

## Cognitive and Affective Drivers Influencing Brand Satisfaction with Local Coffee Shops in Phnom Penh, Cambodia

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### Abstract

The research aimed to examine the relationship among cognitive drivers (brand awareness, perceived quality, brand image, and perceived value), affective drivers (pleasure and arousal), brand satisfaction, repurchase intention, and word-of-mouth using Partial Least Square Structural Equation (PLS-SEM), PLS-SEM is consisted of the measurement model and structural model. The survey questionnaire was distributed to targeted samples of Gen-Y local coffee consumers who are living in Phnom Penh city, Cambodia. A total survey of 300 respondents was collected though the Google survey form.

As a result, brand awareness, perceived quality, brand image, and perceived value positively influence pleasure. In addition, brand awareness, brand image, and perceived value also positively influence arousal. Likewise, pleasure and arousal positively influence brand satisfaction, as well as brand satisfaction positively influences repurchase intention and word-of-mouth

The suggestions for local coffee shop managers were proposed as follows: 1) Focus on advertisement in order to increase the level of customers' emotions to purchase drinks at the local coffee shops; 2) Price, taste, and quality should develop to ensure that customers enjoy and satisfy with the product or service they used 3) Create a unique and meaning logo to drive customers to remember and feel familiar with the products. 4) Focus on service staff to offer a kind contribution to the customers and make them feel worth with the time and money they spent at the local coffee shops.

**Keywords :** Cognitive, Affective, Brand satisfaction, Repurchase intention and Word-of-mouth

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## ปัจจัยด้านความรู้ความเข้าใจและอารมณ์ที่มีอิทธิพลต่อความพึงพอใจ ของแบรนด์ร้านกาแฟท้องถิ่นในพนมเปญประเทศกัมพูชา

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### บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อตรวจสอบความสัมพันธ์ระหว่างตัวขับเคลื่อนความรู้ ความเข้าใจ (การรับรู้แบรนด์ การรับรู้คุณภาพ ภาพลักษณ์ของแบรนด์ และการรับรู้คุณค่า) ตัวขับเคลื่อนด้านอารมณ์ความรู้สึก (ความพอใจและความร่ำอารมณ์) ความพึงพอใจที่มีต่อแบรนด์ และความตั้งใจในการซื้อซ้ำและการบอกต่อ โดยใช้โมเดลสมการโครงสร้างแบบ PLS-SEM ซึ่งประกอบด้วยโมเดลการวัดและโมเดลโครงสร้าง แบบสอบถาม ได้ถูกแจกจ่ายไปยังกลุ่มเป้าหมายซึ่งเป็นผู้ประกอบการท้องถิ่นเจนวายที่อาศัยอยู่ในกรุงพนมเปญ ประเทศกัมพูชา ซึ่งรวบรวมแบบสอบถามได้ทั้งหมด 300 คนโดยใช้แบบสำรวจกูเกิ้ล

จากผลการวิจัย การรับรู้แบรนด์ การรับรู้คุณภาพ ภาพลักษณ์ของแบรนด์ และการรับรู้คุณค่า มีอิทธิพลในเชิงบวกต่อความพอใจ นอกจากนี้การรับรู้แบรนด์ ภาพลักษณ์ของแบรนด์ และการรับรู้คุณค่ามีอิทธิพลในเชิงบวกต่อความร่ำอารมณ์ เช่นเดียวกันความพอใจและความร่ำอารมณ์มีอิทธิพลในเชิงบวกต่อความพึงพอใจที่มีต่อแบรนด์ และความพึงพอใจที่มีต่อแบรนด์มีอิทธิพลในเชิงบวกต่อความตั้งใจในการซื้อซ้ำและการบอกต่อ

