

# Study on How Service Guarantee Impacts Customer Engagement Behavior under B2C Online Shopping

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**Abstract:** B2C e-commerce development momentum is growing rapidly. Enterprises no longer regard customers as pure consumers, but operational resources that can create value together, and customer engagement is a superior resource for enterprises. In the B2C mode, merchants have introduced a service guarantee system in an attempt to release a high-quality signal on products and services, to improve customer engagement. This paper constructs a conceptual model of service guarantees and customer engagement behavior, to explore the role of variables mechanism.

The following conclusions were drawn: 1. Unconditional, Meaningful Commitment, Easy to Understand and Easy to Quote have positive impacts on Participation Behavior and Recommendation; 2. Customer Satisfaction has positive impacts on Participation Behavior and Recommendation; 3. Customer Satisfaction has partial mediating effect on the relationship between Service Guarantees and Participation Behavior, Recommendation.

**Keywords:** B2C online shopping; Service Guarantee; Customer Engagement Behavior

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## I. Introduction

With the continuous advancement of the buying market, customers are no longer just consumers, but are being able to create value together with the company<sup>[1]</sup>. This change in relationship has transformed the corporate marketing strategy from a traditional marketing mix to relationship marketing<sup>[2]</sup>. Customer engagement is used to describe the intimate relationship between the company and the customer and is an important corporate strategy in future marketing<sup>[3]</sup>. Nowadays, consumer shopping is no longer limited by time and space. Although online shopping brings great convenience to consumers, there are many drawbacks, such as excessive publicity, after-sales service problems, etc, so that consumers lose confidence in online shopping. It is generally believed that mistrust and lack of merchant credit are the main reasons<sup>[4]</sup>. Many companies introduce a service guarantee system to increase their willingness to purchase, which has become a new focus of customer attention. However, during the review of related research at home and abroad, there is currently no empirical research on service guarantee and customer engagement, which is the main subject of this study. Therefore, this paper focuses on service quality and customer engagement behavior, and uses empirical research methods to explore their impact mechanism by consumer data in the B2C online shopping model. This study aims to answer the following questions:

- In the B2C online shopping environment, does the service guarantees have a significant impact on customer engagement behavior?
- Does customer satisfaction have mediating effect on the impact of service guarantee to customer engagement behavior?

## II. Literature Review

### 2.1 Service Guarantee

Service guarantee is a concept extended from product services<sup>[5]</sup>. In 1988, Hart first proposed the concept of service guarantee. They believe that a service guarantee is a statement issued by a company that tells consumers what kind of service it provides and promises that the company will remedy the consumer in some way when the service fails<sup>[6]</sup>. Zeithmal & Binter, Mc Colough & Grenaler argued that service guarantee is what the merchant promises to the customer and the quality of the specific service<sup>[7][8]</sup>. Service guarantees can be divided into different types according to different angles. According to the service object it can be divided into external guarantee and internal guarantee. According to the form of expression, it can be divided into explicit guarantee and invisible guarantee. According to the implementation conditions it can be divided into full guarantee and specific guarantee. Although there are many types of service guarantees, effective service

guarantees have consistent characteristics<sup>[9]</sup>. Hart pointed out the following characteristics: unconditional, easy to understand, remedial effectiveness, simple enabler and simple operation<sup>[6]</sup>. Zeithmal & Binter summarized several features: unconditional execution, meaningful commitment, easy to understand and easy to use<sup>[7]</sup>. Regarding the role of service guarantee, many scholars have done relevant research. Hart's research on hotels showed that service guarantees make travellers more willing to stay again and let the hotel continue to improve service levels<sup>[10]</sup>. Sowder's research shows that service guarantee can help companies improve service quality, inspire employees, improve corporate culture, and increase profits<sup>[11]</sup>. Ostrom & Iacobucci (2016) believes that customers see service guarantee as an external clue to measure the price of goods and the reputation of the company, thereby reducing the perceived risk of consumption<sup>[12]</sup>.

