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Word of Mouth's Structural Equation Modeling of Customer Satisfaction toward Marketing Factors of Lobo Condiment Product

สมการโครงสร้างของการบอกต่อด้านความพึงพอใจของลูกค้าที่มีต่อปัจจัยทางการตลาดของผลิตภัณฑ์เครื่องปรุงรสอาหารตราโลโบ

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ABSTRACT

The purpose of this research is to study customer satisfaction toward marketing factors of Lobo condiment product via Lobo's LINE Official Account (Lobo's LINE OA) which affecting customer's word of mouth. In this research, totally 400 samples were selected from customers who purchased Lobo condiment product via Lobo's LINE OA. A statistical methodology, technique of Structural equation modeling (SEM) was used to analyze data. The-first-order and the-second-order Confirmatory factor analysis (CFA) had been used to test relationship between variables. After adjusted the second-order CFA model, the respecified model was fit the data well. Therefore, the research results revealed that customer satisfaction toward marketing factors, product, price, place, promotion, process, safety, information and service of Lobo condiment product had an effect to word of mouth.

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The first-order CFA model was adjusted three times. The final of first-order CFA model revealed Chi-square value = 373.924, DF = 266, P-value 0.000, CMIN/DF =1.406, GFI = 0.935, CFI = 0.988 and RMSEA = 0.032. The results showed that customer satisfied the most three marketing factors which were (1) Information3 “Providing link of product line information” with factor loading was 0.86. (2) Pomotion2 “Free premium” and (3) Service4 “Polite respond and building trust to customer”. Factor loading of these latter two factors had been exhibited the same value of 0.85. The final of second-order CFA model was adjusted two times and revealed Chi-square value = 417.690, DF = 2641, P-value 0.000, CMIN/DF =1.582, GFI = 0.923, CFI = 0.981 and RMSEA = 0.038. The analyzing result revealed that the marketing factor which mostly affected customer’s word of mouth was Safety with factor loading was 1.00. Meanwhile, Information and Process had an effect on the other in the second priority. The factor loading revealed the same value at 0.98.

Keywords: Lobo condiment product, Marketing factors, Word of mouth

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษา ความพึงพอใจของลูกค้าที่มีต่อปัจจัยทางการตลาดของผลิตภัณฑ์โลโบ ผ่านช่องทาง LINE Official Account (Lobo’s LINE OA) ที่ส่งผลต่อการบอกต่อของลูกค้า โดยเก็บข้อมูลจากลูกค้าที่ซื้อผลิตภัณฑ์เครื่องปรุงรสอาหารตราโลโบผ่านช่องทาง Lobo’s LINE OA จำนวนทั้งสิ้น 400 ราย และใช้วิธีการทางสถิติเพื่อวิเคราะห์ข้อมูลคือ สมการโครงสร้าง การวิเคราะห์องค์ประกอบเชิงยืนยันอันดับแรกและอันดับที่สอง เพื่อทดสอบความสัมพันธ์ของตัวแปร เมื่อปรับโมเดลโครงสร้างขององค์ประกอบเชิงยืนยันอันดับที่สองจนสอดคล้องและเข้ากันได้กับข้อมูลแล้ว ผลการวิจัยพบว่า ความพึงพอใจของลูกค้าที่มีต่อปัจจัยทางการตลาดด้าน ผลิตภัณฑ์ ราคา ช่องทางการจัดจำหน่าย การส่งเสริมการขาย กระบวนการ ความปลอดภัย ข้อมูลข่าวสารและการให้บริการของผลิตภัณฑ์โลโบมีผลต่อการบอกต่อของลูกค้า

โมเดลองค์ประกอบเชิงยืนยันอันดับแรกถูกปรับทั้งสิ้น 3 ครั้งและโมเดลที่สมบูรณ์แสดงผลว่าค่าChi-square = 373.924 DF = 266 P-value = 0.000 CMIN/DF = 1.406 GFI = 0.935 CFI = 0.988 และ RMSEA = 0.032 ผลการวิเคราะห์พบว่า ลูกค้ามีความพึงพอใจต่อปัจจัยทางการตลาดด้าน (1)ข้อมูลข่าวสาร3 คือ มีการให้ลิงค์ของข้อมูลของสายผลิตภัณฑ์ มีค่าน้ำหนักองค์ประกอบเท่ากับ 0.86 รองลงมาคือ (2) การส่งเสริมการขาย2 คือ การให้ของแถม และ(3) การให้บริการ4 คือ การให้บริการที่สุภาพและสร้างความน่าเชื่อถือให้แก่ลูกค้า โดยมีค่าน้ำหนักองค์ประกอบเท่ากัน คือ 0.85 โมเดลองค์ประกอบเชิงยืนยันอันดับที่สองถูกปรับทั้งสิ้น 2 ครั้ง และพบว่าค่า Chi-square = 417.690 DF = 2641 P-value = 0.000 CMIN/DF = 1.582 GFI = 0.923 CFI = 0.981 และ RMSEA = 0.038 ผลการวิเคราะห์พบว่า ปัจจัยทางการตลาดที่ส่งผลต่อการบอกต่อของลูกค้ามากที่สุดคือ ความปลอดภัย มีค่า

น้ำหนักองค์ประกอบเท่ากับ 1.00 รองลงมาคือ ข้อมูลข่าวสารและกระบวนการตามลำดับและมีค่าน้ำหนักองค์ประกอบเท่ากันคือ 0.98

คำสำคัญ: ผลิตภัณฑ์เครื่องปรุงรสอาหารตราโลโบ ปัจจัยทางการตลาด การบอกต่อ

Introduction

At present, the value of Thai e-commerce has been growing continuously. Comparing the value of e-commerce among Thailand and Asian countries in 2020, Thailand had the highest e-commerce value (USD$ 46.51 billion), followed by Malaysia (USD$ 21.53 billion), and Indonesia (USD$ 9.50 billion) respectively (Electronic Transactions Development Agency, 2019). For the driving factor, the value of Thai e-commerce has been grown continuously caused by Thailand government policy “Thailand 4.0” which included constructing a broadband network for all villages across the country and crating the next generation of digital application platforms to accommodate and promote online activities e.g. e-marketplace, e-payment and e-government. Additionally, with a heavy promotion of the national e-payment scheme, both government and private sectors have been encouraging stores and consumers to move away from cash and move toward e-Payment. Therefore, “Thailand 4.0” is a core policy to encourage the growth e-commerce and social e-commerce in Thailand.

Furthermore, in 2021, the average time of internet using of Thai people was around 10 hours per day. The most active online platforms for product purchasing in 2021 were shoppee 89.70%, Lazada 74.00%, Facebook 61.20%, LINE 38.50%, Instagram 29.10% respectively (Electronic Transactions Development Agency, 2021). It can be seen that the most favorite online social media was Facebook, LINE and Instagram respectively. LINE has become a popular online social media for business because LINE has a characteristic of “Super Apps”. User can utilize LINE in various ways e.g. social network, calling, chatting, including shopping and payment etc.

LINE Official Account (LINE OA), one of Line application was created for business purpose. With inexpensive cost, online merchant can open LINE OA account for broadcasting messages to many customers at the same time. It can be used for promoting and introducing product, advertising and sale product via LINE OA. Furthermore, auto reply system, chat one by one and broadcast messages and other supporting functions of LINE OA can support online merchant to close the deal.