ข้อเสนอแนะสำหรับผู้จัดการร้านกาแฟท้องถิ่นมีดังนี้ 1) เน้นการโฆษณาเพื่อเพิ่มระดับอารมณ์ของลูกค้าในการซื้อเครื่องดื่มที่ร้านกาแฟท้องถิ่น 2) ราคา รสชาติ และคุณภาพกาแฟควรพัฒนาเพิ่มขึ้นเพื่อให้มั่นใจได้ว่าลูกค้าเพลิดเพลินและพึงพอใจกับสินค้าหรือบริการที่ใช้ 3) สร้างโลโก้ที่มีเอกลักษณ์และมีความหมายเพื่อผลักดันให้ลูกค้าจดจำและรู้สึกคุ้นเคยกับผลิตภัณฑ์ 4) มุ่งเน้นที่พนักงานบริการที่ให้ความเอาใจใส่ต่อลูกค้าและทำให้พวกเขา รู้สึกคุ้มค่ากับเวลาและเงินที่ใช้จ่ายในร้านกาแฟท้องถิ่น

**คำสำคัญ :** ความรู้ความเข้าใจ, อารมณ์, ความพึงพอใจของแบรนด์, ความตั้งใจในการซื้อซ้ำและการบอกต่อ

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## Background of the study

Coffee has become the most popular drink in the world (Ramnani, 2020). The global coffee market is expected to gain approximately US\$134.25 billion in 2024 (Businesswire, 2020). The growth annually rate at a CAGR will be forecasted by 5.32% between 2020 to 2024 (Businesswire, 2020). In addition, people drink over 150 million bags of coffee per year worldwide (Galland, 2019).

Coffee is also grown in Cambodia, Laos, Malaysia, Nepal, Papua New Guinea, the Philippines, Sri Lanka, and Thailand (Asian Hotel & Cathering Times, 2016). In the past, Cambodia was not a coffee drinking nation. However, people started drinking coffee during the French colonization. Eventually, Coffee shops are like a second home among teenagers because they tend to spend their time chatting or talking with their friends (Asia Life, 2016 & Vorajee, 2014). As a result, the number of coffee shops both local and international started booming in Cambodia in the early of 2010 (AEC Business Support Centre, 2018).

The improvement of the urban living lifestyle plays a crucial role in the growth of the consumer-based market. People are out of home drinking coffee because of the growth of urbanization and the acceleration of income, and the increase of green coffee consumption that should be able to drive economic growth (Businesswire, 2020). According to World Bank (2021), Gen-Y was the most potential generation among the other generations in Cambodia due to the large population size. Hence, to stay competitive among stores, it all comes up in one question, “What factor can help local coffee shops to retain the Gen-Y customers for future repurchase intention and word-of-mouth?” and another question comes up “What makes customers happy or enjoy with using coffee at the local coffee shops?” Several researchers paid much attention to the importance of customers’ emotions in marketing strategy (Holbrook & Hirschman, 1982; Westbrook, 1980b; Westbrook, 1987). Consumer emotions represent an individual feeling (i.e., joy, excitement, or anger). According to the previous study, emotional benefit played a crucial role in purchasing performance. In the study of restaurants, customers decided to choose a particular restaurant for cognitive reasons in term of price, taste, quality, service, advertisement and logo or chose to dine in the restaurant for other reasons such as enjoyment or excitement. As a result, hedonic and utilitarian factors positively influence customers’ feeling. In marketing practise, it is very important to study about emotions because it provides such a basic source for human motivation, then leads to influence memory and information processing (Kuhl, 1986). This study proposes to contribute to the literature on customer’s experience in the context of the chain coffee shops by examining the preceding conceptual framework (Han, et al., 2018). Han et al., (2018) examined the loyalty process for a chain coffee shop brand consisting of four components such as the role of cognitive drivers, affective drivers, brand satisfaction and relationship commitment. In addition, brand satisfaction and relationship commitment positively influence brand loyalty. More importantly, brand satisfaction showed the strongest influence to build brand loyalty.

