the competitor. Budiono et al. (2021) support that by staying inventive, the brand can draw, in new business and retain its current clientele while producing high-quality items. Hanaysha & Hilman (2015) and Budiono et al. (2021) findings have led to the hypothesis which is as follows:

H1: Brand innovativeness positively impacts brand commitment.

2.4. Brand Customer Orientation

The degree to which an organization and its members concentrate their efforts on comprehending and gratifying consumers is known as customer orientation (Kohli & Jaworski, 1990). Deshpande et al. (1993) underline the importance of customer focus as an engine of long-term organizational development. When a business prioritizes customer orientation, ensuring consumer satisfaction is essential in creating its goods or services (Buttenberg, 2017). According to Narver & Slater (1990), consumer orientation involves activities designed to understand and comprehend the target market to deliver greater value to this group.

Contrary to predictions, earlier research has demonstrated that the relationship between brand extra-role activities and brand sales is negatively impacted by consumer orientation (Hughes et al., 2019). However, the positive influence of salesperson brand identification on brand sales remains unaffected. According to this research, customer orientation appears to have a detrimental impact on brand commitment. Therefore, the hypothesis suggests:

H2: Brand Customer orientation has a negative impact on brand commitment.

2.5. Brand Self-relevance

Consumer preference for greater concrete-attribute product descriptions appears to be less positively impacted by self-relevance than by articulating the normative importance of the concrete features (Trzebiński et al., 2022). Consumers establish connections between their brands and self-concepts as a means of distinguishing themselves from others, thereby promoting brand commitment (Bhattacharya & Sen, 2003).

Self-concept refers to a group of self-schemas, or knowledge structures, that people use to represent and comprehend themselves in their environment (Aron et al., 1992). The chosen brand can shape the consumer's identity while also serving as a vehicle to express the identity within the community and reflect the values associated with the brand (Larasati & Hananto, 2013). In light of this, (Bhattacharya & Sen, 2003) contend that consumers establish connections between their brands and self-concepts in an attempt to set themselves apart from the competition, hence promoting brand commitment. According to the research, a consumer's value in the market is significantly impacted by brand self-relevance when they use a certain brand because of the impression the brand creates.

Nonetheless, it has been demonstrated that interpersonal relationships are based on satisfying a range of needs and objectives, resulting in a response unrelated to the brand (Sheldon et al., 2001). The present study has revealed that there is a positive correlation between brand self-relevance and brand commitment. Furthermore, this is the following hypothesis:

H3: Brand self-relevance positively impacts brand commitment.

2.6. Brand Social Responsibility

The definition of brand social responsibility is consumers' overall perceptions of a company's social responsibility (Brunk & Blümelhuber, 2011); (Sen & Bhattacharya, 2001)). This understanding of brand social responsibility aligns with contemporary definitions of consumer-perceived ethicality, which are defined as the collective perception of consumers regarding the morality of a company, brand, product, or service (Grohmann & Bodur, 2015).

Social responsibility is seen as a crucial component of brand perception (Rust et al., 2000). A brand is usually seen as socially responsible when it successfully develops and executes social responsibility programs that are well-received by the public and subsequently influence the company's performance in terms of enhancing corporate identity (Wang et al., 2015). However, a company needs to have a favorable social responsibility image in the eyes of consumers to generate financial benefits (Luo & Bhattacharya, 2006). Social responsibility is considered a foundational factor influencing consumers' perceptions of a brand (Berens et al., 2005) and a key element of its overall image (Rust et al., 2000). This concept encompasses various aspects, including the consumers' state of mind, needs, motivation, and capacity to engage in the perception process (Sugiarto & Suryanadi, 2019). Consumers use this aspect as a gauge to assess how a brand is fully committed to its message and how it benefits the brand in areas where consumer trust can be developed, creating a lasting impression of the brand in their minds (Fatma et al., 2020). However, Sen & Bhattacharya (2001) discovered that consumer intentions to buy a company's products can also be decreased by social responsibility programs.

This research indicates there may be a possibility of a negative linear relationship between brand social responsibility and consumer commitment. Therefore, the following is the hypothesis:

H4: Brand's social responsibility has a negative impact on brand commitment.