“Lobo condiment products” are manufactured by “Globo Food Ltd.”, one of Thailand’s

leading manufacturers of seasonings and food ingredients for over 40 years. Globo Food Ltd. produces over 200 varieties of seasoning and desserts which are distributed by appointing distributors in Thailand and many countries worldwide. Lobo condiment product line is divided into 4 categories, marinades, powder mixes, and coating system. sauce mixes and dipping sauces. curry pastes and retail products The last one, retail products “Lobo, Lobo Ready and Lobo 2 in 1” manufacturing all Lobo condiment products for retail.

Initially, Lobo retail products have been distributed only through supermarket in many department stores in Bangkok and perimeter. According to the insufficient shelf space in supermarket, the result is not in time shelf circulation filling for Lobo condiment products. Hence, consumers sometime could not find Lobo product which they wanted. This became one of main problem for Lobo retail business. Therefore, Globo Food Ltd. has expanded its retail business from offline to online or e-commerce. Lobo condiment products have been distributed in many online channels e.g. www.lobo.co.th, LAZADA, Shopee, JD CENTRAL, WeMall and LINE OA. It can be seen that Lobo retail business uses both e-commerce and social e-commerce channels for products distribution. For social e-commerce, Globo Food Ltd. focuses on LINE OA because LINE OA was designed for supporting business and selling which is mentioned in previously. Comparing to online channels which Lobo retail business approach, Lobo’s LINE OA has the highest sales, follows by LAZADA and Shopee.

Customer satisfaction is a measure of how well a company’s products, services, and overall customer experience meet customer expectations. It reflects your business’ health by showing how well your products or services resonate with buyers (Zendesk Blog, 2023). The important of customer satisfaction, It drives customer loyalty, increases customer lifetime value, boosts customer acquisition and encourages repeat purchases. Furthermore, customers who satisfy product and service tend to recommend product and service to the other or share it on social media. This pattern can be called “Word of Mouth”. At present word of mouth is used to be an essential kind of marketing strategy which has the most powerful and effective to encourage purchasing.

Word of mouth (WOM) is the marketing tactics companies use to prompt their consumers to talk about their levels of satisfaction with the company’s product and service. Word of mouth marketing is very important as it is an effective way to increase sales, promote product and service, increase brand recognition and build customer loyalty. 88 % of consumer around the world said that they trust recommendations from friends and family more than traditional media. (Investopedia, 2022). Word of mouth through friends, relatives and colleagues was the most important method by which users found out about websites, being

slightly more important than search engines and directories or links from other sites (Chaffey and Ellis-Chadwick, 2016). Therefore, word of mouth can be more beneficial and cost-effective than the other form of marketing.

For marketing factors, the series of eight keys variables; product, price, place, promotion, process, safety, information and service are varied by marketers as part of the customer offering and make customer satisfaction. In this research these keys variables were used to be important core to study. Hence, this research purpose is to study customer satisfaction toward marketing factors of Lobo condiment products via Lobo's LINE OA for improving marketing strategy and creating more customer satisfaction. In addition the research also studied an aspect of customer satisfaction affecting to word of mouth.

Research Questions

1. What is customer purchasing behavior towards Lobo condiment product via Lobo's LINE OA?
2. While purchasing Lobo condiment product via Lobo's LINE OA, which marketing factors make customer satisfaction and which level customer satisfy in each marketing factors? Which one is the most significance affecting customer satisfaction?
3. Which marketing factors of Lobo condiment product influencing word of mouth and which one is the most effective factor for word of mouth and which one are ineffective factor?

Research Objectives

1. To study customer satisfaction toward marketing factors of Lobo Condiment product via Lobo's LINE OA.
2. To study customer satisfaction toward marketing factors of Lobo condiment product which affecting word of mouth.

Research Contributions

To apply research results for improving marketing strategy and developing marketing factors and using in Lobo's LINE OA and the others of Lobo's e-commerce channels resulting in increases more consumer satisfaction leads to business achievement.

Literature Review

1.) E-commerce and Social Media Commerce

The definition of E-commerce refers to online transactions selling goods and services on the internet, either in one transaction or over time with an ongoing subscription price (Strauss and Frost, 2016). However, E-commerce should be considered as all electronically mediated transactions between an organization and any third party it deals with, therefore, non-financial transactions e.g. customer support and requests for further information would also be considered to be part of e-commerce (Chaffey, 2015). Globo Food Ltd. has enlarged Lobo retail to online business in aspect of sell-side e-commerce which refers to transactions involved with selling products to an organization's customer (Chaffey, 2015).

Social media e-commerce "LINE Official Account (LINE OA)" is one of distribution online channel which Globo Food Ltd. using and brings the highest sales to company comparing to the other e-commerce channels e.g. company's website and e-commerce online shopping platforms. Many scholars have stated that social e-commerce is one type of e-commerce that uses social media and consumer interactions to facilitate online sales (Strauss and Frost, 2016). Moreover, social e-commerce is an increasingly important part of e-commerce for site owners since incorporating reviews and ratings into a site and linking to social networking sites can help understand customers' needs and increase conversion to sale.

For social media benefit, social media can help organization establish its online presence (Kaufman and Horton, 2015) e.g. increase brand awareness, build reputation, drive organization's website traffic, and improve relationships among organization and its customers. In addition, social media provides significant function which is called "engagement". Engagement means customers have a higher intensity of participation in and connection to a brand or organization. Consumers who are engaged do more than just buy e.g. providing frequent feedback on their experiences, participating in online communities and user groups, being an unpaid advocate by uttering positive word-of-mouth etc. (Buttle and Maklan, 2015)

2.) Word of Mouth (WOM)

In the field of marketing and information management, Word of mouth (WOM) is interpersonal communication about a product or organization in which the receiver assumes the communicator to be independent of commercial influence and trust worthy. Word of mouth has been shown to influence receivers' knowledge, emotion, intentions and behaviors (Buttle and Maklan, 2015). Both Word of mouth and electronic Word of mouth of mouth are useful for organization, customer-generated sources of information, and they are considers more credible, empathetic, and relevant than a communication imposed upon consumers by marketers (Rossmann, *et al.*, 2016).

Moreover, Word of mouth is a kind of earned media (one of the Media Mix). The media mix consists of paid media, owned media and earned media. Earned media encompasses all the conversations about brand that brand don't control. Typically, it's comprised of word of mouth, news coverage, and social media conversations that revolve around brand or one of product. (Sweeney, 2022) Earned media has a high degree of credibility. Strong positive earned media in the form of social mentions and product reviews and satisfied customers sharing their outstanding experiences help boost the effectiveness of paid and owned media efforts. Moreover, it does not directly incur cost.

Furthermore, earned media is the most credibility because it is organic and transparency (Kaufman and Horton, 2015) comparing to owned and paid media. Customer give product's information to friend, family and social community by answering question, word of mouth, recommendation, reviews and rating via online social media.