Therefore, this study will bridge the gaps in how marketing managers and local coffee shop operators understand the relationship between cognitive drivers (brand awareness, perceived quality, brand image, and perceived value) and affective drivers (pleasure and arousal), the role of affective drivers affect brand satisfaction and finally, the role of brand satisfaction affects repurchase intention and word-of-mouth. Understanding clearly the relationship between those variables, provides such a strength beneficial to the local coffee shops to stay competitive among stores, increase their sales, and maintain their loyal customers for repurchase intention and word-of-mouth.

### **Research Objectives**

1. To identify the relationship between cognitive drivers (brand awareness, perceived value, brand image and perceived value) and affective drivers (pleasure and arousal).
2. To test the role of affective drivers (pleasure and arousal) towards brand satisfaction.
3. To test the connection between brand satisfaction and repurchase intention, word-of-mouth.
4. To propose recommendations for improving brand satisfaction to the local coffee shops in Cambodia as so to attract customers in the future repurchase intention.

### **Research Questions**

1. Do cognitive drivers mainly affect affective drivers?
2. Do affective drivers affect brand satisfaction?
3. Does brand satisfaction affect repurchase intention, word-of-mouth?
4. What are the proper recommendations for improving brand satisfaction to repurchase intention and word-of-mouth of local coffee shops in Cambodia?

### **Related Research**

Han et al., (2008) assumed that cognition dimensions: brand awareness, brand image, perceived quality and perceived value have a positive relationship on affective drivers: pleasure and arousal. Based on the finding, it can apply to Lazarus's model. He proposed that the appraisal process led to emotional responses and induced coping activities: appraisal -> emotional response -> coping (Lazarus, 1991).

Jang & Namkung (2009) identified that perceived quality (product, atmosphere, and service) has a positive relationship with customer emotions (positive and negative) and behavioural intentions in the model of restaurant.

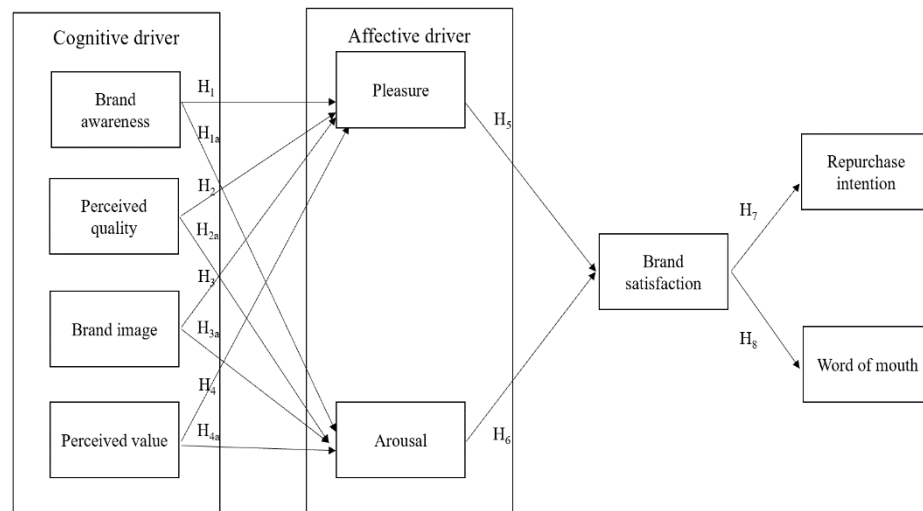
Oliver (1991) mentions that the model of satisfaction was mainly focused on the cognitive processes to understand consumers' satisfaction. Likewise, many theories can link between emotions and satisfaction (Mano & Oliver, 1993; Liljander & Strandvik, 1997; Erevelles, 1998; Phillips & Baumgartner, 2002; Westbrook & Oliver, 1991).

Turhan (2014) also agrees that when the customers are satisfied with a product or service, they will give good feedback to the company and invite other people. The relation between customer satisfaction and repurchase intentions are interrelated (Pangaribun, Sofia, & Sitinjak, 2020).

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### Conceptual Framework

The conceptual framework developed from the previous theory is presented in the diagram.