## **2.2 Customer Engagement Behavior**

Customer Engagement originated in the field of marketing practice in the West. *Criteria for Performance Excellence* in the US 2011-2012 edition defines Customer Engagement as the investment or commitment of the customer to the organization's brand and supply. Vivek defined customer engagement as the comprehensive level at which consumers buy corporate products, services, participate in their activities, and maintain contact<sup>[13]</sup>. Customer engagement behaviors are consumer behaviors that concern a company or a brand, transcending transactions, which may or may not be beneficial to the business<sup>[14]</sup>. Wang thought customer engagement is a process that involves attitude and behavioral attributes<sup>[15]</sup>. Although customer engagement has been used by marketing practices, its definition has not yet been unified in academia, so do its dimensions and operational definitions. Most are considered multidimensional concepts, including cognition, emotion, and behavior. Current research is more focused on customer performance. This study focuses on customer engagement behavior. Vivek divided customer engagement into two dimensions, including conscious engagement and social interaction. Bijmolt divides it into word-of-mouth recommendation, value creation and complaints<sup>[16]</sup>. Wagner & Majchrzak believed that customer engagement is a manifestation of certain customer behaviors, such as information exchange between customers, and participation in corporate activities. This paper summarizes the above research and summarizes the customer engagement behavior into two aspects, namely, participation behavior and recommendation.

## **III. Conceptual Model and Hypothesis**

### **3.1 Proposal of Conceptual Model**

According to the theory of signal transmission, information asymmetry is widespread in the trading market. This problem also exists in online shopping scenarios. In the B2C online shopping model, consumers can't see the physical products. The information obtained is limited to the information disclosed by the merchants. It is difficult for customers to actual products. This uncertainty brings perceived risks to consumers. Signal transmission theory believes two ways to solve this problem. One is that consumers actively identify information, and the other is that the enterprise transmits signals to consumers. The company's service guarantee is to release a signal to declare the high quality of its products to consumers to minimize information asymmetry and perceived risk. The theory of customer satisfaction tells us that consumers will generate an emotional response based on the quality perception of the product, which in turn affects customer loyalty. An empirical study by Sowder showed that service guarantee has a significant impact on customer satisfaction and service quality<sup>[17]</sup>. Wirtz & Chung's study also demonstrated the impact of service guarantee on customer behavior<sup>[18]</sup>. Customer engagement behavior includes deeper customer interaction and participation behaviors, such as word-of-mouth communication, recommendation, active participation in corporate activities, comment interaction, etc. These non-purchasing behaviors are also a valuable resource for enterprises and have high value<sup>[19]</sup>. Service guarantee is a kind of product quality signal obtained by consumers, which will directly affect the consumer's shopping experience. This shopping experience will also affect the customer engagement behavior. Therefore, this study believes that an effective service guarantee can reduce the perceived risk of customers, enhance customer trust, enhance the overall shopping experience, achieve satisfactory results, and promote customer engagement behavior, such as sharing recommendations with relatives and friends, consciously focusing on and participating in corporate activities brings many benefits to the long-term development of the company.

In summary, the following research model is proposed in Figure 3-1, with four dimensions of service guarantee (unconditional, meaningful commitment, easy to understand, easy to invoke) as independent variables, two dimensions of customer engagement behavior (participation behavior, recommendation) as a dependent variable, customer satisfaction as a mediator variable, explore the relationship between the three subject variables.