The average of earned media affected to Honda Motorcycle purchasing decision of consumer in Bangkok was at the highest level. Customer showed their opinion that they preferred to inquire product's information from friend and family before buying motorcycle. (Polprateep and Sripathum, 2017)

Companies that apply word-of-mouth promotion obtain increased conversions, higher sales, and wider reach. All these factors create a great incentive for higher profits. The more people learn about your brand, whether from their friends' posts or direct recommendations, the higher your brand awareness and the possibility of brand engagement will be (SendPluse, 2023).

Chaffey and Ellis-chadwick stated that word of mouth marketing techniques are based on the concept of customer satisfaction and positive word of mouth is believed to increase purchase intent (Chaffey and Ellis-chadwick, 2016). Moreover, customers who willingly commit more of their purchases to a preferred supplier are more generally more satisfied than customers who do not. Therefore, they are more likely to utter positive Word of mouth and

influence the beliefs, feeling and behavior of others (Buttle and Maklan, 2015). It can be concluded that creating customer satisfaction can encourage repurchasing and word of mouth.

3.) Customer Satisfaction and Marketing Factors

In aspect of customer satisfaction, Kotler and Keller (2012) stated that satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance or outcome to expectations. If performance matches expectations, the customer is satisfied. Customer evaluates brand performance depend on many factors e.g. product quality, price, distribution channel, and promotion. All these factors were called the marketing mix by Jerrome McCarthy. He defined the marketing mix to 4Ps of Product, Price, Place and Promotion (Chaffey and Ellis-Chadwick, 2016) and then 4Ps can be used for being a criterion of customer satisfaction assessment. However, using 4Ps for the assessment for e-commerce business is not enough. There are some interesting factors to consider customer satisfaction involving to ordering and delivery process, safety and risk factor, information and service quality. The details of criterion for customer satisfaction assessment are in this study as follows;

First, although, consumers may think greater product variety increases their likelihood of finding the right product for them, too much product choice may be a source of frustration, confusion for other consumers. Furthermore, an essential element of Product factor is quality. Performance quality is the level at which the product's primary characteristics operate for product differentiation (Kotler and Keller, 2012). For savvy digital shoppers, product descriptions should be exhibited. Belew and Elad (2017) suggested that give a brief description of the product with photo, but then give customers the option to click a link for more details or additional photos. Hence, product variety, product standard quality and completed product detail were observed variables of product factor.

Second, Price comparison sites or aggregators can facilitate product's price comparison to customer. Therefore, company should increase more strategies to highlight the other features of the brand (Chaffey and Ellis-Chadwick, 2016) e.g. the quality of product, retail experience and customer service. However, the internet's properties, especially in the role of information equalizer allow for price transparency-the idea that both buyers and sellers can view competitive prices for items sold online. Moreover, the seller's price may or may not include shipping, tax, and other seemingly hidden elements-hidden in the sense that these costs often are not revealed online until the last screen of a shopping experience (Strauss and Frost, 2016). Together with rapid growth of e-commerce business results in high competition in

marketplace. Promotion free delivery and low price delivery are applied to activate sale. Therefore, delivery price becomes an important strategy for e-commerce. For price factor, appropriate price comparing to product quality, explicit identification price and appropriate delivery price became the observed variables.

Third, online store should be simplicity and easy to use. Perceived ease of use also needs consideration by digital marketers (Chaffey and Ellis-Chadwick, 2016). As the easier a website or mobile site is to use the more likely a customer will have appositive online experience (Cheung *et. al.*, 2005). Furthermore, most customer expect online store to be open 24 hours a day. This advantage of online store facilitate customer to order anytime and give an opportunity to enhance sale. In addition, trust and risk play an important role in how a customer behaves online. Inexperienced internet users can feel vulnerable and fear to unknown (Tan and Sutherland, 2004). Therefore, online merchant must be credible and can build trust to customer. Thus, easy to use, available to order 24 hours and credible were the group of observed variables of place factors.

Fourth, Sale promotion consists of a collection of incentive tools, mostly short term, designed to stimulate quicker or greater purchase of particular products or services by consumers (Kotler and Keller, 2012). Globo Food Ltd. applies and uses promotion tools which suitable for e-commerce business to attract consumer and accelerates purchasing e.g. discount program and free premium. Furthermore, promotion relating to delivery price becomes a main offer to customer in e-commerce business as mentioned in previous content. Globo Food Ltd. also provides delivery promotion to customer. Hence, all promotion programs will be the observed variables in this study which are providing regular discount programs, free premium, and free delivery.

Fifth, for e-commerce business, it is very necessary to pay great attention to order, payment and delivery process because these are crucial point for customer to make a decision for purchasing. Ordering system must be ease. This means how easy it is for the customer to place an order with the company (Kotler and Keller, 2012). E-commerce business receive a definite benefit when expand customers' payment choices. If online store provides only one or two payment options, some customers may feel inconvenient to pay through those options. It may possible that customers will simply leave the online store and surf to a competition (Belew and Elad, 2017). Delivery option is similar to payment options. Offering alternative delivery options increase benefit to online store. However, delivery should include speed, accuracy and care throughout the process. Therefore, online store must send confirmation status both payment and delivery to customer for trust increase. So, easy and explicit order process,

various payment options, various delivery options, confirmed payment and delivery status notification were the observed variables for process factor.

Sixth, Customer will trust online store when product or service is sent to them punctually as Kotler and Keller mentioned to speed and accuracy delivery. Moreover, credible payment system make customer feel safe when purchasing through online store. E-commerce business has a security obligation to customer in that the business consistently handles customer's private information e.g. credit card numbers, social security numbers, birthdates, and phone numbers with the utmost care (Belew and Elad, 2017). Another security obligation to customer is product warranty. Return policy allow customers to return a product or decline a service. This can make online customer feel assure that if product is not incomplete or mistaken, customer can return product and receive their money back form online store. Hence, for safety factor, standard and punctual delivery, credible and safe payment system, protecting customer's personal data and product warranty were the observed variables.

Seventh, one of online buying patterns is information, customer begin making a conscious decision to go to online merchant which regular sending information to them. In case of Social e-commerce, LINE OA, customer must add friend with the interesting online merchant to inquire product details or order product. After added friend, appropriate greeting and introduction text should be sent to customer to create customer impression. In addition, showing customers specific advertising or promotions is a good way to arouse customer's purchasing. Furthermore, providing link of product line information can help customer who want to know the item's dimensions or see alternative views of the product (Belew and Elad, 2017). However, up-to-dated product information e.g. new product and new promotion must be concerned as well. Therefore, appropriate text introduction, appropriate & explicit promotion text, providing link of product line information and up-to-dated information were the observed variables of information factor.

The last factor, service, the SERVQUAL model identifies five core components of service quality: reliability, assurance, tangibles, empathy and responsiveness (Buttle and Maklan, 2015). For empathy, employee must have provision of caring and individualized attention to customers. This also means provide useful information to customer with politeness and trustworthiness. While responsiveness means employee have willingness to help customers and to provide prompt service. Therefore, for service factor, employee has knowledge and can provide useful information to customer, quick answer for customer's inquiry and quick respond for customer's ordering, helping and solving a problem immediately when

customer request and polite respond and building trust to customer were the observed variables.

