

Perceived Firm Attributes, Social Identification, and Intrinsic Motivation to Voice in Brand Virtual Communities: Differentiating Brand-General and Innovation-Specific Perceptions

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Abstract

The question about why some brand virtual communities (BVCs) successfully motivate customers to engage in value creation (e.g., voice) while others do not is still an important but understudied research issue. To fill this research gap, we propose a research model to shed light on the antecedents of intrinsic motivation to voice by focusing on the role of perceived firm attributes. Specifically, we argue that firm attributes can be classified into brand-general versus innovation-specific attributes which affect intrinsic motivation through two types of social identification namely brand identification and community identification respectively. The links between these two types of perceptions are examined too. A field study of 291 BVC users was conducted to test the research model. The results show that customer orientation and perceived openness positively affect customers' brand identification and community identification respectively, and customer orientation has a positive effect on perceived openness. Furthermore, the impact of brand identification on intrinsic motivation is found to be fully mediated by community identification.

1. Introduction

Brand virtual communities (BVCs) have become not only an important platform for firms to facilitate the interaction with and among customers and brands [1, 2], but also become a critical enabler of value co-creation [3]. Value co-creation refers to an interactive process through which at least two actors integrate resources into collaboration and co-create value for all actors [4]. Specifically, in firm-hosted brand communities, firm and consumers are two critical actors of value co-creation [5]. Through integrating consumers into BVCs and encouraging them to engage in new product development (NPD) process,

not only customers' needs and wants are better satisfied but also great benefits are achieved for firms [6-8]. By December 2018, the number of HUAWEI community users (<https://club.huawei.com/forum-152-1.html>) has exceeded 100 million. Many users express their voices in HUAWEI BVC, such as feedback about voice assistant and a new design for full screen.

Given that a brand community is a key instrument for connecting customers with a focal brand [9, 10], many researchers have recognized BVCs' value. A lot of previous studies have investigated customers' behaviors in BVCs [11]. However, little has focused on consumers' voice behavior, which refers to the voluntary and autonomous expression of their needs and ideas to promote the brand or product [12, 13]. As a key process of value co-creation, voice behavior offers necessary innovative sources for a firm to identify for NPD. As no external reward and control is available in BVCs, voice behavior is voluntary and majorly driven by intrinsic motivation [14, 15]. Specifically, intrinsic motivation refers to engaging in an activity for its inherent enjoyment or satisfaction rather than some separable outcomes [15]. Several recent studies also suggest that intrinsic motivation is a more important predictor of consumers' engagement in virtual communities [4, 16].

Although prior studies have identified a variety of antecedents of intrinsic motivation including brand attractiveness, brand value, community feedback and information sharing [17-20], they pay less attention to the role of firm attributes in triggering intrinsic motivation. However, regarding the firm interference in firm-hosted BVC activities [21], firm attributes, especially users' perceived firm attributes [6, 22], should play an important role in shaping intrinsic motivation to voice. To fill this research gap, this study attempts to unravel the underlying mechanism about the relationship between firm attributes and intrinsic motivation to voice. The research question can be interpreted as: *will firm attributes perceived*

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by community members affect their intrinsic motivation to voice in firm-hosted BVC?

Second, existing literature on BVC takes firm attributes as a general concept without distinguishing different types of firm attributes [19, 20]. Based on Spaeth, et al. [6], the proposed framework focuses on certain community-related attributes such as community-based credibility and openness but neglects the brand-related firm attributes. To fill this gap, this study tries to expand the scope of firm attributes by differentiating them into two categories namely brand-general attributes and innovation-specific attributes and explore their differential mechanisms. Therefore, another research question of this study is: *how brand-general and innovation-specific firm attributes influence community members' intrinsic motivation to voice?*

Finally, consistent with Spaeth, et al. [6], the present research argues that two types of firm attributes may affect voice motivation through different social identification or construction processes. In parallel with the typology of firm attributes according to the brand-general versus innovation-specific dichotomy, social identification can be classified into brand- and community-related identification too. Organizational behavioral literature suggests that different levels (e.g., group vs. organization) of identification are compatible and can be salient at the same time [23]. Given that a brand community is a subordinate group of a brand, we can infer that brand identification and community identification could coexist too. While many prior studies have solely investigated a specific identification (i.e., either brand or community identification) or taken social identification as a general concept [18, 24, 25], little has simultaneously investigated whether different levels of social identification exert their distinct influences on intrinsic motivation. Thus, the third research question is: *how brand identification and community identification play their roles between firm attributes and intrinsic motivation?*

To answer these three research questions, we propose a research model to shed light on the impacts of two types of firm attributes (e.g., customer orientation and perceived openness) on intrinsic motivation to voice through two social identification processes (e.g., brand identification and community identification).