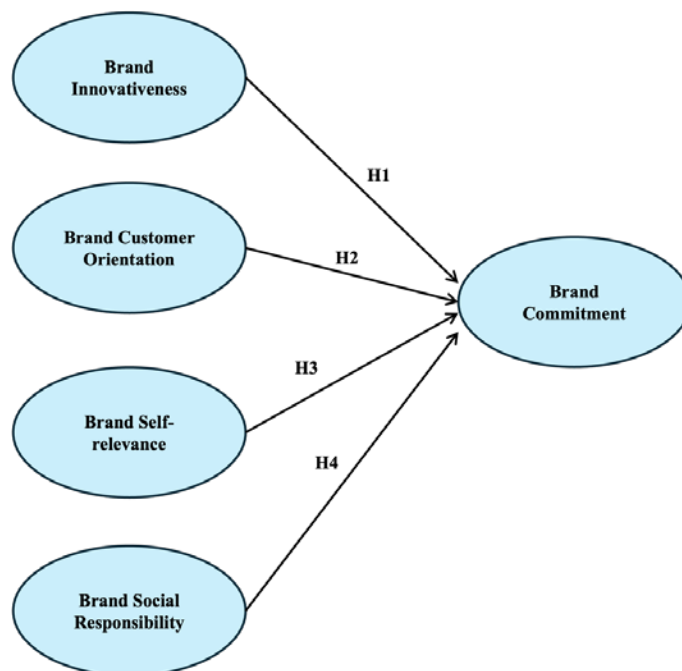Figure 1. is the summary of the hypotheses mentioned above.

Figure 1. Research Hypotheses

3.   RESEARCH METHODOLOGY

3.1. Data Collection and Sample Size

Primary data collection in business research refers to techniques like observation, interviews, and questionnaires that are used to gather information from respondents (Sekaran & Bougie, 2016). Information is collected through structured questions or statements that are methodically and sequentially organized. These can be posed directly by an interviewer or indirectly through survey data collection methods (Schindler, 2022).

The researcher selected Indonesia as the location to gather data from customers of two major international brands, Converse and Nike. The aim was to understand better the role of culture in the relationships between key brand management decision elements and consumers' brand commitment within the context of global brand management. The data collection for this research was done using an online questionnaire (Google Forms). The survey received responses from 949 Indonesian consumers of global brands Nike and Converse.

3.2. Research Instrument

The seven-point Likert scale was employed to determine Indonesian consumers' commitment to global brands. The research questionnaire utilized a 7-point scale ranging from (1) strongly disagree to (7) strongly agree, as this scale is likely to perform better than a 5-point scale (Joshi et al., 2015). It provides a more detailed explanation of the

motivation and, as a result, practically appeals to the participants' reasoning and judgment (Zhu et al., 2023), especially Indonesian consumers.

3.3. Analysis Technique

Descriptive statistics and sample demographics were presented, and data analysis was done using SPSS and Smart-PLS. Cronbach's alpha and composite reliability were computed to assess each construct's reliability. Reliability is deemed satisfactory when item-to-total correlations are over 0.50, and Cronbach's alpha is greater than 0.70 (Hair et al., 2010). According to Hanaysha & Hilman (2015), each construct and variable in the model has strong validity, and an AVE value of 0.50 or higher should be regarded as evidence of existing discriminant validity. The results showed that every construct had AVE values that were higher than advised, indicating the presence of discriminant validity.

4.   DATA ANALYSIS

4.1. Sample Demographics

A total of 949 valid and comprehensive survey responses were received, with 459 females (48.4%) and 490 males (51.6%). The majority of respondents were young, belonging to Gen Z (1997–2012), with a frequency of 909. Gen Y/Millennials (1981–1996) was next, with 40 frequencies. Rosariana, (2021) defines the Gen Z generation as individuals born between 1997 and 2012. On the other hand, the generation born between 1981 and 1996 is known as Gen Y or Millennials.

In terms of occupation, students accounted for 84.7% of the population, followed by private employees (5.9%) and individuals in other occupations (5.4%). Among them, 51.2% had completed high school, while 32.2% held either a diploma or a bachelor's degree. This condition could potentially affect respondents' income, with 54.5% being dominated by respondents earning between IDR 1,000,001 and IDR 3,000,000,000.

4.2. Measures and Reliability Test

The reliability of the survey instrument was assessed through testing. Internal consistency is the most common test for scale dependability used in literature, as demonstrated by Cronbach's alpha (Singh, 2023). According to Brunner & Süß (2005), *internal consistency reliability* is defined as the ratio of total true score variation to total scale score variance. Composite reliability is a gauge of the internal consistency of scale items (Netemeyer et al., 2003). Furthermore, in line with the recommendations of Hair et al., (2010) and Bagozzi & Yi (1988) this study followed the basic guideline of factor loadings exceeding 0.7 and Average Variance Extracted (AVE) values surpassing 0.5. Table I indicates that all the utilized indicators exhibit very high validity values, with the AVE exceeding 0.5 and Cronbach's alpha surpassing 0.7 (Phan & Nguyen, 2024). All the indicators used in the study are displayed in Table I, which thus implies that every measurement used in the research was reliable.

