

# The Role of Social Media Marketing Activities to Improve E-Wom and Visit Intention to Indonesia Tourism Destinations through Brand Equity (Study in Instagram @Pesonaid\_Travel)

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# Abstract

The development of technology that continues to grow, one of which is easy internet access enables people to access information from various sources, including social media. Nowadays, social media is not only used privately, but also companies and even government. One of them, the tourism sector in government. The role of social media, especially Instagram, is recognized as the most appropriate promotional media for travelers in Indonesia. Activities held on social media will spur the occurrence of e-wom and visit intention to Indonesian tourist destinations for domestic tourists. E-wom can be positive and negative e-wom. Therefore, the Indonesian Ministry of Tourism uses @Pesonaid\_travel to promote Indonesian tourism and also the Pesona Indonesia's brand used in @Pesonaid\_travel.

The purpose of this study is to determine the role of social media marketing activities to increase e-wom and visit intention through brand equity. This research is a quantitative study, with the type of research used is causality. The population in this study was followers @Pesonaid\_travel, total 276.000, which tested on 400 respondents, using a questionnaire. The data analysis method used is SEM which is processed with the SmartPLS 3 application. The results of this study indicate that every variable that exists gives a positive and significant effect on other variables

## Abstrak

Perkembangan teknologi yang terus berkembang, akses internet yang mudah memampukan masyarakat mengakses informasi dari berbagai sumber, termasuk juga media sosial. Saat ini, media sosial tidak hanya digunakan secara pribadi, namun juga perusahaan bahkan pemerintahan. Salah satunya, sektor pariwisata di pemerintahan. Peran media sosial, khususnya Instagram, diakui sebagai media promosi yang paling tepat untuk para traveler di Indonesia. Kegiatan yang diadakan di media sosial akan memacu terjadinya e-wom bahkan juga menimbulkan minat berkunjung ke destinasi wisata Indonesia untuk para wisatawan domestik. E-wom dapat berupa e-wom positif dan negatif. Oleh karena itu, Kementerian Pariwisata Indonesia menggunakan @Pesonaid\_travel untuk mempromosikan pariwisata Indonesia dan juga brand Pesona Indonesia yang digunakan dalam @Pesonaid\_travel.

Tujuan dari penelitian ini adalah mengetahui peran dari social media marketing activities untuk meningkatkan e-wom dan minat berkunjung melalui brand equity. Penelitian ini merupakan penelitian kuantitatif, dengan jenis penelitian yang digunakan adalah kausalitas. Populasi dalam penelitian ini adalah followers akun @Pesonaid\_travel, berjumlah 276.000, yang diujikan pada 400 responden, dengan menggunakan kuesioner. Metode analisis data yang digunakan adalah SEM yang diolah dengan aplikasi SmartPLS 3. Hasil dari penelitian ini menunjukkan bahwa setiap variabel yang ada memberikan pengaruh yang positif dan signifikan terhadap variable lainnya

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# INTRODUCTION

Technological developments that continue to increase, enabling 64.8% of the population in Indonesia currently can access the internet (APJII, 2018). The top three ranking, services that are often used by Indonesian people are social media, search engines and viewing images or photos (APJII, 2018). This indicate that Indonesian people use more internet access to access social media. Apart from being used for private, social media is also used by companies and governments to help companies or governments to obtain their goals. Likewise with the Indonesian government, in the tourism sector which is the leading sector of all existing sectors, utilizing social media as a promotional media that promotes Indonesian tourism both abroad and domestically. A study stated that social media is often used by Indonesian travelers, namely Instagram, then continued by Facebook (Hutapea, 2019). Instagram has an attractive layout and image display, higher privatization and can be used to store memories. Therefore, the Indonesian Ministry of Tourism has two Instagram accounts, @Pesonaid\_travel which is focused on attract domestic tourists, while @Indtravel which is focused on attract foreign tourists.

On Instagram, there are e-Woms (Electronic Word of Mouth) where tourists can give likes, comments and suggestions and criticism after consuming the service. Likewise for the services provided by the Ministry of Tourism on Instagram. According to Park in Seo and Park (2018), in a franchise company, brand equity can increase positive WOM. Positive comments will produce positive e-Wom, which can encourage and help prospective tourists to determine the right destination in accordance with the conditions of prospective tourists and vice versa. However, on observations made by researcher, on the account @Pesonaid\_travel has more negative comments than @Indtravel. In fact, Indonesian Tourism Ministry targeted in 2019, there will be 20 million foreign tourists and 28 million domestic tourists, the number of domestic tourists more than foreign tourists. An impetus that arises in the consumer to visit a place or region of interest to the consumer is called visit intention (Suwarduki, 2016). However, according to Arief Yahya, Indonesian Minister of Tourism 2014-2019, said that there was a decline in the number of domestic tourists by 30% in 2019. Customer interest is often influenced by brand equity, which encourages customers to decide to make a purchase on the product or service offered (Irzandy, Suharyono, & Arifin, 2017).