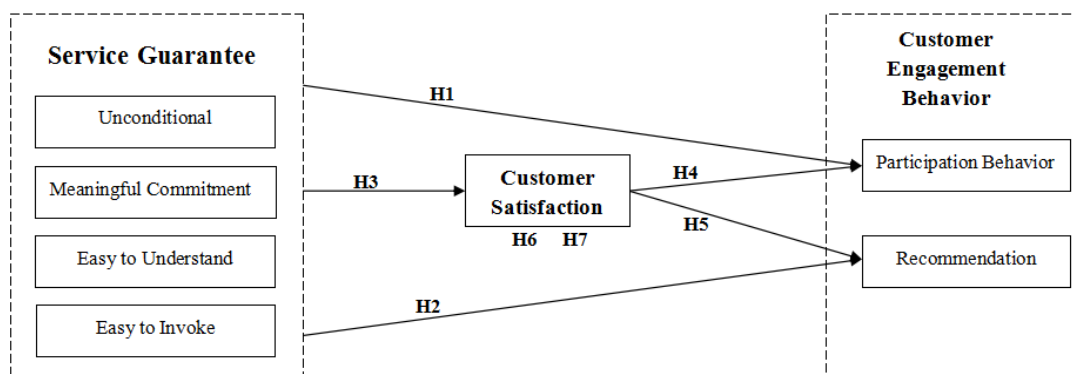


Figure 3-1 Conceptual Model

### 3.2 Hypothesis

#### 3.2.1 Relationship between Service Guarantee and Customer Engagement Behavior

Effective service guarantee can enhance consumers' online shopping confidence, bring a good consumer experience, and have a positive impact on consumer behavior. Some scholars have confirmed the impact of service guarantee on customer compliance behavior. Zhang and Wang have proved that different types of service guarantees have different effects on consumers' willingness to purchase, and the impact of multi-attribute service guarantees is the most significant<sup>[20]</sup>. The study by Shan confirmed that service guarantee has a positive impact on consumers' transaction-type and relationship-type behavioral intentions<sup>[21]</sup>. Therefore, this paper argues that service guarantee has a positive impact on customer engagement behavior and proposes the following assumptions:

- H1a: Unconditional has a significant positive impact on participation behavior;
- H1b: Meaningful commitment has a significant positive impact on participation behavior;
- H1c: Easy to understand has a significant positive impact on participation behavior;
- H1d: Easy to invoke has a significant positive impact on participation behavior;
- H2a: Unconditional has a significant positive impact on recommendation;
- H2b: Meaningful commitment has a significant positive impact on recommendation;
- H2c: Easy to understand has a significant positive impact on recommendation;
- H2d: Easy to invoke has a significant positive impact on recommendation;

#### 3.2.2 Relationship between Service Guarantee and Customer Satisfaction

Service guarantee can reduce perceived risk for consumers and build consumer confidence. After the customer encounters a service failure, the service guarantee remedy can make up for the loss for the consumer and offset the customer's dissatisfaction. He and Jin showed that service guarantee can reduce consumers' perceived risk, and let enterprises pay more attention to service quality improvement, improve customer satisfaction, and promote customer loyalty<sup>[22][23]</sup>. Therefore, this paper considers that service guarantee has a positive impact on customer satisfaction and proposes the following assumptions:

- H3a: Unconditional has a significant positive impact on customer satisfaction;
- H3b: Meaningful commitment has a significant positive impact on customer satisfaction;
- H3c: Easy to understand has a significant positive impact on customer satisfaction;
- H3d: Easy to invoke has a significant positive impact on customer satisfaction;

#### 3.2.3 Relationship between Customer Satisfaction and Customer Engagement Behavior

Cao's study confirms that customer satisfaction has a positive impact on consumers' positive recommendation<sup>[24]</sup>. Van Doorn constructed a model for the formation mechanism of customer engagement, pointing out that customer satisfaction is one of the factors in the formation of customer engagement behavior, but no relevant verification research<sup>[14]</sup>. Shao shows that customer satisfaction can promote customer engagement behavior<sup>[25]</sup>. Therefore, this paper believes that customer satisfaction has a positive impact on customer engagement behavior and proposes the following assumptions:

- H4: Customer satisfaction has a significant positive impact on participation behavior;
- H5: Customer satisfaction has a significant positive impact on recommendation;

#### 3.2.4 The Mediating Role of Customer Satisfaction

There are many researches based on the logical mechanism of "Quality-Satisfaction-Consumer Behavior". Many studies have proved the mediating role of customer satisfaction in the quality of service and

customer behavior. In the online shopping environment, the company's service guarantee can improve consumers' perceived quality of products and satisfaction with the business, thereby enhancing the overall image of the company and facilitating the customer engagement. Therefore, this paper argues that customer satisfaction has a mediating effect on the impact of service guarantee on customer engagement behavior, and proposes the following assumptions:

- H6a: Customer satisfaction mediates the impact of unconditional on participation behavior
- H6b: Customer satisfaction mediates the impact of meaningful commitment on participation behavior
- H6c: Customer satisfaction mediates the impact of easy to understand on participation behavior
- H6d: Customer satisfaction mediates the impact of easy to invoke on participation behavior
- H7a: Customer satisfaction mediates the impact of unconditional on recommendation
- H7b: Customer satisfaction mediates the impact of meaningful commitment on recommendation
- H7c: Customer satisfaction mediates the impact of easy to understand on recommendation
- H7d: Customer satisfaction mediates the impact of easy to invoke on recommendation

#### IV. Methods

##### 4.1 Samples and measures

This empirical study used questionnaire survey method. The questionnaire survey collected a total of 338 questionnaires, including 302 questionnaires and 36 offline. The questionnaires were sorted and purified, and after the 11 invalid questionnaires were filled out, there were 327 valid questionnaires left. The demographic information of the sample is shown in Table 1.

**Table 1.** Basic Characteristics of Sample

	Item	Frequency	Percentage
Gender	Male	152	46.48
	Female	175	53.52
Age	<=18	10	3.06
	19-30	198	60.55
	31-40	88	26.91
	>40	31	9.48
Education	Middle school	2	0.61
	High school or secondary school	12	3.67
	Post-secondary school	35	10.70
	Undergraduate	245	74.92
	Graduate	68	20.80

##### 4.2 Preliminary research

In order to ensure the quality of the questionnaire, pre-study is carried out in a small scope, and the reliability analysis and EFA are carried out on the data, and the items of the questionnaire are revised according to the analysis results. The Reliability analysis and EFA result is shown in the table 2&3. As can be seen from the data, the reliability of the item CR3 is very low and needs to be deleted.

**Table 2.** Reliability Test Result of Preliminary Research

Variable	$\alpha$	Item	CITC	Corrected Item-Total Correlation	Variable	$\alpha$	Item	CITC	Corrected Item-Total Correlation
Unconditional	0.831	NC1	0.722	0.737	Customer Satisfaction	0.803	CS1	0.665	0.713
		NC2	0.745	0.718			CS2	0.662	0.724
		NC3	0.623	0.850			CS3	0.629	0.755
Meaningful commitment	0.791	SC1	0.560	0.757	Participation Behavior	0.810	PB1	0.684	0.734
		SC2	0.559	0.756			PB2	0.594	0.778
		SC3	0.544	0.761			PB3	0.534	0.805
		SC4	0.613	0.739			PB4	0.705	0.723
		SC5	0.585	0.748			CR1	0.484	0.283
Easy to understand	0.821	EU1	0.696	0.733	Recommendation	original 0.518 After Corrected 0.710	CR2	0.424	0.332
		EU2	0.636	0.795			CR3	-0.015	0.710
		EU3	0.696	0.733			CR4	0.429	0.343
Easy to invoke	0.718	EG1	0.616	0.528					
		EG2	0.577	0.582					
		EG3	0.430	0.755					

**Table 3. EFA of Preliminary Research**

Variable		item	1	2	3	4	Variable		item	1		
Service Guarantee	Unconditional	NC1	0.161	0.816	0.250	0.129	Customer Satisfaction		CS1	0.858		
		NC2	0.287	0.767	0.201	0.275			CS2	0.855		
		NC3	0.180	0.779	0.160	0.123			CS3	0.833		
	Meaningful commitment	SC1	0.669	0.210	0.113	0.207	KMO		0.711			
		SC2	0.527	0.417	0.144	0.267	Variable		item	1	2	
		SC3	0.574	0.313	0.085	0.284	Customer Engagement Behavior	Participation Behavior		PB1	0.792	0.239
		SC4	0.683	0.163	0.341	0.113		PB2	0.770	0.125		
		SC5	0.820	0.046	0.162	0.025		PB3	0.691	0.153		
	Easy to understand	EU1	0.137	0.150	0.831	0.210		Recommendation		PB4	0.800	0.243
		EU2	0.290	0.269	0.739	0.044				CR1	0.210	0.816
		EU3	0.188	0.197	0.783	0.267	CR2			0.128	0.777	
	Easy to invoke	EG1	0.223	0.091	0.133	0.858	CR3	0.321	-	0.301		
		EG2	0.144	0.182	0.237	0.769	CR4	0.278	0.654			
		EG3	0.126	0.389	0.135	0.519	KMO		0.806			
	KMO		0.895				KMO		0.806			

**V. Data Analysis**

**5.1 Reliability and Validity**

Reliability analysis uses alpha to measure the internal reliability of the scale. It is generally believed that the larger the Cronbach’s  $\alpha$ , the higher the reliability. The reliability results of this study are shown in Table 4. Cronbach’s  $\alpha$  of all variables was greater than 0.6, indicating better reliability.