2. Theoretical background

2.1. Brand virtual community

BVC is a virtual environment where geographically dispersed members with shared value, interest and norm can establish relationships with the focal brand or other community members [2, 9]. Both customers and companies will benefit from potential co-created values and long-lasting relationships in BVC [26]. A lot of prior studies have investigated customer behavior in BVC. Despite lurkers' browsing behavior [1], prior studies mainly focused on customers' observable participating behavior, such as purchase intention [27], knowledge contribution [28] and word of mouth [20]. However, little research has investigated customers' voice behavior. Voice behavior refers to the voluntary and autonomous expression of their needs, ideas and suggestions to promote the brand or product [12, 13]. Regarding voice behavior as an important approach for value co-creation, this study will focus on the antecedents that lead to customers' intrinsic motivation to engage in voice behavior.

Moreover, BVC could be categorized into firm-hosted BVC and customer-hosted BVC [29]. In the present research, we focus on firm-hosted BVCs which generally establish a close and long-term relationship with consumers and focus on a single brand [16, 29]. Nevertheless, some researchers argued that a lack of identification with the firm or a misguided perception about corporate community management (e.g., the feeling of limited freedom of expression) will lead to consumers' rejection of BVC [29]. According to cognitive evaluation theory (CET), social perceptions may facilitate or undermine intrinsic motivation [15]. With respect to firm conducts, several studies suggest that consumers' intrinsic motivation can be influenced by the perceptions related to firm attributes. For example, Franke, et al. [22] suggested that firm perceptions including distributive fairness and procedural fairness affect individual motivation to participate in firm innovation. However, how consumers' intrinsic motivations can be affected by firm attributes has rarely been studied in BVCs, although consumer empowerment strategies and user-driven philosophy have been widely applied in practice [30, 31]. Further, besides the community-based attributes studied by prior studies [6], we also identify another type of firm attributes namely brand-based attribute in this study and try to examine their different impacts.

Given that BVC is a kind of social construction [9], we propose that social identification theory provides us a nuanced perspective to deeply understand the relationships between firm attributes and intrinsic motivation to voice.

2.2. Social identification

Social identification captures the role of social identity through the social categorization process [32]. Individuals who hold common social identification belong to the same social category or group [33]. Specifically, self-categorization and social comparison are two main processes involved in the formation of social identification [34]. Through self-categorization, individuals recognize that they share same attributes with in-group members and construe themselves as a group member. It is a process of depersonalization to conform to a group's prototype [35]. The more people perceive mental overlaps between self and in-group prototype, the higher their social identification levels [36]. Social comparison indicates that people distinguish themselves as in-group members from other out-group members, emphasizing and maximizing intergroup differences and in-group similarities.

Further, the formation of social identification depends on contexts [37]. Muniz and O'Guinn [9] identified two relationships in a brand community according to the customer-customer-brand triad. McAlexander, et al. [10] expanded the categories of the relationships in the brand community by including consumers' relationships with the brand, the product, the company and other consumers. An empirical study showed that the customer-product relationship and the customer-brand relationship cannot be distinguished and suggested to eliminate the customer-product relationship from the overall framework [38]. As consumers regard themselves as group members of a specific brand rather than a company, and BVC is more closely related to a specific brand [39], we take brand identification as an important social identification besides community identification which has been widely discussed in prior studies.

Brand identification and community identification are regarded to be coexisting in this study. According to organizational behavior literature, there may be different levels of social identification and these social identifications are compatible in an organization and can be salient at the same time [23]. A dual identity model affirms that both higher and lower order identities, especially for nested identities can coexist [40]. In BVCs, Hsu, et al. [41] pointed out that brand communities can be regarded as brand subgroups. Thus, brand identification is at a superordinate level and community identification is at a lower order level, corresponding to the brand-general perception and the innovation-specific perception respectively. Thus, we consider brand identification and community identification as two

distinct but coexisting constructs which may further affect consumers' intrinsic motivations to voice.

Although prior studies have examined various consequences of social identification such as word of mouth, brand loyalty, and resilience to negative information [17, 18], little research has examined its role in shaping intrinsic motivation to voice in BVC, especially the differential effects of brand identification and community identification. Therefore, this study tries to investigate the role of social identification in the relationship between firm attributes and intrinsic motivation.