In this research, discuss related to tourism marketing. Marketing is the process of identifying and bringing together human and social needs (Kotler & Keller, 2016). The task of marketing, not only finding customers for products offered by the company, but also finding and creating products for customers. Meanwhile, marketing management is the art and science of choosing target markets and obtaining, guarding, and developing customers through the process of creating, delivering and communicating superior value for customers (Kotler and Keller, 2016). According to Hasan (2015), there is the uniqueness of tourism marketing, which is how the marketer's abilities to find, identify, respond and anticipate consumers by combining promotion, price, access and branding messages by presenting the uniqueness and completeness of destination attributes to encourage buying behavior of consumers. Meanwhile, according to Hasan (2015), online tourism marketing is the inclusion of technology in tourism marketing in an effort to sell tourism products or services and build relationships with tourists through the internet. The strategic role that online tourism marketing has in shaping the value chain of the tourism industry, tourists are slowly adapting to new values, lifestyles and new tourism products.

According to Seo and Park (2018:7), social media marketing activities are marketing activities on social media based online that make it easy to interact, work together and share content. The important role, that social media has in marketing activities that occur in a company, which is related to customer relationships and provides opportunities for companies to convey value and get customers. Engagement and social sharing ability are the biggest advantages of social media. Social media is appropriate for creating customer and community engagement to engage customers with brands and with customers with each other (Kottler et al., 2017). According to Yadav and Rahman (2017), social media marketing is a tool to connect and interact with existing customers and customers to be targeted by the company and to build customer relationships. Social media marketing activities can increase consumer interest and reliability leading to customer satisfaction (Todua, 2017). There are five components in social media marketing activities according to Seo and Park (2018), namely entertainment, interaction, trendliness, customization and perceived risk.

The added value given to products and services is called brand equity. This is reflected in the way customers think, feel, and act with respect to the brand, as well as the price, market share, and profitability that the brand commands to the company (Kotler et al., 2017). According to Seo and Park (2018), brand equity is a unique value that a brand has by combining brand properties that differentiate it from other brands. There are two components in brand equity, namely brand awareness and brand image. Brand awareness is how consumers remember and recognize a brand. Meanwhile, brand image is how consumers perceive a brand.

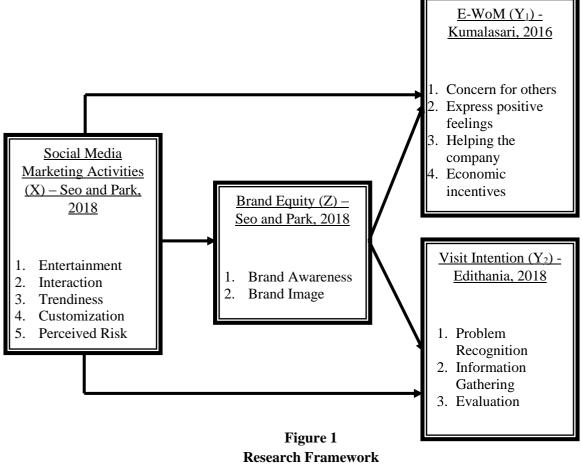
From previous research, e-Wom is a marketing tool that is influential today, because before buying a product or service, consumers look for information posted by previous users to review information and answer the concerns of potential customers (Seo and Park, 2018). Consumers find the contents of the message pleasant if the message on E-Wom is an honest message, which does not cause harm, this is what supports consumers to tell others (Aqmarina, 2017). According to Kumalasari, et al, (2018:67), there are four components of e-Wom, namely concern for others, express positive feelings, helping the company and economic incentives.

According to Edithania (2018), visit intention is a tendency that someone has to visit a destination in a certain period in the future. Tourism visit intention is assumed to be the same as the theory of buying interest in a product. Visit intention is an impetus that arises in consumers to visit places or regions that are of interest to these consumers (Suwarduki, 2016). There are three components in interest in visiting, namely problem recognition, information gathering, and evaluation.