Table 1. *Composite Reliability, Average Variance Extracted, and Cronbach's Alpha*

Variable	Composite Reliability	Average Variance Extract (AVE)	Cronbach's Alpha
Brand Commitment	0.924	0.708	0.897
Brand Innovativeness	0.920	0.698	0.893
Brand Customer Orientation	0.939	0.754	0.918
Brand Self-Relevance	0.936	0.744	0.914
Brand Social Responsibility	0.947	0.780	0.929

4.3. Measurement Model Assessment

A multivariate model is utilized in structural equation modeling (SEM), a quantitative research analysis technique, to quantify the structural relationships between measurable and latent variables (Serra et al., 2022). It symbolizes an approach to philosophy that is very different from what is usually done in marketing modeling (Bagozzi & Yi, 1988). Figure 2. is a path diagram of the measurement model.
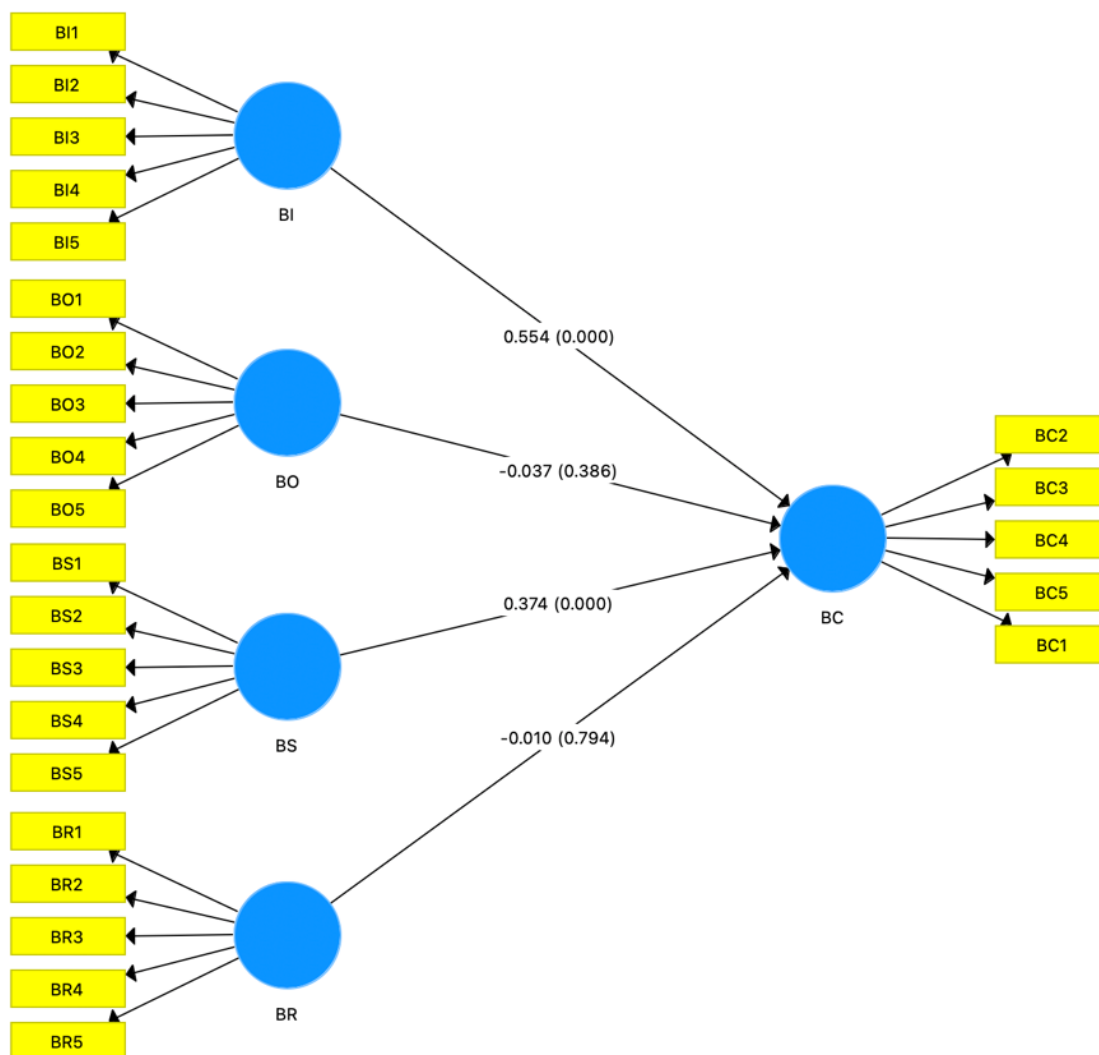