Based on CET, the intrinsic motivation would be enhanced when the basic psychological needs for competence, autonomy, and relatedness are fulfilled [15]. Accordingly, the impacts of social identification can be explained the three mechanisms as follows. First, psychological attachment, affective commitment and belongingness stemming from social identification can increase users' motivations to engage in group activities [1, 42], which has been supported in BVC [14, 20]. Second, since social identification is formulated through a comparison between in-group and out-group perceptions, the in-group membership can promote actions that support the group [43, 44]. Third, social identification could reduce the feeling of self-uncertainty towards an individual's social identity through the self-categorization process [35], and this sense of security or safety is important for the intrinsic motivation to voice [15].

3. Research model

The research model is developed as depicted in Figure 1, and hypotheses will be developed in the following sections.

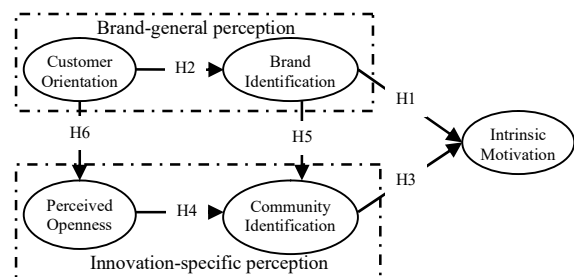


Figure 1. Research model

3.1. Brand-general perception and intrinsic motivation

Brand identification refers to the perception of oneness with a brand, taking the brand's success and failure as one's own [32]. For example, the more prestigious and distinctive the brand is, the higher level of brand identification is, which leads to the enhancement of group self-esteem as a membership [45]. Fulfillment of members' needs for group self-esteem will lead to a higher affective commitment to the brand [1]. Empirical studies have also validated the positive influence of brand identification on brand commitment [17].

Social identification could also reduce the feeling of self-uncertainty towards an individual's social identity through the process of self-categorization [35]. It satisfies individuals' needs for security and relatedness, which is important for the intrinsic motivation to voice [15]. Thus, with greater brand identification, individuals are more intrinsically motivated to support the brand [1, 18]. Therefore, we hypothesize that:

H1: Brand identification is positively associated with intrinsic motivation.

In marketing research, customer orientation has been broadly accepted as a common belief that customers' interests should be placed in a primary position [46, 47]. Customer orientation is viewed as either an organizational culture or strategic orientation for a firm [48]. The degree of customer orientation depends on consumers' perceptions as well. Thus, customer orientation refers to customers' perceptions with regard to how a company behaves towards customers' needs and ideas [31].

Empirical studies found that customer orientation has a positive effect on brand loyalty and brand association [47]. Such a stronger relationship between consumers and brand encourages brand identification [38]. Second, nowadays groups are generally complex, diverse or with fuzzy attributes [36], the same as BVCs. Perceptions related to a firm's customer orientation help validate the perception of the prototype of a brand, reducing the uncertainty and increasing brand identification. Finally, when the firm is perceived as customer orientated, customers' self-worth for being a member of a brand is enhanced through in-group versus out-group comparison. Therefore,

H2: Customer orientation is positively associated with brand identification.

3.2. Innovation-specific perception and intrinsic motivation

In addition to brand identification, community identification also facilitates intrinsic motivation of voice behavior. Customers construe themselves to be a member of BVC, and they embrace shared identities, shared values, norms and objectives [49]. Some empirical studies have found that community identification is positively associated with satisfaction and commitment to the community [20, 44], which drives community members' engagement in contributing [14, 50]. Furthermore, community identification could significantly reduce members' perceptions of normative pressure [49], and strengthen the sense of autonomy. Lastly, like brand identification, the sense of security and relatedness can be developed through community identification. Thus, we hypothesize that:

H3: Community identification is positively associated with intrinsic motivation.

Openness refers to the degree to which the firm incorporates customers' ideas generated from the brand community sufficiently [6]. When consumers realize that their ideas are listened and assimilated by the firm, the sense of self-efficacy as well as the value of being a member of the brand community will increase. Thus, we hypothesize that:

H4: Perceived openness is positively associated with community identification.

3.3. The relationship between brand-general perception and innovation-specific perception

Previous research has discussed the relationship between brand identification and community identification. Some proposed that community identification positively influence brand identification [51, 52], while the others suggested that brand identification leads to community identification [41, 49]. From these studies, we can infer that an interplay relationship may exist with some boundary conditions.