Based on the background and previous studies above, the formulation of the problem is formed below: 1) How is the effect of social media marketing activities on brand equity of @Pesonaid\_travel's Instagram account?

- 2) How is the effect of brand equity on e-Wom of @Pesonaid travel's Instagram account?
- 3) How is the effect of brand equity of @Pesonaid\_travel's Instagram account on visit intention to Indonesian tourist destination?
- 4) How is the effect of social media marketing activities on e-Wom of @Pesonaid travel's Instagram account?
- 5) How is the effect of social media marketing activities of @Pesonaid\_travel's Instagram account on visit intention to Indonesian tourist destination?
- 6) How is the effect of social media marketing activities of @Pesonaid\_travel's Instagram account on e-Wom through brand equity?
- 7) How is the effect of social media marketing activities of @Pesonaid\_travel's Instagram account on visit intention to Indonesian tourist destination through brand equity?

Research framework of this study shown in this image below. Social media marketing activities variable as an exogenous variable and e-wom and visit intention as an endogenous variable, while the intervening variable used is brand equity. This study uses the method of structural equation modeling-partial least square (SEM-PLS).



Source: Researcher Data, 2020

This research will discuss a lot about tourism in Indonesia, how the effect of social media marketing activities on e-Wom and the visit intention of consumers to Indonesian tourist destinations, both directly and indirectly, through brand equity. In previous studies, focused on discussing the effect of social media marketing to the customer response (Sano, 2015). However, in this study, we will also see the impact of brand equity as an intervening variable. In addition, this research will discuss the tourism sector, which is few discussed by previous research.

## METHODOLOGY

The research method used in this study is quantitative method, with the type of research used is causality. According to Sugiyono (2017:37), a causal relationship is a relationship that is cause and effect, in a causal relationship there are independent variables as variables that influence and the dependent variable as variables that are affected. The type of investigation used in this study uses correlational research. According to the time of the study included in the cross sectional where in this study, all variables were measured and observed at the same time (one point in time) so as to facilitate researchers in the study.

The independent variable in this study is social media marketing activities (X), the dependent variable is e-Wom  $(Y_1)$  and visiting interest  $(Y_2)$ , and the intervening variable used is brand equity (Z). The scale method used in the study is the Likert scale. Likert scale is used to develop instruments used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena that have been specifically determined by researchers, hereinafter referred to as research variables (Sugiyono, 2017: 93). Likert scale is used with five assessment items.

The population used in this study were followers of the Instagram account @ Pesonaid\_travel, which totaled 276,000 (as of November 2019). By using the Slovin formula to determine the research sample with an

error rate of 5%, a sample of 400 respondents was obtained. The sampling method used is probability sampling with a simple random sampling technique. Some data collection techniques used in this study, namely questionnaires, observation and literature study. Meanwhile, according to the source used primary data and secondary data.

# **RESULT AND DISCUSSION**

There are two evaluation models, outer model (measurement model) and inner model (structural model), because this research use Smart PLS application to analyse data. In outer model divided into two, convergent validity (validity indicators, construct reliability and Average Variance Extracted) and discriminant validity test. Meanwhile, inner model divided into three, R-square test,  $Q^2$  (predictive relevance) and significance of influence test.

# **Outer Model (Measurement Model)**

Table 1       Convergent Validity						
Variable	Model					
		score	Evaluation			
Social Media Marketing Activities	0.698		Valid			
(X)	0.098		v and			
Brand Equity (Z)	0.688	> 0.5	Valid			
$E$ -Wom ( $Y_1$ )	0.697		Valid			
Visit Intention (Y <sub>2</sub> )	0.731		Valid			

Source: Researcher Data, 2020

The results of the convergent validity test, showed that the AVE's score is greater than or equal to 0.5 (> 0.5), which means that the indicators used in this research are valid and meet the specified value standards.

Reliability Test							
Variable	Composite	Critical	Critical Cronbac		Model		
	Realibility	Score	h Alpha	1 Score	Evaluation		
Social Media Marketing	0.958		0.958		Realible		
Activities (X)							
Brand Equity (Z)	0.929	>0.7	0.925	>0.6	Realible		
E-Wom $(Y_1)$	0.948		0.948		Realible		
Visit Intention (Y <sub>2</sub> )	0.942		0.942		Reliable		

Table 2
D. P. L T.

Source: Researcher Data, 2020

The reliability value for each variable shows a high value of critical score, which exceeds 0.7 (> 0.7) for the composite reliability and more than 0.6 for Cronbach's alpha (>0.6). From Table 1 and Table 2, can be concluded that all variables in this research are valid and reliable.