**Table 4 Result of Reliability Analysis**

Variable	$\alpha$	Item	CITC	Corrected Item-Total Correlation	Variable	$\alpha$	Item	CITC	Corrected Item-Total Correlation
Unconditional	0.803	NC1	0.684	0.699	Customer Satisfaction	0.771	CS1	0.624	0.669
		NC2	0.714	0.675			CS2	0.598	0.702
		NC3	0.577	0.830			CS3	0.596	0.701
Meaningful commitment	0.781	SC1	0.557	0.741	Participation Behavior	0.789	PB1	0.655	0.707
		SC2	0.538	0.746			PB2	0.554	0.759
		SC3	0.491	0.761			PB3	0.508	0.780
		SC4	0.604	0.725			PB4	0.679	0.694
		SC5	0.597	0.726			Recommendation	0.697	CR1
Easy to understand	0.800	EU1	0.690	0.680	CR2	0.519			0.599
		EU2	0.601	0.775	CR3	0.457			0.672
		EU3	0.646	0.726	CR4	0.457			0.672
Easy to invoke	0.727	EG1	0.602	0.575					
		EG2	0.594	0.584					
		EG3	0.457	0.746					

Validity is the degree to which a measurement tool or means can accurately measure what is being measured. This study used CFA and AVE to measure the validity of the data.

**Table 5 Result of CFA and AVE**

Variable	Item	Factor Loading	1-SMC	CR	AVE	Variable	Item	Factor Loading	1-SMC	CR	AVE
Unconditional	NC1	0.821	0.379	<b>0.822</b>	<b>0.610</b>	Customer Satisfaction	CS1	0.707	0.440	<b>0.770</b>	<b>0.528</b>
	NC2	0.772	0.224				CS2	0.678	0.422		
	NC3	0.716	0.568				CS3	0.675	0.554		
Meaningful commitment	SC1	0.692	0.598	<b>0.782</b>	<b>0.418</b>	Participation Behavior	PB1	0.801	0.377	<b>0.793</b>	<b>0.494</b>
	SC2	0.503	0.543				PB2	0.743	0.625		
	SC3	0.489	0.640				PB3	0.685	0.646		
	SC4	0.684	0.517				PB4	0.809	0.376		
	SC5	0.824	0.612								
Easy to understand	EU1	0.841	0.363			Recommendation	CR1	0.816	0.492		
	EU2	0.747	0.518				CR2	0.797	0.556		
	EU3	0.755	0.385	<b>0.803</b>	<b>0.578</b>		CR3	0.685	0.628	<b>0.702</b>	<b>0.441</b>
Easy to invoke	EG1	0.865	0.492			Fit Index	$\chi^2/df=1.424$ ; RMSEA=0.036; GFI=0.924; AGFI=0.901;IFI=0.970; NFI=0.906				
	EG2	0.768	0.418								
	EG3	0.575	0.632	<b>0.738</b>	<b>0.486</b>						

The discriminant validity analysis is to compare the square root value of AVE with the normalization coefficient

of the variable and other variables. If the former is larger, the discriminant validity between the variables is better. The results are shown in Table 6. The data shows that the square root of the AVE value of each variable is larger, indicating that the discriminant validity is better.

**Table 6** Result of Validity Analysis

	1	2	3	4	5	6	7
1.Unconditional	<b>0.781</b> 1						
2.Meaningful commitment	0.563**	<b>0.637</b>					
3.Easy to understand	0.519**	0.521**	<b>0.760</b>				
4.Easy to invoke	0.514**	0.485**	0.481**	<b>0.697</b>			
5.Customer Satisfaction	0.679**	0.582**	0.594**	0.535**	<b>0.726</b>		
6.Participation Behavior	0.567**	0.529**	0.537**	0.517**	0.598**	<b>0.703</b>	
7.Recommendation	0.477**	0.510**	0.502**	0.537**	0.502**	0.449**	<b>0.664</b>

**5.2 Regression Analysis**

This study used linear regression to analyze the correlation between variables and used mandatory entry to determine the relationship between service guarantee, customer satisfaction, and customer engagement behavior. All linear regression results of this study are shown below.