Research Hypothesis

Based on the available literature, Researcher purposed eight marketing factors for being customer satisfaction measurement toward Lobo condiment products. In addition, this research analyzed customer satisfaction of Lobo condiment products through word of mouth by using confirmatory factor analysis. Therefore, this research purposed the following hypothesis:

The research hypothesis: the hypothesized structure of Customer satisfaction toward marketing factors, product, price, place, promotion, process, safety, information and service of Lobo condiment products effecting to word of mouth does not fit the data well enough.

H_0 : the hypothesized structure of customer satisfaction toward marketing factors, product, price, place, promotion, process, safety, information and service of Lobo condiment products which affecting word of mouth fits the data well.

H_1 : the hypothesized structure of customer satisfaction toward marketing factors, product, price, place, promotion, process, safety, information and service of Lobo condiment products which affecting word of mouth does not fit the data well enough.

Research Methodology

1.) Population, Sample size and Sampling

The total of population who purchase Lobo condiment products through LINE OA was 2,979. Using Taro Yamane's formula (Yamane, 1973) for sample size calculation, sample size was 353 samples with 95% confidence level. According to a completed result in confirmatory factor analysis, data was collected from a total of 400 customers who purchased Lobo condiment products through LINE OA. Purposive sampling technique had been used in this research.

2.) Research tool

This research used online questionnaire to collect data. The questionnaire contains 4 parts which are

1. Demographic characteristic of respondent
2. Customer's engagement toward Lobo condiment product

3. Customer satisfaction toward marketing factor of Lobo condiment product. This part assessed on a five point Likert scale, of which only one alternative may be chosen. Scores range from 1 to 5, where: 1- “totally dissatisfies”; 2-“dissatisfy”; 3-“moderately satisfy”; 4-“satisfy”; 5-“totally satisfy”

4. Customer decision making to repurchase Lobo condiment product

5. Lobo condiment product’s word of mouth

For content validity, the questionnaire’s content was approved by experts before questionnaire pretest process and 30 samples were collected for questionnaire pretest. For reliability analysis, an excellent Cronbach’s Alpha value was depicted as 0.94.

3.) Data Analysis

In this research, the-first-order and the-second-order Confirmatory factor analysis (CFA) have been used for data analysis and testing relationships between variables. Confirmatory factor analysis (CFA) is a type of structural equation modeling (SEM) that deals specifically with measurement models—that is, the relationships between observed measures or indicators and latent variables or factors (Brown, 2015). This research performed CFA model by using SPSS (a software for statistical data analysis) and AMOS (a software for analysis of moment structures).

Table 1: Name of factors and observed variables

Marketing Factors	Name of Observed Variables	Meanings
Product	Product1	Product variety
	Product2	Product standard quality
	Product3	Completed product detail
Price	Price1	Appropriate price comparing to product quality
	Price2	Explicit identification price
	Price3	Appropriate delivery price
Place	Place1	Easy to use
	Place2	Available to order 24 hours
	Place3	Credible
Promotion	Promo1	Providing regular discount programs
	Promo2	Free premium
	Promo3	Free delivery
Process	Process1	Easy and explicit order process
	Process2	Various payment options
	Process3	Various delivery options
	Process4	Confirmed payment and delivery status notification

Safety	Safety1	Standard and punctual delivery
	Safety2	Credible and safe payment system
	Safety3	Protecting customer's personal data
	Safety4	Product warranty
Information	Info1	Appropriate text introduction
	Info2	Appropriate and explicit promotion text
	Info3	Providing link of product line information
	Info4	Up-to-date related information
Service	Service1	Providing useful information to customer
	Service2	Quick answer for customer's inquiry and quick respond for customer ordering
	Service3	Helping and solving a problem immediately when customer request
	Service4	Polite respond and building trust to customer

The test of correlation among observed variables was not found Collinearity and Multi-collinearity. The value of correlation depicted between 0.454-0.703.

4.) Criterion of goodness-of-fit statistics for model fit assessment

The following goodness-of-fit indices were used to assess the degree of fit between the model and the sample:

4.1) Chi-square or CMIN, the most popular index for goodness-of-fit indices, acceptable value of Chi-square or CMIN P-value is > 0.05.

4.2) CMIN/DF is typically used as adjuncts to the Chi-square statistic and is presented in the first cluster of statistics in AMOS output (Byrne, 2010). For acceptable model, CMIN/DF should be < 2.

4.3) Goodness-of-Fit Index (GFI) is a measure of the relative amount of variance and covariance. The acceptable GFI value should be > 0.95.

4.4) Comparative Fit Index (CFI), value > 0.90 was originally considered representative of a well-fitting model (Bentler, 1992).

4.5) Root Mean Square Error of Approximation (RMSEA), Browne and Cudeck (1993) suggest that a value of RMSEA below 0.05 indicates close fit and that values up to 0.08 are reasonable. Acceptable of RMSEA value using in this research is $\leq$ 0.05.

5.) Model modification

For model modification, AMOS yields two types of information that can be used to improve model as follows;

5.1) Standardized Residual Covariance: The residual covariance value over 1.00 has been examined and observed variables which were involved in this condition have been deleted for model modification.

5.2. Modification indices: Carefully examined report of modification indices, paths of covariance have been added between error terms which have high M.I. Values or error terms which were feasible.

Research Results

The results of respondent demographic characteristic found that the most of respondent was female (61.80%, n = 247), range of age was between 31-40 years old (52.50%, n = 210), marital status was married (57%, n = 230), occupation was employee (48.30%, n = 193), income per month was between 30,001-40,000 baht (44.50%, n = 178). For customer's engagement toward Lobo condiment product, the results found that 92% of respondents (n = 368) had ever visited Lobo condiment product website to read more details of product. 90% of respondents (n = 359) had ever used discount program while they were buying product. 33% of respondents had ever shown their opinion or uploaded product on Lobo's LINE OA after buying. 32% of respondents had ever shared product details and promotion on the others social media. 64% (n= 260) of respondents indicated that they would repurchase product and 55% (n = 225) of respondents would recommend the product to the others.

From the figure 1, the hypothesized first-order CFA model (Model 1) comprised of eight latent factors and twenty-eight observed variables. Output of hypothesized model revealed unfit. Some set of goodness-of-fit statistics, Chi-square = 509.884, P-value = 0.000 and GFI = 0.916 were below criterion while CMIN/DF = 0.1583, CFI = 0.980 and RMSEA =0.038 were accepted. The examination of the factor loading revealed that item Product1 loaded weakly (0.66). Therefore, Product1, "Product variety", has been eliminated from the hypothesized model.

The second output of Model 2 showed some set of goodness-of-fit statistics which still were lower the criterion. Chi-square = 478.161, P-value = 0.000, GFI = 0.918 were unacceptable. Meanwhile, CMIN/DF = 1.615, CFI = 0.980 and RMSEA = 0.039 have been qualified following the criterion.