In BVC, a brand is the symbolism of a community, the premise and foundation for the establishment of brand virtual community. Accordingly, a brand community is regarded as a subgroup of a brand. Brand identification is a superordinate identity, and community identification is a lower order identity. According to organizational identification literature, a superordinate identity (i.e., brand identification) can help to shape low-order identity (i.e., community identification) [40].

Specifically, individuals with higher-order identification (i.e., brand identification) will possess more similar traits and images, and these traits and images will be helpful for the formation of shared values, norms, and interests in the brand community. Additionally, a harmonious relationship with a brand will prompt customers to interact with other group members with shared brand passion [49]. Therefore,

H5: Brand identification is positively associated with community identification.

A customer-oriented firm provides a free, friendly environment for customers to discuss their needs, product suggestions, feedbacks, ideas with a brand and other community members. When a customer-oriented firm empowers brand community members to voice and responds to their requests timely, customers will consider the firm to be more open. Conversely, companies which exclusively develop and decide the new product will be perceived as centralized [31], thus the perception of firm openness will be low. Therefore,

H6: Customer orientation is positively associated with perceived openness.

4. Methodology

4.1 Research settings and participants

Data were collected through a field study in mobile brand virtual community in China. In recent years, mobile phones are widely used everywhere and mobile BVCs are representative to be chosen for investigating this phenomenon. The URLs of the questionnaire was distributed to different brand mobile users. The respondents were judged to be eligible only when they had experience in giving suggestions or ideas in corresponding BVC. Finally, we received 291 valid survey responses. In our sample, male (56.4%) and female (42.6%) were relatively balanced. Most respondents were between 22 and 35 years (72.0%) of age and had a bachelor degree (77.0%). A majority of respondents had usage experience of a brand virtual community for a year or more (77.3%).

4.2 Measures

Almost all measurement items were adapted from prior studies with modifications to fit with the specific research context, as shown in Table 1. The questionnaire translation followed a committee

approach. All measures used the seven-point Likert scale, from 1=strongly disagree to 7=strongly agree.

Table 1. Measurements

Constructs	Items
Customer orientation [31]	<p>CO1 This firm has the customers' best interest in mind.</p> <p>CO2 This firm tries to figure out what customers' needs are.</p> <p>CO3 This firm tries to find out what kind of product would be most helpful to a customer.</p> <p>CO4 This firm tries to get customers to discuss their needs with them.</p> <p>CO5 Customers can count on this firm to take actions to address customers' needs.</p> <p>CO6 This firm tries to help customers to achieve their goals.</p>
Firm Openness [6]	<p>FO1 I understand how this firm makes decisions regarding the ideas on its brand community.</p> <p>FO2 Ideas' contributions are taken up by this firm.</p> <p>FO3 Ideas on the brand community are sufficiently taken into consideration when this firm makes decisions regarding to the according project.</p>
Brand Identification [32]	<p>BI1 When someone praises this firm, it feels like a personal compliment.</p> <p>BI2 I am very interested in what others think about this firm.</p> <p>BI3 I feel good when I see a positive report in the media about this firm.</p>
Community Identification [49]	<p>CI1 I see myself as a part of the brand community.</p> <p>CI2 I am very attached to the brand community.</p> <p>CI3 Other community's members on the brand community and I share the same objectives.</p> <p>CI4 The friendships I have with other community's members on the brand community mean a lot to me.</p> <p>CI5 If community's members on the brand community planned something, I'd think of it as something "we" would do rather than something "they" would do.</p>
Intrinsic Motivation [7]	<p>IM1 Contributing ideas on the brand community is very interesting.</p> <p>IM2 The process of contributing ideas on the brand community is very pleasant.</p> <p>IM3 Participation in idea contribution on the brand community let me feel a sense of personal achievement.</p> <p>IM4 The brand community gives me a chance to do things I am good at.</p>

5. Data analysis

The research model was tested using Partial least squares (PLS). PLS has been widely used in

information system (IS) as the analytic tool due to two main advantages. First, PLS can estimate the loadings (and weights) of indicators on constructs and the causal relationships among constructs in multi-stage models [53]. Second, PLS is more suitable for models with relatively small samples, which is the case in our study [54]. Following a two-stage analytical procedure, the measurement model and the structural model were evaluated.

5.1 Measurement model

All constructs were treated as reflective constructs. Therefore, the measurement model was assessed by checking the reliability, convergent validity and discriminant validity. Reliability was assessed using composite reliability (CR) and average variance extracted (AVE). As shown in Table 2, the values of CR were greater than the threshold value 0.7 and the values of AVE were greater than the threshold value 0.5 for all the constructs, exhibiting good construct reliability [55].