Figure 2. Measurement Model Path

Table 2. Model Goodness of Fit Test

	Saturated Model	Estimated Model
SRMR	0.055	0.055
d_ULS	0.997	0.997
d_G	0.439	0.439
Chi-Square	2535.980	2535.980
NFI	0.879	0.879

The results of the goodness of fit model are shown in Table II. It is agreed that the following requirements must be met by each goodness of fit indicator: d_ULS must be greater than 2.00, d_G must be greater than 0.90, chi-square must be fewer than five, and NFI cannot be less than 0.9 (Hair et al., 2019). SRMR must also be less than 0.08. The goodness of the fit model used in this study is adequate, with an NFI score of 0.879. The correlation between latent variables is assessed by Smart PLS's goodness of fit analysis, and the closer the result is to 1, the better (Lebo & Mandagi, 2023). To identify multicollinearity, one must look at each independent variable's tolerance (Chong & Jun (2005); Daoud, (2017)). Wondola et al., (2020) state that there is a significant multicollinearity issue when the VIF value is greater than 10 and the tolerance value is less than 0.01. This study's Inner VIF scores are all less than 10, as shown in Table III, meaning that multicollinearity is absent in the model.

Table 3. *Inner VIF Value*

	BC
BC	
BI	3.428
BO	3.418
BR	3.158
BS	2.829

Using confirmatory factor analysis (CFA), the scale's convergent validity and reliability were evaluated per Anderson & Gerbing (1988) recommendations. According to Boley et al. (2018), convergent validity examines the common variance the items and the latent construct share. The factor coefficients of the variables must be significant and higher than the lower bound value of 0.5 to demonstrate convergent validity. A test of the scale's discriminant validity compares it to other constructs in the measurement model.

According to (Hair et al., 2010), measuring the squared correlations between constructs with the AVE for each construct is a useful way to evaluate discriminant validity. When researching latent variables and using several items or indicators to describe the construct, it is critical to evaluate discriminant validity (Hamid et al., 2017). When a model lacks discriminant validity, it raises doubts about whether the data support

the results or if they were achieved by employing a concept twice in the model (Rasoolimanesh, 2022).

Table 4. *Measurement Model Discriminant Validity*

	BC	BI	BO	BS	BR
BC	**0.841**				
BI	0.776	**0.835**			
BO	0.654	0.815	**0.868**		
BR	0.643	0.701	0.720	**0.863**	
BS	0.725	0.691	0.660	0.777	**0.883**

The Heterotrait-Monotrait (HTMT) correlation ratio, the Fornell & Larcker criterion, and the cross-loading of the indicator can all be used to assess the discriminant validity. HTMT can be used in two ways to evaluate discriminant validity: comparing with a threshold of 0.85 or 0.90 (Henseler et al., 2015); (Phan & Nguyen, 2024) or testing the hypothesis that HTMT=1 using an inference statistic (Franke & Sarstedt, 2018). Table IV presents the results of the discriminant validity test, which indicates that the model used in this study meets the necessary criteria for discriminant validity.

4.3.1.   Hypothesis Testing

PLS-SEM is the recommended technique when formative structures are included in the structural model (Jamil et al., 2023). A test linked to bootstrapping is conducted because researchers are interested in understanding the relationship between factors that have an indirect or direct influence. Following sample data acquisition, the PLS-SEM approach was used via bootstrapping (measures: T-statistics > 0.96, P-value < 0.05) as suggested by (Noviaristanti & Boon, 2022). The original sample, mean, standard deviation, T-statistics, and P-values are displayed in Table V below.

Table 5. *Result of Hypotheses Testing*

	Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1	**BI -> BC**	0.554	0.554	0.042	13.254	0.000	Supported
H2	**BO -> BC**	-0.037	-0.035	0.041	0.898	0.370	**Not Supported**
H3	**BS -> BC**	0.374	0.374	0.038	9.905	0.000	Supported
H4	**BR -> BC**	-0.010	-0.012	0.039	0.256	0.798	**Not Supported**

Table V shows how the study model is visualized along with its results. According to T-statistic = 13.254 and P-value = 0.000, brand innovativeness (BI) positively impacts brand commitment (BC). Brand self-relevance (BS) (T-statistic = 9.905 and P-Value = 0.000) is positively impacted by brand commitment (BC) as well. These outcomes

validated H1 and H3. Additionally, brand-consumer orientation (BO) negatively impacts brand commitment (T-statistic = 0.898 and P-value = 0.370). Negative effects on brand commitment (BC) are also seen with brand social responsibility (BR) with T-statistic = 0.256 and P-Value = 0.798.