The-First-Order Confirmatory Factor Analysis

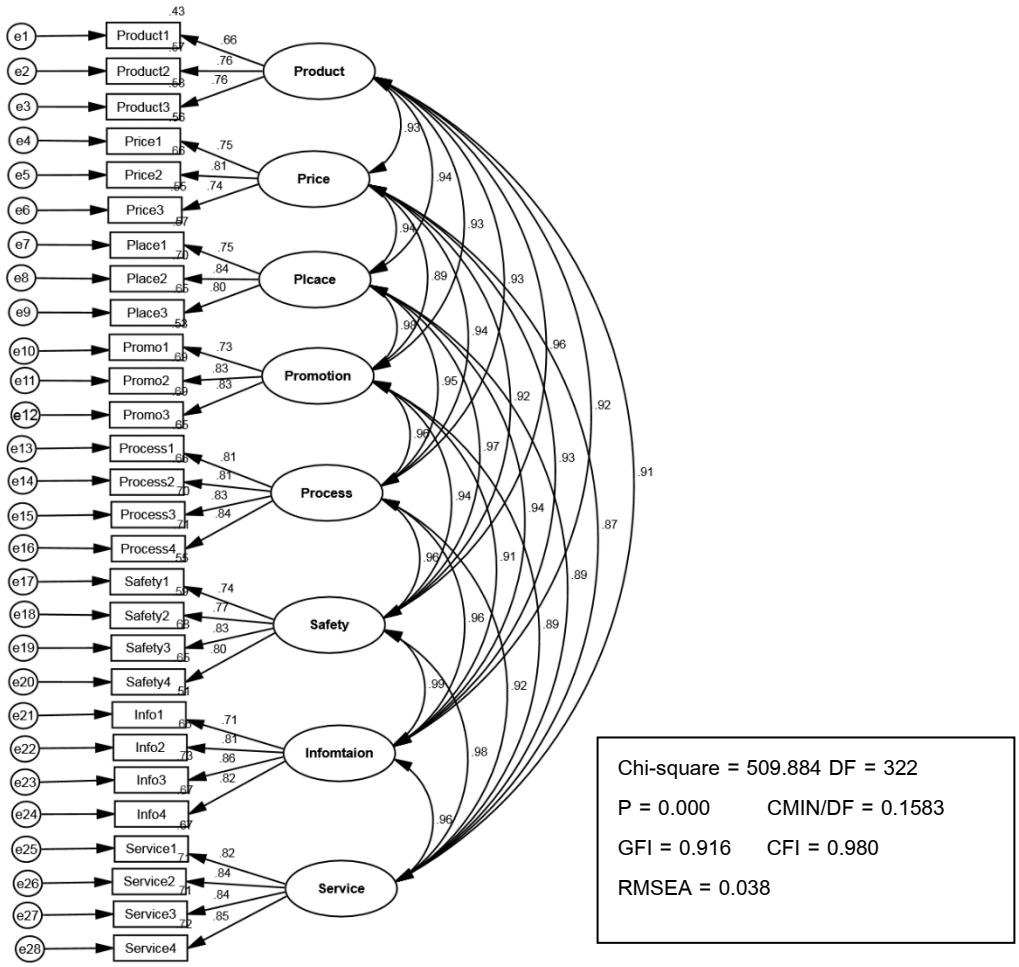

Figure 1: Output path diagram for hypothesized first-order CFA model of customer satisfaction toward marketing factors of Lobo condiment product

Based on modification indices, paths of covariance were then added between error terms for items 26 and 25, items 27 and 26, items 18 and 17, items 20 and 18 and items 20 and 19. The details of modification indices and parameter change statistics were depicted in table 2.

Table 2: Selected AMOS output for model 2: Modification indices

	M.I.	Par Change
e26 <--> e25	4.242	-.022
e27 <--> e26	12.598	.038
e18 <--> e17	8.350	.035
e20 <--> e18	7.507	-.030
e20 <--> e19	5.690	.024

After respecified model (Model 3), the output of goodness of fit statistic Chi-square decreased from 478.161 to 439.335, P-value was constant, and GFI increased from 0.918 to 0.926. The respecified model was still misfit.

However, the examination of standardized residual covariance value revealed that standardized residual covariance of observed variables between Promo1 and Service1 (1.06), and Promo1 (-1.034) was too high. Therefore, promo1 was removed from the model. The latest model (model 4) depicted better goodness of fit statistic Chi-square = 3.73.924 P-value = (0.000), CMIN/DF = 1.406, GFI = 0.935, CFI = 0.988 and RMSEA = 0.032.

Although, P-value was below criterion, researcher overlooked this goodness-of-fit statistic. According to the Chi-square test is sometimes of limited usefulness (Baumgartner and Homburg, 1996), it is heavily influenced by sample size (Bentler, 1990). It can be described that this research had a really high number of sample size (n = 400). However, the output revealed GFI (0.935) was below the standard, Fan *et al.* (1999) declared that GFI and AGFI values can be overly influenced by sample size as well. Furthermore, GFI value was close to standard value (>0.95), it can be concluded that GFI was accepted.

In addition, results of the other goodness-of-fit statistics were satisfied and accepted. Therefore, it can be concluded that the latest model (Model 4) fit the sample data fairly well. Thus, the latest model was used to analyze second-order CFA model of customer satisfaction toward marketing factors of Lobo condiment product effecting to word of mouth. The details of goodness-of-fit statistics comparing among the hypothesized model and respecified models have been revealed on the table 3

Table 3: Goodness-of-fit statistics for each model tested for the first-order confirmatory factor analysis (CFA) of customer satisfaction toward marketing factors of Lobo condiment product

Goodness-of-fit statistics	**CMIN**	**P-value**	**CMIN/DF**	**GFI**	**CFI**	**RMSEA**
Criteria of standard for goodness-of-fit statistics	-	> 0.05	< 2	> 0.95	> 0.95	≤0.05
Goodness-of-fit statistics /Model Step	CMIN	P-value	CMIN/DF	GFI	CFI	RMSEA
1.Hypothesized Model (Model 1)	509.884	0.000	0.1583	0.916	0.980	0.038
2. Product1 removed (Model 2)	478.161	0.000	1.615	0.918	0.980	0.039
3. Add 5 paths between error terms (Model3)	439.335	0.000	1.510	0.926	0.984	0.036
4. Promo1 removed (Model 4)	373.924	0.000	1.406	0.935	0.988	0.032