Convergent validity was examined by checking whether items loadings within the same construct were adequately high and discriminant validity was assessed by examining if the loadings on the intended constructs were higher than those on other constructs. As shown in Table 3, all item loadings were higher than 0.7, suggesting good convergent validity [56]. All item loadings on the expected constructs were higher than the loadings on other constructs, indicating good discriminant validity. In addition, the square root of AVE of each construct was greater than the correlations of the expected construct with all the other constructs, reconfirming the good discriminant validity of the constructs [55].

5.2 Structural model

The PLS results for the structural model were shown in Figure 2. It was found that BI had an insignificant impact on IM ($\beta=0.118$, $t=1.884$), so H1 was not supported. BI significantly affected CI ($\beta=0.395$, $t=5.409$), and CI significantly affected IM ($\beta=0.618$, $t=12.828$). The results also showed that CO had a significant positive effect on BI ($\beta=0.466$, $t=8.046$), and FO had a significant positive effect on CI ($\beta=0.369$, $t=5.780$). Thus, H2-H5 were supported. Next, CO significantly influenced FO ($\beta=0.615$, $t=14.016$), supporting H6. All factors of the proposed model explained 47.5% of the variance for intrinsic motivation.

Regarding the insignificant effect of BI on IM, the mediating effect of CI was further tested

according to the method proposed by Baron and Kenny [57]. As shown in Table 4, when the CI as mediator was added, the influence of BI became insignificant ($\beta=0.120$, $t=1.941$). Thus, the impact of BI on IM is fully mediated by CI.

Table 2. Reliability and correlations

	AVE	CR	BI	CI	CO	FO	IM
BI	.614	.827	.783				
CI	.565	.866	.544	.752			
CO	.542	.876	.466	.630	.736		
FO	.598	.817	.404	.529	.615	.774	
IM	.590	.852	.454	.682	.617	.479	.768

Notes: The boldfaced and inclined numbers in the diagonal row are square roots of the AVE. BI = Brand identification, CI = Community identification, CO = Customer orientation, FO = Perceived openness, IM = Intrinsic motivation.

Table 3. Cross-loadings

	BI	CI	CO	FO	IM
BI1	0.779	0.419	0.366	0.349	0.365
BI2	0.769	0.382	0.407	0.315	0.306
BI3	0.802	0.474	0.326	0.286	0.392
CI1	0.426	0.783	0.520	0.454	0.573
CI2	0.320	0.713	0.476	0.390	0.460
CI3	0.355	0.731	0.439	0.366	0.462
CI4	0.419	0.770	0.439	0.366	0.498
CI5	0.502	0.759	0.486	0.403	0.552
CO1	0.393	0.431	0.711	0.345	0.431
CO2	0.330	0.383	0.715	0.413	0.396
CO3	0.357	0.466	0.708	0.424	0.421
CO4	0.252	0.488	0.735	0.457	0.488
CO5	0.303	0.492	0.768	0.572	0.478
CO6	0.419	0.512	0.776	0.478	0.504
FO1	0.305	0.327	0.442	0.755	0.289
FO2	0.327	0.465	0.505	0.816	0.405
FO3	0.304	0.421	0.476	0.747	0.404
IM1	0.328	0.497	0.449	0.320	0.743
IM2	0.329	0.539	0.505	0.420	0.800
IM3	0.364	0.509	0.432	0.344	0.761
IM4	0.372	0.546	0.505	0.382	0.768

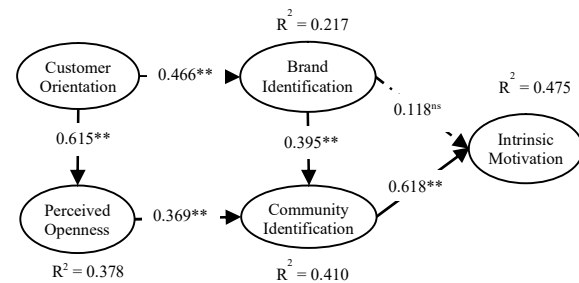


Figure 2. PLS results

Notes: ns $p>0.05$, * $p<0.05$, ** $p<0.01$

Table 4. Test of mediation effects

IV	M	DV	IV→	IV→	IV+M→DV		result
			DV	M	IV→ DV	M→ DV	
BI	CI	IM	.458**	.551**	.120 ^{ns}	.616**	Full

Notes: ^{ns}p>0.05, **p<0.01, IV=independent variable, M=mediator, DV=dependent variable.