**5.2.1 Linear-regression analysis**

The regression results of service guarantee and customer engagementbehavior are shown in the table 7&8&9&10&11. The F values in the regression results are significant, indicating that the variable fitting effect is good. The coefficients of the all variables are significant, indicating a significant impact. Therefore, all hypothesis are all established in this study.

**Table 7** Service Guarantee and Participation Behavior

Variable	Standardized coefficient Beta	T	ΔF	df1	df2
Constant	3.098***	3.151	67.502***	4	322
1.Unconditional	0.293***	5.478			
2.Meaningful commitment	0.173***	3.321			
3.Easy to understand	0.217***	4.285			
4.Easy to invoke	0.176***	3.535			

**Table 8** Service Guarantee and Recommendation

Variable	Standardized coefficient Beta	T	ΔF	df1	df2
Constant	0.996***	3.992	56.190***	4	322
1.Unconditional	0.119**	2.069			
2.Meaningful commitment	0.205***	3.664			
3.Easy to understand	0.200***	3.673			
4.Easy to invoke	0.281***	5.252			

**Table 9** Service Guarantee and Customer Satisfaction

Variable	Standardized coefficient Beta	T	ΔF	df1	df2
Constant	0.581**	2.544	110.247***	4	322
1.Unconditional	0.401***	8.221			
2.Meaningful commitment	0.171***	3.615			
3.Easy to understand	0.235***	5.107			
4.Easy to invoke	0.133***	2.931			

**Table 10** Customer Satisfaction and Participation Behavior

Variable	Standardized coefficient Beta	T	ΔF	df1	df2
Constant	1.240***	5.128	180.555***	1	325
Customer Satisfaction	0.597***	13.598			

**Table 11** Customer Satisfaction and Recommendation

Variable	Standardized coefficient Beta	T	ΔF	df1	df2
Constant	1.701***	6.395	109.701***	1	325
Customer Satisfaction	0.501***	10.376			

**5.2.3 Mediating effect analysis**

The mediating effect analysis is to test whether variable A has an effect on variable C through the action of variable B. In this paper, the following steps are used for analysis: (1) analyzing the effect of variable

A on variable B; (2) analyzing the effect of variable A on variable C; and (3) analyzing the effect of variable A+ variable B on variable C. When the results of steps 1 and 2 are significant, if the variable A coefficient is significant, then the variable B has a complete mediating effect; if the variable A coefficient is not significant, then the variable B has a partial mediating effect. The mediation effect analysis results of this paper are as follows. It can be seen from the data in the table that when the customer satisfaction variable is added to the regression equation, the impact of the four dimensions of service guarantee on the participation behavior and recommendation is still significant, but the coefficient decreases, indicating that there is a partial intermediary effect. Therefore, the mediation hypothesis of the previous article is all true.

**Table 11** Result of Mediating Effect Analysis

Relationship among variables		Coefficient and significance	Result	Relationship among variables		Coefficient and significance	Result
Unconditional	→Customer Satisfaction	0.679***	Partial mediating effect	Unconditional	→Customer Satisfaction	0.679***	Partial mediating effect
Unconditional	→Participation Behavior	0.567***		Unconditional	→Recommendation	0.477***	
Unconditional	→Participation Behavior	0.299***		Unconditional	→Recommendation	0.253***	
Customer Satisfaction		0.395***		Customer Satisfaction		0.331***	
Meaningful commitment	→Customer Satisfaction	0.582***	Partial mediating effect	Meaningful commitment	→Customer Satisfaction	0.582***	Partial mediating effect
Meaningful commitment	→Participation Behavior	0.529***		Meaningful commitment	→Recommendation	0.510***	
Meaningful commitment	→Participation Behavior	0.274***		Meaningful commitment	→Recommendation	0.329***	
Customer Satisfaction		0.438***		Customer Satisfaction		0.311***	
Easy to understand	→Customer Satisfaction	0.594***	Partial mediating effect	Easy to understand	→Customer Satisfaction	0.594***	Partial mediating effect
Easy to understand	→Participation Behavior	0.537***		Easy to understand	→Recommendation	0.502***	
Easy to understand	→Participation Behavior	0.282***		Easy to understand	→Recommendation	0.315***	
Customer Satisfaction		0.430***		Customer Satisfaction		0.316***	
Easy to invoke	→Customer Satisfaction	0.535***	Partial mediating effect	Easy to invoke	→Customer Satisfaction	0.535***	Partial mediating effect
Easy to invoke	→Participation Behavior	0.517***		Easy to invoke	→Recommendation	0.537***	
Easy to invoke	→Participation Behavior	0.276***		Easy to invoke	→Recommendation	0.376***	
Customer Satisfaction		0.450***		Customer Satisfaction		0.301***	