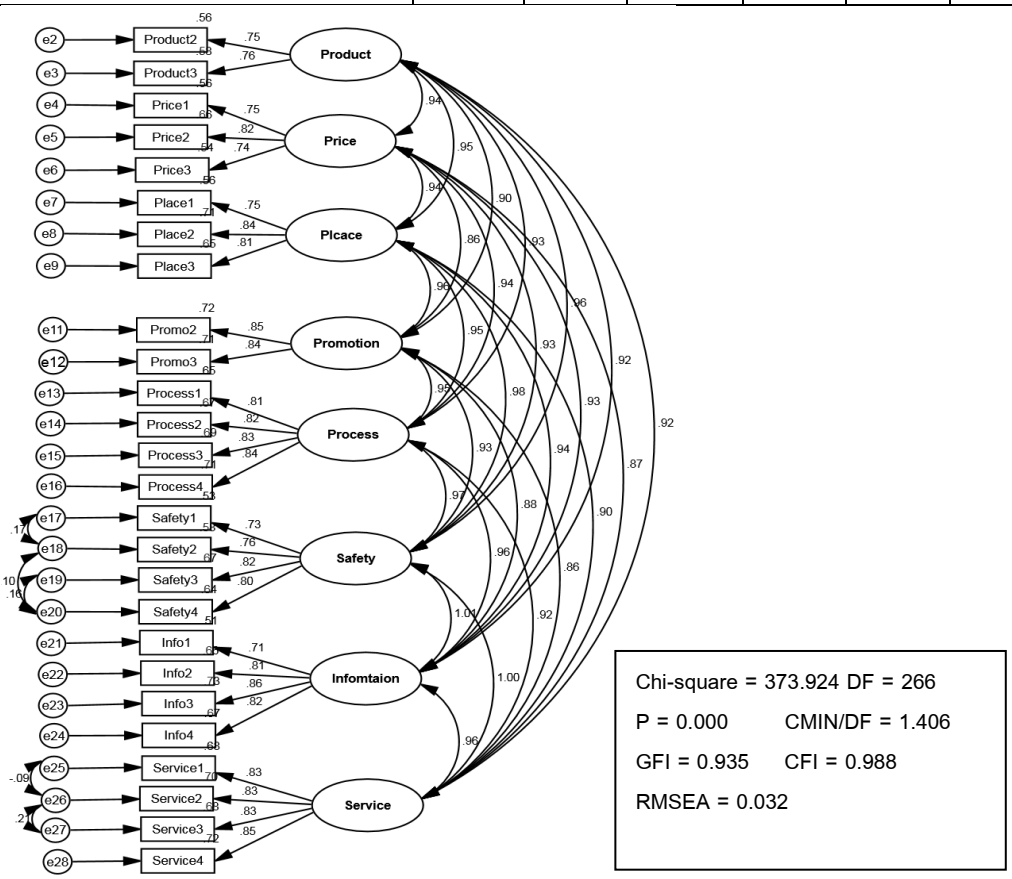

Figure 2: Output path diagram for the final CFA model (Model 4) of customer satisfaction toward marketing factors of Lobo condiment product

The-Second-Order Confirmatory Factor Analysis

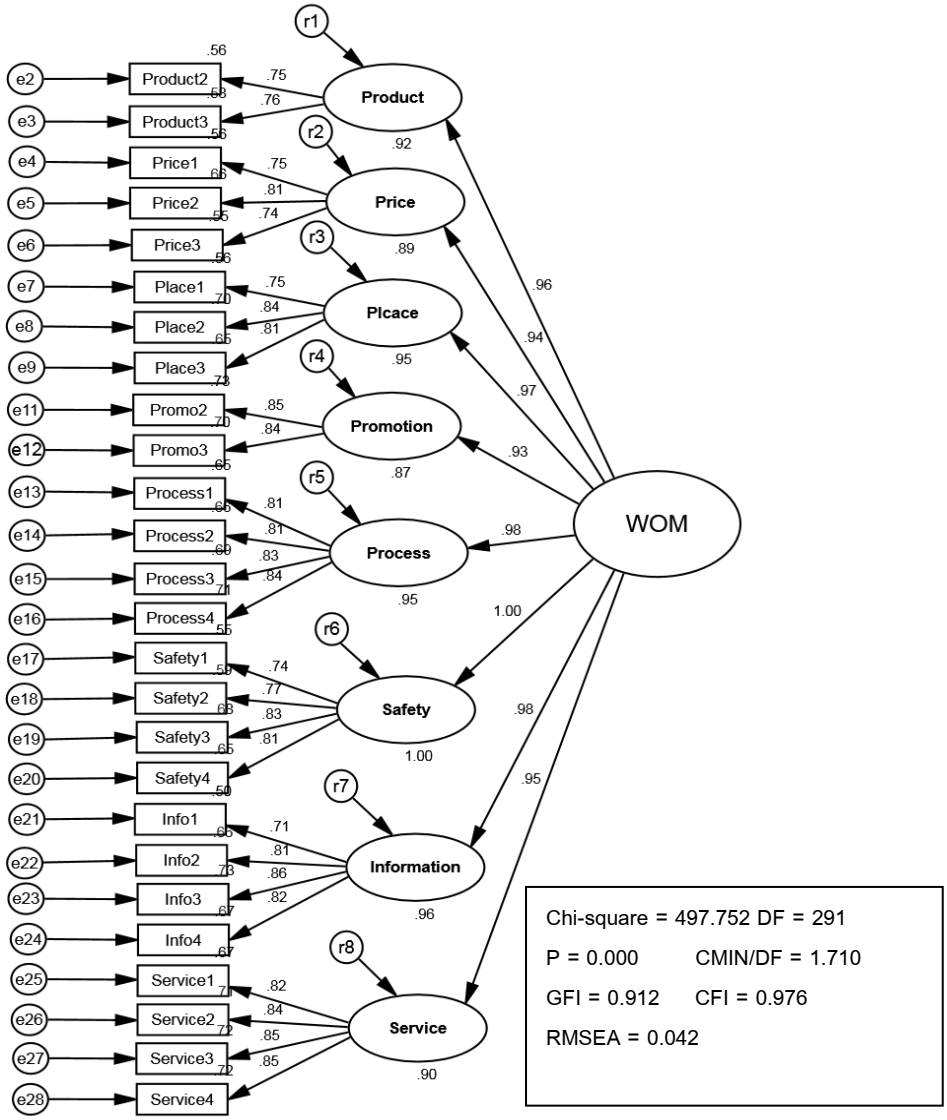

Figure 3: Output path diagram for hypothesized second-order CFA model of customer satisfaction toward marketing factors of Lobo condiment product affecting word of mouth

After the model of the first-order confirmatory factor analysis was fit, the model of the second-order confirmatory factor analysis was created as showned in figure 3. From the result of the model, researcher accepted H_1 because the result of the model was not fit the data well enough. This was consistent the research hypothesis. The next process to adapt the model was described as follows;

From figure 3: Output path diagram for hypothesized second-order CFA model, comprised of nine latent factors and twenty-six observed variables. Output of this model revealed standardized estimates were quite excellent. Some set of goodness-of-fit statistics, Chi-square = 497.752, P-value = 0.000 and GFI = 0.912 were below criterion. Meanwhile, CMIN/DF = 1.710, CFI = 0.976 and RMSEA = 0.042 were accepted. Based on modification indices, paths of covariance were then added between error terms for items e27 and e26 (M.I. = 10.926, Par change = -.035), items e18 and e17 (M.I. = 8.565, Par change = .036), items e19 and e17 (M.I. = 4.038, Par change = -.023), items e20 and e18 (M.I. = 7.148, Par change = -.030), and items e20 and e19 (M.I. = 5.755, Par change = .025).

Result of respecified model (Model 2), goodness-of-fit statistics improved a few values. Chi-square decreased from 497.752 to 461.291, P-value did not change and GFI increased from 0.912 to 0.919. CMIN/DF, CFI and RMSEA which have been accepted since the hypothesized model were improved to a better direction. However, this respecified model was still unfit.

The examination of standardized residual covariance value revealed that standardized residual covariance of observed variables between Safety4 and Service1 was too high (1.085). Therefore, Safety4 was removed from the model. After respecified model (Model 3) by removing Safety4, goodness-of-fit statistics were improved in a better way.