**Note:** Adapted from Han et al., 2018

### Research Methodology

#### Research design

The researchers adapted a sample survey research. There were three steps in this study. Firstly, the first draft questionnaire was drafted and revised by the advisor and three research experts for Item Objective Congruence (IOC). Secondly, a pilot test was developed to measure how accurate the questionnaire by distributing it to 30 respondents to ensure no mistake or any error happened within the real actual questionnaire. Thirdly, the Partial Least Square Structural Equation (PLS-SEM) was applied to access the measurement model and structural model with Adanco Advanced Analysis of Composite Software Version (2.2.1).

### **Target Population**

Due to the unavailability of the data on the total number of coffee consumers in Phnom Penh; the target population represented in the study are all the local coffee consumers in Phnom Penh city, Cambodia.

### **Sample Size**

According to the formula suggested by Green (1991),  $N > 50 + 8m$  where  $m$  is the number of predictors. There are seven predictors in this study. As a result, the average sample size was 106 respondents. Therefore, the sample of this research study was 300 respondents in Gen-Y who used to purchase and currently purchase coffee at the local coffee shops in Phnom Penh city, Cambodia. As stated in the study of MacCallum et al., (1999), the sample size of 200 or more was identified as fulfilment in the context of factor analysis in PLS-SEM. Moreover, Jackson (2003) also mentioned that the minimum requirement of sample size should be at least 200. The survey questionnaire was performed between December 1<sup>st</sup>, 2020 and January 23<sup>rd</sup>, 2021 in Phnom Penh city, Cambodia. The researcher conducted an online survey questionnaire, created with google form and distributed those survey items to the target respondents in the weekday.

### **Research instrument**

In terms of the research instrument, to test the quality of the questionnaire, the Item Objective Congruence (IOC) of the scale items was submitted to three research experts for their feedback and validations. The survey questionnaire was divided into two parts (demographic and descriptive information on measurement). For the first section of the demographic profile, the researcher prepared a close-end question to provide a convenient choice for respondents (i.e., age, gender, education background, monthly income, and the favourite local coffee shop). For the second section, all the measurement items were evaluated with a five-Likert scale (1= strongly disagree to 5=strongly agree). The questionnaire was conducted with a double translation rule in order to validate the survey questionnaire. Specifically, the questionnaire was first written in English. Then, the questionnaire was sent to the advisor for the recommendations and feedback. Last, the survey questionnaire was translated by researchers and other three Cambodian lecturers into Khmer.

### **Research Results**

According to the study, the researcher presents the data analysis into two parts: the analysis of the demographic and the analysis to the test the hypotheses. First, the demographic of respondents is described by number and percentage. Second, the Partial Least Squares (PLS-SEM) structural equation analysis applied to assess the measurement model and structural model as follows:

### The demographic of respondents

According to the demographic results, 55.7% of the respondents are female with an age range between 20 and 29 years old. Moreover, 215 respondents study bachelor degrees and there are two major groups of local coffee consumers' income per month. A group of respondents identify their income as more than 500 USD while the other group of respondents mention that their salary are less than 250 USD. Additionally, 40.3% vote Brown Coffee as their favourite local coffee shops and 32% mentioned other local coffee shops as the shops they visit frequently.

### Assessment of Measurement Model

**Table 1** Construct Reliability and Convergent Validity (n=300)

Constructs	Items	Factor loading	AVE	CR	Cronbach's alpha
Brand awareness	BA1	0.870	0.794	0.885	0.742
	BA2	0.912			
Perceived quality	PQ1	0.884	0.781	0.915	0.860
	PQ2	0.910			
	PQ3	0.857			
Brand image	BI1	0.866	0.759	0.904	0.842
	BI2	0.869			
	BI3	0.879			
Perceived value	PV1	0.853	0.759	0.926	0.894
	PV2	0.853			
	PV3	0.896			
	PV4	0.881			
Pleasure	PS1	0.941	0.890	0.961	0.938
	PS2	0.947			
	PS3	0.943			
Arousal	AR1	0.891	0.820	0.932	0.890
	AR2	0.931			
	AR3	0.895			
Brand satisfaction	BS1	0.885	0.778	0.913	0.858
	BS2	0.884			
	BS3	0.878			
Repurchase intention	RI1	0.920	0.838	0.939	0.903
	RI2	0.940			
	RI3	0.885			
Word-of-mouth	WOM1	0.877	0.732	0.891	0.819
	WOM2	0.885			
	WOM3	0.803			