5. DISCUSSION

This study clarifies whether its conclusions about global brand strategies apply to other nations, markets, and industries. First, it is impossible to exaggerate the value of authenticity and consistency in branding. Whatever the market or industry sector they are in, consumers are drawn to authentic businesses that fulfil their commitments to global brands. Second, it is critical to recognize the importance of innovation and adaptability in addressing regional preferences and market dynamics (Oshima & Toma, 2023). Successful brands are nimble in adjusting their approaches to fit consumer behavior and cultural and economic contexts. Global brands can emphasize four key aspects of brand management choice, as examined in this study, to increase consumers' brand commitment (Eisingerich & Rubera, 2010). Specifically, the findings show that certain aspects of global brand commitment components do not significantly affect Indonesian consumers' commitment to global brands, such as Nike and Converse.

Nonetheless, it is critical to understand the generalizability constraints of any research of this kind. Although this research offers insightful information about global branding strategies to increase consumers' commitment to global brands, customized approaches can be necessary due to the unique characteristics of different nations, markets, and industries (Purba & Budiono, 2019). Also, this study significantly adds to the body of knowledge on general global marketing and brand management. It demonstrates that a key brand management context needs to be considered when evaluating customer-brand relationship strategies. It allows brands to establish more meaningful relationships with their target market to increase their commitment to global brands.

6. MANAGERIAL IMPLICATIONS

Additionally, this study helps address some of the shortcomings of earlier research with diverse cultures in some countries. The idea is in line with the findings by Eisingerich & Rubera (2010), which showed that brand managers should focus on showcasing their brands' innovative qualities and strive to establish their brands' self-relevance for consumers. According to Sen & Bhattacharya (2001), brand social responsibility may lessen consumers' inclinations to buy a company's goods. It is observed that in Indonesia, brand social responsibility also harmed consumers' brand commitment. Nike and Converse brands should investigate the differences between Chinese and Indonesian consumers. Such an understanding could explain why two countries with comparable or similar cultures would have distinct effects on brand commitment. Global brand managers should focus particularly on countries like Indonesia, which has a large base of consumers who prefer global brands. This insight will ensure that these factors exert the same influence in other nations, markets, and industries.

7. CONCLUSION

Nike and Converse stand out as famous brands that have effectively grabbed the hearts and minds of consumers globally in the fiercely competitive global branding market. Nike and Converse have amassed a devoted fan base that cuts beyond national borders and business categories because of their creative product offers, captivating marketing strategies, and dedication to social responsibility. This study analysis emphasizes how crucial it is to take advantage of Nike and Converse's strengths and synergies to boost worldwide brand commitment across markets, nations, and industries. By leveraging both brands' distinct personalities and market positions, Nike can increase its appeal and strengthen its relationship with a wide range of consumer categories worldwide. Using Converse's history and authenticity in young culture, streetwear fashion, and Nike's reputation for performance and innovation is crucial for strengthening global brand commitment. Nike may enhance its market penetration and relevance by carefully placing its brands in various market groups and geographical areas. The company can build stronger emotional connections with a wide range of consumers by conducting this.

In conclusion, by using their complementary qualities and embracing their distinct identities and market positions, Nike and Converse can boost worldwide brand commitment dramatically. By implementing a strategy approach that integrates innovation, authenticity, and localized involvement, both brands can strengthen their global reputation as icons and foster enduring customer commitment across all regions. Nike and Converse have the potential to set the standard for a future in which global brands act as catalysts for positive social change and cross-cultural exchange on a worldwide scale, going beyond simple commerce.

8. LIMITATION AND FURTHER RESEARCH

The following restrictions apply to the study's findings and offer encouraging directions for future investigation:

- This study examined Indonesian culture at the nation-state level, establishing connections between its culture and those of other nations that share or differ from it. Researchers could expand upon the results of this study by evaluating cultural characteristics in different countries, considering it as a recent development that affects consumers' brand commitment to global brands.
- The data obtained for this research was limited to a single nation, making it unsuitable for examining the drivers that influence consumers' global brand commitment within a broader international market context.
- Other researchers can expand on the current model by using a different framework. Such studies could lead to a deeper knowledge of how consumers perceive and value brands and how culture affects the value equation. A deeper comprehension of the relationships between consumers and brands across national and cultural boundaries will greatly advance the field of marketing literature and offer practical direction for businesses engaged in global brand management.

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