P-value = 0.000 was unchanged and GFI = 0.923 was decrease a few. Although both of them were lower the criterion, CMIN/DF = 1.582, CFI = 0.981 and RMSEA = 0.038 were qualified. Meanwhile, P-value was only 0.000, it could be described that it is heavily influenced by sample size (Bentler, 1990). With the same reason, GFI value was 0.923, this fit index can be overly influenced by sample size as well (Fan *et al.*, 1999). This research used a high number of sample size (n= 400). Hence, P-value and GFI value were not being focused on this research.

Therefore, it can be concluded that this final model was qualified and accepted. Table 4 revealed details of goodness-of-fit statistics comparing among the hypothesized model and the respecified models.

Table 4: Goodness-of-fit statistics for each model tested for the second-order confirmatory factor analysis (CFA) of customer satisfaction toward marketing factor of Lobo condiment products effecting to word of mouth

Goodness of fit statistic	**CMIN**	**P-value**	**CMIN/DF**	**GFI**	**CFI**	**RMSEA**
Criteria of standard for goodness of fit statistic	-	> 0.05	< 2	> 0.95	> 0.95	≤0.05
Goodness of fit statistic /Model Step	CMIN	P-value	CMIN/DF	GFI	CFI	RMSEA
1.Hypothesized Model (Model 1)	497.752	0.000	1.710	0.912	0.976	0.042
2. Add 5 paths between error terms(Model 2)	461.291	0.000	1.613	0.919	0.980	0.039
3. Safety4 Removed (Model3)	417.690	0.000	1.582	0.923	0.981	0.038

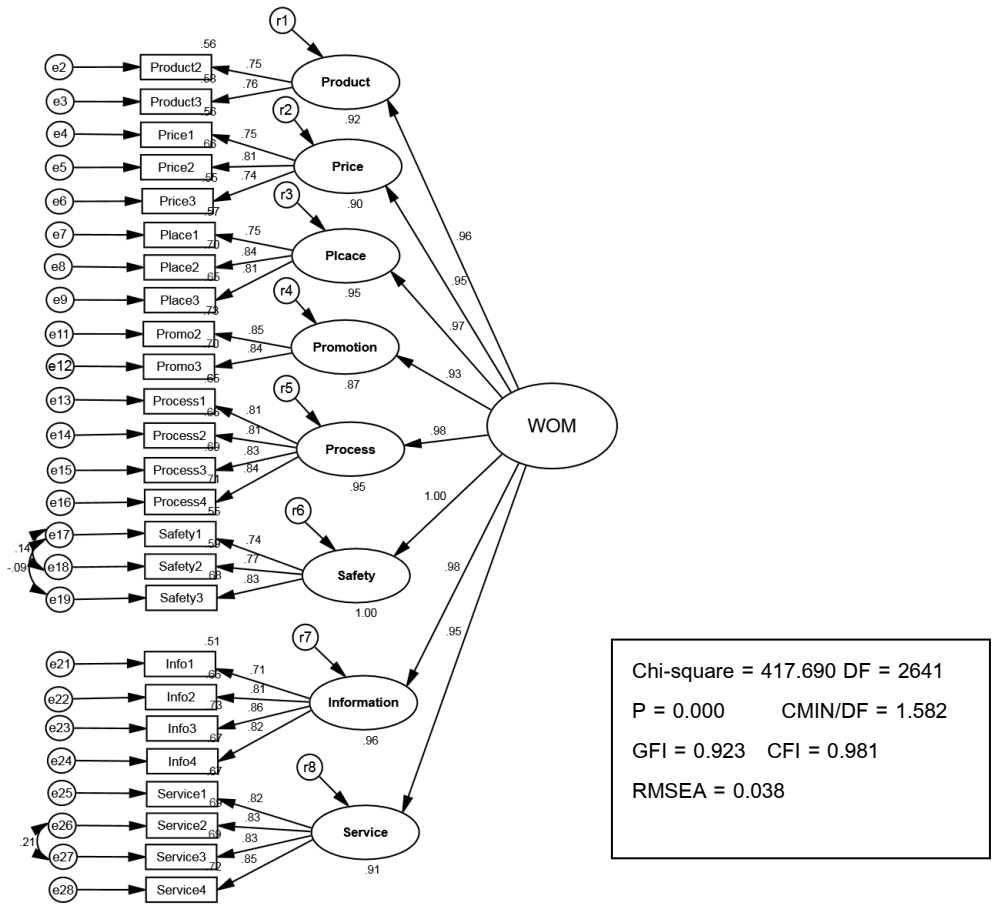

Figure 4: Output path diagram for the final second-order CFA model of customer satisfaction toward marketing factors of Lobo condiment product affecting word of mouth

Discussion

From figure 4 the final output of second-order CFA model of customer satisfaction toward marketing factors of Lobo condiment product affecting word of mouth, it can be found the magnitudes of factor loadings ranged from 0.93-1.00. Safety was the most important marketing factors affecting word of mouth. Safety's factor loading was 1.00. Meanwhile, Process's factor loading equaled to Information's factor loading which was 0.98. The third important marketing factor was Place. Place's factor loading revealed 0.97. The lowest important marketing factor which can be found in this research was Promotion. Promotion's factor loading was only 0.93.

Considering in each latent variable it can be found that Safety was the most important marketing factor effecting to word of mouth. Comparing to other observed variables of Safety; Safety3 "Protecting customer's personal data" had the highest factor loading (0.83). This result can be explained that customer concerned to their personal data and gave precedence to this matter. Belew and Elad (2017) mentioned that online business should consistently handle customer's private information with the utmost care. Specifically customers want to know online business collect and store sensitive data including credit card numbers, social security numbers, birthdates and even phone numbers. From research result, the customer satisfied personal data protection system of Lobo condiment products online merchant; therefore, they passed the word to the others.

Process was the second important marketing factor affecting word of mouth, and customer gave the first priority and satisfaction to Process 4 "Confirmed Payment & delivery status notification". Process4's factor loading was 0.84. Some customers might want to receive and text messaging about essential information e.g. payment confirmation or shipment status while they are shopping online. Online business need to provide customers with direct access to the status of their orders, particularly after those orders ship (Belew and Elad, 2017). Furthermore, when most people shop at a store online they look for signs that the business is legitimate, hence, payment confirmation can reduce customer's anxiety and assure that the online store do not make a phishing.

Information's factor loading was equivalence to Process; this meant customer agreed that Information and Process were equal important factor. The highest factor loading (0.86) was Info3 "Providing link of product line information". Online store need to make all the details of a product available to customer for their purchasing consideration. However, too much information can overwhelm customers and distract them from purchasing. Showing a brief

description of the product along with a photo and then giving customers the option to click a link for more details of product (Belew and Elad, 2017) is a suitable way to explain product details and avoid overwhelm information.

With factor loading 0.97, Place was the next marketing factor influencing to word of mouth. The highest factor loading (0.84) involving to Place was Place2 “Available to order 24 hours” this result indicated that customer preferred distribution channel which can be available to order 24 hours. According to time poverty is a problem for today’s consumers, so they want to receive appropriate benefits for the time they spend online. Shopping online helps consumers manage their scarce time, they can shop anytime they want. 24/7 is a big advantage for anyone without enough time (Strauss and Frost 2016). Furthermore, not only anytime, customer can shop online anywhere they want. Line OA can fulfill customer need in this point and provide convenient time to customer. Therefore, “available to order 24 hours” became the most satisfaction and influence to word of mouth of Place factor.