**Note:** Significant level (Factor loading  $\geq 0.708$ , AVE  $\geq 0.50$ , CR  $\geq 0.708$  and Cronbach's alpha  $\geq 0.70$ )

Out of 338 survey questionnaires, 300 were chosen for data analysis because the other 38 of questionnaires are incomplete. The acceptable score of factor loading should be greater than 0.70 (Hair et al., 2014). For the BA construct, there are three items to measure the power of buyers to recognize and recall the brand of the local coffee shops. Among 3 items, BA3 is excluded in the study because the value is less than 0.70. This indicator is eliminated in order to remain only satisfying results for internal consistency.

For validity assessment, the researcher examines two validity types: convergent validity and discriminant validity. Convergent validity is used to indicate the set of items or indicators that represents the same construct. To check convergent validity, AVE values should be greater than 0.50. In this study, the value of convergent validity is substantial.

To measure the consistency and accuracy of measurement scales, the construct reliability and convergent validity of the model are clarified in Table 1. The Cronbach's alpha indicates the reliability of these intercorrelations of the indicators. The overall values of Cronbach's alpha of each variable are above 0.70 which means that each construct is reliable.

The previous literature suggested that composite reliability ( $\rho_C$ ) is used to check the internal reliability as a replacement (Bagozzi & Yi, 1988; Hair et al, 2012). According to Table 1, the result of composite reliability (CR) shows that the value of all constructs is higher than 0.70. As a result, the values are considered as fulfillment.

**Table 2** Summary of Structural Model Results

Hypotheses	Effect	Std.Error	Beta	t-value	P-value	Result
H <sub>1</sub> : Brand awareness positively influences pleasure.	BA → PS	0.055	0.107 <sup>o</sup>	1.962	0.050	Supported
H <sub>1a</sub> : Brand awareness positively influences arousal.	BA → AR	0.070	0.200**	2.864	0.004	Support
H <sub>2</sub> : Perceived quality positively influences pleasure.	PQ → PS	0.097	0.258**	2.643	0.008	Support



**Table 2** Summary of Structural Model Results

Hypotheses	Effect	Std.Error	Beta	t-value	P-value	Result
H <sub>2a</sub> : Perceived quality positively influences arousal.	PQ → AR	0.079	0.082	1.047	0.295	Not supported
H <sub>3</sub> : Brand image positively influences pleasure.	BI → PS	0.071	0.232**	3.258	0.001	Supported
H <sub>3a</sub> : Brand image positively influences arousal.	BI → AR	0.069	0.281***	4.088	0.000	Supported
H <sub>4</sub> : Perceived value positively influences pleasure.	PV → PS	0.063	0.332***	5.261	0.000	Supported
H <sub>4a</sub> : Perceived value positively influences arousal.	PV → AR	0.068	0.277***	4.083	0.000	Supported
H <sub>5</sub> : Pleasure positively influences brand satisfaction.	PS → BS	0.072	0.418***	5.790	0.000	Supported
H <sub>6</sub> : Arousal positively influences brand satisfaction.	AR → BS	0.062	0.370***	6.007	0.000	Supported
H <sub>7</sub> : Brand satisfaction positively influences repurchase intention.	BS → RI	0.047	0.706***	14.890	0.000	Supported
H <sub>8</sub> : Brand satisfaction positively influences word-of-mouth.	BS → WOM	0.041	0.704***	16.967	0.000	Supported