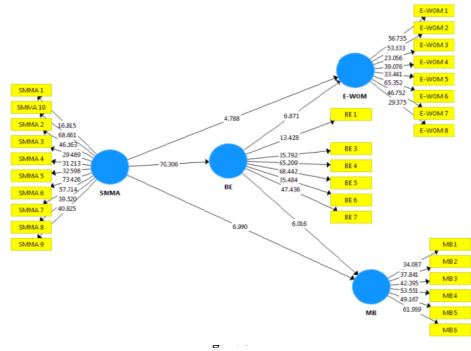
Indikator	Social Media	Brand	E-WoM	Minat	Indikator	Social Media	Brand	E-WoM	Minat
	Marketing	Equity		Berkunjung		Marketing	Equity		Berkunjung
	Activities					Activities			
SMMA 1	0,716	0,681	0,650	0,608	E-WOM 1	0,798	0,853	0,912	0,818
SMMA 2	0,860	0,773	0,790	0,765	E-WOM 2	0,788	0,758	0,853	0,763
SMMA 3	0,745	0,682	0,647	0,688	E-WOM 3	0,634	0,639	0,703	0,604
SMMA 4	0,765	0,698	0,667	0,706					· ·
SMMA 5	0,858	0,807	0,736	0,779	E-WOM 4	0,693	0,781	0,815	0,695
SMMA 6	0,938	0,836	0,840	0,863	E-WOM 5	0,720	0,740	0,806	0,675
SMMA 7	0,890	0,804	0,808	0,796	E-WOM 6	0,820	0,809	0,898	0,794
SMMA 8	0,829	0,709	0,793	0,743	E-WOM 7	0,792	0,781	0,868	0,793
SMMA 9	0,838	0,744	0,733	0,791	E-WOM 8	0,733	0,734	0,809	0,722
SMMA 10	0,887	0,785	0,805	0,811	MB 1	0,753	0,734	0,789	0,823
BE 1	0,558	0,644	0,643	0,540	MB 2	0,722	0,711	0,671	0,793
BE 3	0,749	0,833	0,775	0,740	MB 2 MB 3	0,765			
BE 4	0,827	0,898	0,809	0,805			0,781	0,710	0,853
BE 5	0,826	0,910	0,818	0,829	MB 4	0,827	0,803	0,832	0,903
BE 6	0,738	0,811	0,706	0,761	MB 5	0,781	0,776	0,761	0,861
BE 7	0,757	0,851	0,783	0,774	MB 6	0,803	0,814	0,754	0,893

# Figure 2 Discriminant Validity (Cross Loading)

Source: Researcher Data, 2020

By looking at the cross loading factor's score on each indicator, it must be higher than the other constructs, it can be said that each indicator is valid. However, the research iteration found BE 2 indicator, brand equity, has score not higher than other constructs, so that this indicator is removed. Then, the second test is performed again which results as shown in Figure 2.

# **Inner Model (Structural Model)**



**Bootstrapping Result** *Source:* Researcher Data, 2020

Inner model or structural model conducted to predict causality relationship between latent variables. Bootstrapping result will show path coefficient's score to find out whether the effect is significant or not. Figure 3 related to Table 4 for further explanation.

Table 3						
<b>R-square</b>						
Variable	<b>R-</b> Square					
Brand Equity (Z)	0.813					
E-Wom $(Y_1)$	0.865					
Visit Intention (Y <sub>2</sub> )	0.860					

Source: Researcher Data, 2020

R-square value is used to see how much the endogenous construct variance can be explained by the exogenous construct in the model. The results show that the value of R-square brand equity, e-Wom and visit intention have values above 0.7, which are categorized as strong model criteria (Sarwono & Narimawati, 2015). It can be said that brand equity can be explained by social media marketing activities of 81.3% and e-Wom can be explained by social media marketing activities variable and brand equity of 86.5%. Meanwhile, visit intention variable can be explained by social media marketing activities variable and brand equity of 86% and the rest is the ability of other independent variables, not included in this research, which affect dependent variables.

$$Q^{2} = 1 - (1 - R_{1}^{2}) - (1 - R_{2}^{2}) - (1 - R_{3}^{2})$$
  

$$Q^{2} = 1 - (1 - 0.813^{2}) - (1 - 0.865^{2}) - (1 - 0.860^{2})$$
  

$$Q^{2} = 0.149$$

The  $Q^2$  value is used to assess the relevance of a set of exogenous latent variables to endogenous latent variables. If  $Q^2$  value is greater than zero, it means that the research model is relevant. From the result above, it can be said that the research model of this study is relevant.