With factor loading 0.96, Product was the fourth important marketing factor influencing to word of mouth. Product3 “Completed product detail” was the most preferable and influenced to word of mouth with factor loading 0.76. People can’t physically pick up and examine the product the way they do in a brick-and-mortar store. When prospect visit product page they are showing interest and thinking about purchasing the product. So, the more complex or expensive a product is, the more detail is required. Kundu and Rajan (2017) said that WOM have been found to impact several factors like consumer choice, service switching, purchase decision and perception about the product/services. Furthermore, Shi *et al.* (2016) found that the perceived quality was found to have a strong influence on satisfaction. Product type as a moderating variable significantly impacted the perceived quality and satisfaction.

Lobo’s LINE OA provides completed product detail with images and link of product line information, so, completed product detail is the most customers’ preference.

Price and Service had similar factor loading (0.95). Price2 “Explicit identification price” had the highest factor loading (0.81) comparing to other observed variables. Today’s buyer must be quite sophisticated to understand even the simple dollar cost of a product sold online. The seller’s price may or may not include shipping, tax, and other seemingly hidden elements. Hidden means costs often are not revealed online until the last screen of a shopping experience (Strauss and Frost 2016). Customer need to know how much exactly cost that they must pay when ordering a product they want. In the research of Sweeney *et al.* (2008) sample said that “I felt encouraged and confident–the firm appeared to provide what I wanted at the

right price and level of service." Thus, "explicit identification price" was the first priority on customer's mind comparing to other observed variables.

Meanwhile, Service4 "Polite response and building trust to customer" was the highest factor loading (0.85). Roy *et al.* (2014) found that the system quality and service quality found to have significant indirect effect on WOM. One of components of the SERVQUAL model, model of service quality, is assurance. Assurance means knowledge and courtesy of employees and their ability to covey trust and confidence to customer (Buttle and Maklan, 2015). Assurance reaches to customer need in that many of customers have inquiries about product, cost, ordering process, payment option even shipping status etc., so, answering with courtesy words can enhance positive customer experience and support customer's purchasing. Moreover, customers may wonder that they fall victim to a phishing or pharming of illegitimate online merchant or not, hence, salesperson who can built trust to customer will activate decision to buy.

The lowest marketing factor influencing to word of mouth was Promotion which factor loading merely 0.93. Customer felt that Promo2 "Free premium" affecting word of mouth more than the other factor. Factor loading was 0.85. This result is compatible to an idea of Belew and Elad (2017). Offering something to sweeten the deal, e.g. a discount, a free additional item, or an extra service can arouse decision making to buy. However, for this research result, the samples placed value on providing free premium more than discount programs and extra service (free delivery).

However, the most influence factors for customer's word of mouth were Safety, Information, Process and Place respectively; on the contrary, the results of factors which created customer satisfaction were not the same. From the figure 4, the three highest factors which caused customer satisfaction were Information3 "Providing link of product line information (0.86)", Promotion2 "Free premium (0.85)" and Service4 "Polite respond and building trust to customer (0.85)" respectively.

It can be noticed that information was the second influence factor for customer's word of mouth comparing to Safety which was the highest influence in this matter. However, information3 "Providing link of product line information (0.86)" showed the highest factor loading value. Furthermore, Service was not the top three influence factors effecting to word of mouth, the results showed that customer preferred Service4 "Polite respond and building trust to customer (0.85)" with the second highest factor loading value. Remarkably, Promotion was the lowest influence to customer's word of mouth, but customer also satisfied Promotion2 "Free premium (0.85)" with the second highest factor loading value.

From these results, it can be seen that even though customer satisfied the marketing

factors of Lobo condiment product in that providing link of product line information, Polite respond and building trust to customer and free premium, the first matter which they will pass to the others was safety. This indicates that customer concerned and gave the first significance to safety matter while purchasing Lobo condiment product.

Conclusion and Suggestions

From research result, the first order CFA model of customer satisfaction toward marketing factors of Lobo condiment product was adjusted three times until the latest model (Model 4) fit the sample data well and the model was used to analyze the second-order CFA. The output hypothesized model (Model 1) of the second-order CFA was consistent the research hypothesis in that the hypothesized structure of customer satisfaction toward marketing factors, product, price, place, promotion, process, safety, information and service of Lobo condiment products affecting word of mouth does not fit the data well enough.

After the model was adjusted two times, the respecified model was fit the data well. Hence, customer satisfaction toward marketing factors, product, price, place, promotion, process, safety, information and service of Lobo condiment products affecting word of mouth.

The marketing factor of Lobo condiment product which the most affect to word of mouth was Safety “Protecting customer’s personal data” and it could be supported customer to share the detail of product and product’s sell side social e-commerce (Lobo’s LINE OA) channel to the others. This can be described that Lobo’s LINE OA has a reliable safety system for customer’s personal data protection. Furthermore, the next factor was Process “Confirmed payment & delivery status notification”. Lobo’s LINE OA has a process to confirm payment and regularly inform delivery status to ensure customer that they will get the product after ordering speedily.

The later factor was Information “Providing link of product line information”. Customer could click the link and land on official Lobo condiment product website to see more information of the product which they were interested in. Meanwhile, Place factor which was “Available to order 24 hours” also affected to word of mouth because an advantage of social e-commerce Lobo’s LINE OA. This channel has facilitated customer to order product round the clock. In addition, auto chat system can give primary information to respond customer order or customer inquiries. Hence, Lobo condiment product should maintain good Safety, Process, Information and Place system because these encourage customer word of mouth, lead to new customer and increase sale volume.

However, customer placed satisfaction to Promotion2, “Free premium” with the second factor loading value; they had an idea to recommend this to the others in the lowest priority. Although, it had a slight influence to the others, Lobo condiment product, should maintain this promotion because it made a high satisfaction to customer and should create a new promotion program to arouse customer decision making.

Furthermore, Lobo condiment product should concentrate and improve appropriate text introduction, appropriate delivery price and standard and punctual delivery because customer slightly satisfied in these factors.

While models were readjusted, product1 “Product variety”, promo1 “Providing regular discount programs”, and safety4 “Product warranty” were removed. It can be described that customer did not pay attention to these variables. According to Lobo condiment product has many product lines and in each line has a lot of product items. Product variety may cause customer confusion. So, some product items are unmarketable should be considered to sell or not and if it is possible, the number of product item should be reduced.

Although, discount program is a popular strategy to activate buying, it may not essential enough to influence customer purchasing comparing to the others promotion programs e.g. free delivery and free premium. Therefore, promotion strategy should be reconsidered as well.

However, Product warranty also was overlooked by customer, product warranty should be remained in case of losing and damage product among freight.

In the end, Lobo condiment product should apply this pattern of research to collect data to customer who buying the product in the other e-commerce channel e.g. Lobo’s website, intermediaries e-commerce channel (Shopee, LAZADA, JD CENTRAL, WeMall) and apply research results for Lobo condiment product marketing strategy development.

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