**Note** Significant level at \* $p \leq 0.05$ , \*\* $p \leq 0.01$  and \*\*\* $p \leq 0.001$ . Author's calculation

### Assessment of Structural Model

In Table 2, the result illustrated that brand awareness had a positive influence on pleasure ( $\beta = 0.107$ ,  $t = 1.962$ ) and arousal ( $\beta = 0.200$ ,  $t = 2.864$ ). Thus,  $H_1$  and  $H_{1a}$  supported the hypothesis. In addition, perceived quality ( $\beta = 0.258$ ,  $t = 2.643$ ) had a positive influence on pleasure. Hence,  $H_2$  supported the hypothesis. However, the influence of perceived quality ( $\beta = 0.082$ ,  $t = 1.047$ ) toward arousal was irrelevant. As a result,  $H_{2a}$  did not supported the hypothesis. In addition, brand image ( $\beta = 0.232$ ,  $t = 3.258$ ) positively influence on pleasure and arousal ( $\beta = 0.281$ ,  $t = 4.088$ ).  $H_3$  and  $H_{3a}$  supported the hypothesis. Furthermore, perceived value had a positive influence to pleasure ( $\beta = 0.332$ ,  $t = 5.261$ ) and arousal ( $\beta = 0.277$ ,  $t = 4.083$ ). As a result,  $H_4$  and  $H_{4a}$  supported the hypotheses. Besides, the relationship between the affective driver (i.e., pleasure and arousal) and brand satisfaction was also measured. The results showed that both pleasure ( $\beta = 0.418$ ,  $t = 5.790$ ) and arousal ( $\beta = 0.370$ ,  $t = 6.007$ ) positively influenced brand satisfaction. Thereby, the hypotheses  $H_5$  and  $H_6$  were supported. Meanwhile, the relationship between brand awareness, repurchase intention, and word of mouth were also identified. The result revealed that brand satisfaction positively influenced repurchase intention ( $\beta = 0.706$ ,  $t = 14.890$ ) and word of mouth ( $\beta = 0.704$ ,  $t = 16.967$ ). As a result, the hypothesis  $H_7$  and  $H_8$  were supported.

### Conclusion

The main objective of this research study is to investigate the relationship between cognitive drivers (i.e., brand awareness, perceived quality, brand image, and perceived value), the affective drivers (pleasure and arousal), brand satisfaction, repurchase intention, and word-of-mouth in the local coffee shop in Phnom Penh, Cambodia. In summary, 11 out of 12 hypotheses are supported by the data. Brand awareness, perceived quality, brand image, and perceived value positively influence pleasure. Moreover, brand awareness, brand image and perceived value positive influence arousal. In addition, the interrelation between the affective drivers (i.e., pleasure and arousal) and brand satisfaction are also related. As a result, brand satisfaction also shows a positive relationship with repurchase intention and word-of-mouth. As consistent with the previous research study (Han et al., 2018), the proposed theoretical framework is used to predict the role of cognitive drivers, affective drivers, brand satisfaction, repurchase intention and word-of-mouth.

### Theoretical implication

The results of the research study show a strong relationship between cognitive drivers, affective drivers, brand satisfaction, repurchase intention, and word-of-mouth in the local coffee shop operations. The research paper also provides strategic ways for local coffee operators to increase customers' repurchase intention and word-of-mouth by investigating the role of cognitive drivers, affective drivers, and brand satisfaction.

Theoretically, the research study contributes to the previous literature in term of multiple cognitive dimensions, affective, brand satisfaction, repurchase intention and word-of-mouth in many service industries such as hotels, coffee shops, and restaurants.

### **Managerial implication**

The results of the study provide some implications for local coffee shop operators and marketing managers in several ways as follows:

First, marketers should focus on a potential technique in terms of advertisement to increase the level of customers' emotions in order to attract them to purchase coffee at the local coffee shops. Moreover, to enhance customer experience local coffee entrepreneur should think of brand sensory dimension by considering pleasant aroma, comfortable furniture, access to a view, good musical sound, unique coffee taste and access to natural light. As a result, customers will remember one of those things in their memories and lead them to revisit the coffee shops.