Path Coefficient							
Variables	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (Stdev)	T-Statistic ((/O/Stdev/)	P Values		
Social Media Marketing	0.902	0.901	0.013	70.306	0.000		
Activities -> Brand Equity Brand Equity -> E-Wom	0.566	0.565	0.082	6.871	0.000		
<i>Brand Equity -&gt;</i> Visit Intention	0.443	0.441	0.074	6.016	0.000		
Social Media Marketing Activities -> E-Wom	0.387	0.388	0.081	4.788	0.000		
Social Media Marketing Activities ->Visit Intention	0.508	0.510	0.073	6.990	0.000		
Social Media Marketing Activities ->E-Wom through brand equity	0.510	0.509	0.076	6.749	0.000		
Social Media Marketing Activities ->Visit	0.400	0.397	0.065	6.108	0.000		

# Table 4

Variables	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (Stdev)	T-Statistic ((/O/Stdev/)	P Values
Intention through <i>brand</i> <i>equity</i>					

Source: Researcher Data, 2020

# Hypothesis 1: Effect of Social Media Marketing Activities on Brand Equity

The result of this study indicated that social media marketing activities have positive and significant effect on brand equity, with to value  $70.306 > t\alpha$  value 1.649 and *p-value* (0.000) < 0.05. This means H<sub>0</sub> denied and H<sub>1</sub> accepted, that the better marketing activities carried out on social media @Pesonaid\_travel's Instagram, it will increase the brand equity owned @Pesonaid\_travel. In accordance with research previously conducted by Seo and Park (2018), "A Study on The Effects of Social Media Marketing Activities on Brand Equity and Customer Response in The Airline Industry," which stated that social media marketing activities have a positive and significant effect on brand equity. This showed that social media has a greater impact on the way consumers behave or think about brands through active consumer participation, rather than one-sided communication led by companies (Seo and Park, 2018).

# Hypothesis 2: Effect of Brand Equity on E-Wom

The results of this study indicated that brand equity has positive and significant effect on e-Wom, with to-value  $6.871 > t\alpha$  value 1.649 and p-value (0.000) < 0.05. This means H<sub>0</sub> denied and H<sub>1</sub> accepted, that the better brand equity owned by @Pesonaid\_travel, the better e-Wom will be. This is in accordance with research Seo and Park (2018), "A Study on The Effects of Social Media Marketing Activities on Brand Equity and Customer Response in The Airline Industry," which states that brand equity has a positive and significant effect on e-Wom, which includes in customer response. It also said, in a research of franchise company stated that brand equity increases positive Wom through brand behavior (Park, 2013).

# Hypothesis 3: Effect of Brand Equity on Visit Intention

The results of this study indicated that brand equity has positive and significant effect on visit intention, with to-value  $6.016 > t\alpha$  value 1.649 and p-value (0.000) < 0.05. This means H<sub>0</sub> denied and H<sub>1</sub> accepted, that the better the brand equity owned by @Pesonaid\_travel, the higher visit intention of tourists. In accordance with research previously conducted by Irzandy, et.al (2017), "Pengaruh Ekuitas Merek Terhadap Minat Beli Dan Dampaknya Pada Keputusan Pembelian (Survei pada Pengguna Kartu Perdana SimPATI Khusus Internet di GraPARI Telkomsel Cabang Kota Malang)," which stated that brand equity positive and significant effect on buying interest, which is similar to visit intention. The relationship approach can provide a deeper brand experience and encourage positive tourist advocacy and recommendations that significantly influence the effort to bring in new tourists (Hasan, 2015).

# Hypothesis 4: Effect of Social Media Marketing Activities on E-Wom

The results of this study indicated that social media marketing activities have positive and significant effect on e-Wom, with to-value  $4.788 > t\alpha$  value 1.649 and p-value (0.000) < 0.05. This means H<sub>0</sub> denied and H<sub>1</sub> accepted, that the better social media marketing activites conducted by @Pesonaid\_travel, will increase positive e-Wom. This is in accordance with Adrian (2019) "Peran Brand Awareness dan Brand Image dalam Memediasi Pengaruh Social Media Marketing Activity Terhadap E-Wom dan Komitmen Pelanggan Tokopedia," which stated that social media marketing activities have a positive and significant effect on e - Wom. Activities carried out on social media trigger e-Wom, where consumers produce and disseminate brand-related information to friends, environment and people around them (Godey, et al., 2016).