## VI. Discussion

### 6.1 Theoretical Implications

H1&H2 which assumed the service guarantees has a positive impact on customer engagement behavior, is established. The better the service guarantee, the more significant the customer engagement behavior. Therefore, enterprises should guide customers to make more fits by optimizing the service guarantee system, including reducing the restrictions on guarantees, making the design of the clauses more meaningful, the content of the clauses concise, and the ease of enabling.

H3 which assume that service guarantee has a positive impact on customer satisfaction, was established. The better the service guarantee, the more satisfied the customer. This is consistent with the findings of He and Jin<sup>[22][26]</sup>. Therefore, enterprises should improve the service guarantee system, reduce the perceived risk of consumers, establish consumer confidence, enhance the consumer experience, and thus improve customer satisfaction.

H4 &H5 which assume that customer satisfaction has a positive impact on customer engagement behavior, are established.. The more satisfied the customer is, the more likely the customer will behave. This is consistent with the findings of Van Doorn and Brodie<sup>[14][27]</sup>. Customer satisfaction is a perception of consumers, which is manifested in behavior. If the customer is satisfied, they will be more willing to participate in the company's activities, and will be more willing to share the experience with others.

H6 and h7 are established, which is assumed that customer satisfaction plays a mediating role in the impact of service guarantee on customer engagement behavior. In the B2C online shopping situation, the merchant's service guarantee releases a high-quality signal about the product, which can improve the perceived

quality of consumers and establish consumer confidence. After the service fails, the merchant will make remedial measures in time, which will restore the customer's dissatisfaction, enhance the whole consumer experience, and make the customer feel satisfied. The satisfied mood makes the customer trust the merchant and promote the customer's engagement behavior.

## **6.2 Practical Implications**

Based on the previous analysis, this paper proposes several management suggestions based on the marketing practice of e-commerce companies:

### **6.2.1 Pay attention to the role of service guarantee**

The guarantee of service is of great significance. On the one hand, it is an external clue for customers to evaluate the quality of products and help customers make shopping decisions. Good service guarantees reduce customer perceived risk, build consumer confidence, bring better consumer experience and improve customer satisfaction. On the other hand, for the enterprise itself, the service guarantee can encourage the e-commerce enterprise to discover the loopholes in service and management, continuously improve the service quality, reduce the compensation caused by the service failure, and can also make the service guarantee become the core competition of enterprise development.

### **6.2.2 Scientifically designing the terms of the service guarantee**

When an enterprise designs a service warranty, it should minimize the additional conditions of the warranty. If the more restrictive conditions, the more customers feel that the company is not sincere, that the company has insufficient self-confidence for its own products, thus increasing the consumer's perceived risk of consumer behavior and reducing the willingness to purchase.

### **6.2.3 Guide customer engagement behavior**

Customer engagement is considered to be a non-purchasing behavior that is more than loyal. If the customer can reasonably guide the behavior, it is of great value to the development of the company. Customer engagement behaviors include participation in interactions, recommendations, etc. E-commerce companies should be good at observing the dynamics of consumers, using big data to analyze consumer behavior. For those customers with higher satisfaction and higher loyalty, they are encouraged to participate in the activities of enterprises and guide them to produce powerful engagement behaviors to help companies develop better.

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