Second, price, taste, and quality should develop since the result shows no support to arousal. The current study shows that local coffee shops should reconsider the taste, price and quality of the local coffee shops. Once the quality is good, the taste is acceptable, and the price is affordable, customers will enjoy and satisfy with the product or service they used. According to the previous finding, price is important when consumers become serious and think about what brand they decide to purchase (Wu & Wang, 2011). Moreover, the customers are willing to pay a high price if the features of the product have a good quality (Wu & Wang, 2011; Sinha & Batra, 1999; Dodds et al., 1991).

Third, managers should focus on a unique and meaningful logo in order to make customers easy to remember and imagine. More importantly, the logo should also appear on other materials such as coffee cups, plastic bags, souvenirs, and other materials. This is also one part of advertising because when customers come to purchase the coffee, that unique logo will drive people to remember and feel familiar with the products.

Fourth, local coffee operators should focus on training the staff to provide such good service to the customers such as offering them a fast service, providing the right product, and offering a friendly service to them. When customers feel satisfied with the service that local coffee shops provide to them, they will feel worth to spend both time and money to purchase coffee at the local coffee shops.

Fifth, in terms of technique to lead positive customers' emotions (i.e., pleasure and arousal), managers should be able to promote or advertise their products to get customers with more attraction. At the same time, they should think of the price as equilibrium with quality that is offered to the customers, not too high or too low. On the other hand, staff service also plays an important role to make customers feel happy or satisfied with the money and time they spent. Furthermore, logos of the local coffee shop including sign, slogan or tagline can also attract customers' attention and lead to customers' emotions. These indicators can influence customers with positive emotions and lead to brand satisfaction.

Sixth, managers should develop many proper strategies to make the customers have a positive evaluation of the services or products at the local coffee shop with multi-dimension of brand awareness (i.e., advertisement), perceived quality (i.e., taste, price, and quality), brand image (i.e., logo, sign, and slogan) and perceived quality (i.e., money and time spent). Local coffee shop operators should pay attention to develop those dimensions to lead customers to feel happy and satisfied with using service in the local coffee shop. As a result, they will come back to support again together with recommending their friends or relatives.

### **Limitation**

This research identifies the relationship between cognitive drivers, affective drivers, brand satisfaction, repurchase intention, and word-of-mouth in the local coffee shops in Phnom Penh, Cambodia. This study has three main limitations. Firstly, since the data was collected only in Phnom Penh city, the data can't represent people in the whole country. Secondly, the survey questionnaire was published by an online channel; as a result, respondents may not be able to ask any part of questionnaire to the researcher immediately. Thirdly, the reliability of target respondents may or may not be able to meet the criteria because the researcher conducted online self-administered. Hence, respondents were anonymous and deceptive about the nature of online platforms.

### **Contribution of the study**

This research study provides many strategic ways for local coffee operators to increase customers' repurchase intention and word-of-mouth by investigating the role of cognitive, affective drivers and brand satisfaction. The study also offers useful perspectives to the new business owners to identify how important brand satisfaction is for the local coffee shops; as a result, it provides a large benefit to prepare crucial concepts for their marketing strategies. Last but not least, consumers will be more satisfied with the products and services they use in local coffee shops by studying the multi-dimension cognitive, affective drivers, and brand satisfaction that this research has investigated.

### **Suggestions for Future Research**

There are some recommendations to take into consideration for future research study. First, this research study focused only Cambodian local coffee shops. It would be more interesting for future research study to investigate theoretical models in franchise coffee shops in Cambodia in order to generate comparative results. Second, the data will be more accurate if future researchers perform the survey in person. As a result, researchers will meet the right target respondents as they can understand the purpose of the study before completing questionnaire. Last but not least, future researchers should introduce new variables to the existing model in order to gain a better understanding of this dynamic relationship.

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