# Hypothesis 5: The Effect of Social Media Marketing Activities on Visit Intention

The results of this study indicated that social media marketing activities have positive and significant influence on visiting intention, with to-value  $6.990 > t\alpha \ 1.649$  and p-value (0.000) < 0.05. This means H<sub>0</sub> denied and H<sub>1</sub> accepted, that the better the social media marketing activites conducted by @Pesonaid\_travel, the higher the intention of followers to the Indonesian tourism destination. This is in accordance with research Godey et.al (2016), "Social Media Marketing Efforts of Luxury Brands: Influence On Brand Equity and Consumer Behavior," which stated that social media marketing activities have positive and significant effect on consumer behavior, which one of them in this research is visit intention. Market various products through social media get a good response from customers, especially to invite new tourists, influence purchasing decisions, attract existing tourists (repeat visits), and respond to feedback and criticism (Faria & Elliot, 2012). **Hypothesis 6:** The Effect of Social Media Marketing Activities on E-Wom through Brand Equity

The results of this study indicated that social media marketing activities have positive and significant effect on e-Wom through brand equity, with to-value of  $6.749 > t\alpha$  value 1.649 and *p-value* (0.000) < 0.05. This means H<sub>0</sub> denied and H<sub>1</sub> accepted, that the better social media marketing activites conducted by @Pesonaid\_travel and better brand equity owned by @Pesonaid\_travel, the better e-Wom will be. Seeing the direct effect that has been tested before (t<sub>0</sub> = 4.788), the indirect effect through brand equity is greater (t<sub>0</sub> = 6.749). This shows that brand equity has a role in increasing the influence of social media marketing activities on e-Wom @Pesonaid\_travel.

Hypothesis 7: The Effect of Social Media Marketing Activities on Visit Intention through Brand Equity

The results of this study indicated that social media marketing activities have positive and significant effect on visit intention through brand equity, with to-value  $6.108 > t\alpha$  value 1.649 and *p-value* (0.000) < 0.05. This means H<sub>0</sub> denied and H<sub>1</sub> accepted, that better social media marketing activites conducted by @Pesonaid\_travel and better brand equity owned by @Pesonaid\_travel, the better visit intention. Seeing the direct effect that has been tested before (to = 6.990), the indirect effect through brand equity is smaller (to = 6.108). This shows that brand equity do not have a big influence on visit intention of tourists to Indonesian tourist destinations.

#### CONCLUSIONS

Based on the result of this research on 400 respondents, there are seven conclusions to answer formulation problems of this research. First, social media marketing activities have positive and significant effect on brand equity. Second, brand equity has positive and significant effect on e-Wom. Third, brand equity has positive and significant effect on e-Wom. Third, brand equity has positive and significant effect on e-Wom. Fifth, social media marketing activities have positive and significant effect on visit intention. Fourth, social media marketing activities have positive and significant effect on visit intention. Sixth, social media marketing activities have positive and significant effect on e-Wom through intervening variable brand equity. Brand equity as an intervening variable increases the relationship between social media marketing activities and e-Wom. Seventh, social media marketing activities have positive and significant effect on visit intention through intervening variable brand equity. However, brand equity as an intervening variable brand equity. However, brand equity as an intervening variable brand equity. However, brand equity as an intervening variable brand equity.

The advantages of this research are first, confirm previous research and studies about the significant and positive effect of social media marketing activities on e-Wom through brand equity. Second, show that visit intention of tourist not affected by brand equity of company, but social media marketing activities conducted by company can affect it. This research also has limitations, only analyse and collect data from local tourist, foreign tourist not included. The limited variables analysed and explored in this research, for future research conducted in tourism industry, we suggest to explore and analyse other variables. This research conducted in tourism industry, the results of this research cannot be generalized to other industries, so it is recommended to explore other topics in different industries.

# **FUTURE RESEARCH DIRECTION**

Official account Instagram of Indonesia ministry of Tourism designed for domestic tourists, @Pesonaid\_travel, is suggested to maintain and improve marketing activities through social media, especially Instagram. Better social media marketing activities are conducted, will increase brand equity of Pesonaid\_travel. Well-designed social media marketing activities will lead to positive e-Wom and also has impact on increasing visit intention of domestic tourists to Indonesian tourist destinations.

For the future research, authors suggest to add other variables related to social media marketing activities and brand equity which can improve e-Wom and visit intention of tourists. Authors also suggest to explore and analyse different population, topics and industries, because the results obtained from this research cannot be generalized to all industries.

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