6. Discussion

6.1 Key findings

Several interesting findings can be derived. First, community identification has a direct positive impact on intrinsic motivation, indicating that when customers perceive themselves as belonging to the community, they are more likely to give ideas. Further, brand identification was found to insignificantly affect intrinsic motivation, and a post-hoc analysis suggested that this effect was fully mediated by community identification. A plausible explanation for the mediating effect is provided as follows. The identity-matching principle points out that identification with a given level will most strongly affect those potential outcomes at the same level [40]. It is evident that intrinsic motivation to voice in community is an innovation-specific dependent variable. As mentioned above, therefore, the impact of brand-general identification (i.e., brand identification) on intrinsic motivation to voice is fully mediated by innovation-specific identification (i.e., community identification).

Second, customer orientation and perceived openness are two types of firm attributes, which respectively and positively affect brand identification and community identification. The results show how firm significantly influences customers' perception and motivation. Finally, customer orientation can strengthen perceived openness, indicating that when the firm pays more attention to customers' interest and needs, it will be more likely for this firm to be perceived as openness.

6.2 Theoretical implications

This study contributes to BVC literature in three ways. First, this study offers a theoretical understanding of customers' voice behaviors in BVC. Although voice behavior is a core process of value co-creation, it is different from co-creation. Consumers' voice behaviors occur when individuals possess the need for the expression about a brand or a product even there is no interaction with the brand and other consumers, while co-creation occurs only

in a joint environment where at least two parties interact [4]. As a critical source of innovation, voice behavior can be investigated in future research.

Second, our study contributes to the BVC-related literature by differentiating brand-general and innovation-specific perceptions. Previous studies rarely studied the role of firm attributes or just examined the firm attributes which are perceived as community-based attributes [6]. Given the positive effect of brand attractiveness on intrinsic motivation [18], brand-based firm attributes are worth to study. To our knowledge, this is the first study which simultaneously examines the impacts of brand-general attributes and innovation-specific attributes on intrinsic motivation to voice. The proposed hierarchical framework leads to an advanced theoretical understanding about the underlying mechanism of general versus specific perceptions, which could serve as a base for future studies.

Third, our study distinguishes two levels of social identification from a dual identification perspective. Little study has simultaneously investigated the effects of these two levels of identification on intrinsic motivation [6, 58]. In addition, previous research generally suggests that multiple identifications are positively correlated [40]. Further, our study identifies the full mediating role of community identification. Specifically, it suggests that superordinate identification is positively predict subgroup identification, and only through subgroup identification could superordinate identification exert its impact on intrinsic motivation. Thus, our research findings enrich the theoretical understanding about the interplay between multiple social identifications in the context of BVC.

6.3 Practical implications

The practical implications are also meaningful for managers. First, firm managers should realize that firm attributes greatly influence participants' intrinsic motivation. Specifically, customer orientation and firm openness are two main firm attributes which should be absorbed by firm managers. For example, a firm should establish an effective interactive response design embedded in BVC to let customer understand a firm's effort in being customer orientation.

Second, enhancing community identification should be the primary choice for managers because only through community identification could customers perceive a secure base to voice. While the role of brand identification is equally or more important because it's about the quality of the voice behavior and the word of mouth to be positive or negative. It is recommended that managers should

leverage community identification and brand identification. For example, managers could set an attractive brand-related topic for customers to discuss and build small groups through personalization.

6.4 Limitations and future research

There are several limitations which can be addressed through future research. First, due to the data were collected in China, whether the findings can be generalized to other countries still calls for future research. Second, the research only considered two main attributes perceived by customers. Future studies should take other firm attributes such as knowledge support and firm responsibility into account so as to provide a deeper understanding. Third, since this study was conducted in a specific brand community, scholars can further explore whether the findings still hold across different product types (e.g., high involvement products vs. low involvement products), brand types (e.g., luxury brand vs. general brand), and firm types (single-brand firm vs. multi-brand firm). Finally, this study only considered social identity, while the role of the other important self-concept namely self-identity was not investigated [32]. Self-identity refers to an individual's idiosyncratic characteristics, which distinguish himself or herself from other ingroup members [40], it is supposed to affect intrinsic motivation through triggering the feeling of competence [34]. However, because the key objective of this study was to examine the role of firm attributes which majorly affected intrinsic motivation through social identification processes. Future research can consider both social identity and self-identity and compare their differential impacts on intrinsic motivation.

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