

12th **INSYMA**
international annual
symposium on
management

SUSTAINABILITY AS A STRATEGIC BUSINESS ORIENTATION IN GLOBAL ECONOMY RECOVERY PHASE

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SUSTAINABILITY AS A STRATEGIC BUSINESS ORIENTATION IN GLOBAL ECONOMY RECOVERY PHASE

Proceeding 12th International Annual
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SUSTAINABILITY AS A STRATEGIC BUSINESS ORIENTATION IN GLOBAL ECONOMY RECOVERY PHASE

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FOREWORD

INSYMA has become a tradition of its own for the Management Department of Universitas Surabaya. For more than a decade this event has become a forum for academics and practitioners to share knowledge. Every year Management Department always brings the latest theme that becomes an important issue for the development of science.

This year, INSYMA raise the theme **SUSTAINABILITY AS A STRATEGIC BUSINESS ORIENTATION IN GLOBAL ECONOMY RECOVERY PHASE**. This theme interesting, considering recently, the companies are adapting to volatile and uncertain conditions as a way of life to survive. There are some important business issues and each requires a specific and appropriate response. These issues are namely governance, innovation technology, operations, regulations, risks, strategy & growth, sustainability, talent and the economy issues. The company requires its own way to deal with each of these issue so that the companies can achieve business growth and survival.

Hundreds of scientific papers are sent to a conference committee, and the results of a rigorous selection of more than 90 elected. This paper is derived from a variety of authors, both within and outside the country, academics and practitioners. All the articles are then presented at the symposium and documented in these proceedings.

We hope that these proceedings can contribute to the development of science and business practices. Hopefully you can enjoy and gain valuable lessons from this article collection. We look forward to your participation in next INSYMA.

Makassar, South Sulawesi, Indonesia
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MANCHESTER UNITED ONLINE COMMUNITY ON
FACEBOOK THROUGH MODERATION TYPES
OF COMMUNITY: MOC vs COC**

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Abstract

The online brand community has become the dominant venue in the marketplace through which to share individual information and experience with products and services, solve problems that consumers encounter, and interact with other consumers and company representatives because of the Internet greatly enhances people's ability to interact and communicate with each other. This study aims to examine the effect of Perceived Social Benefit and Perceived Informational Benefit to Attitude toward Online Brand Community, the effect of Attitude toward Online Brand Community to Revisit Intention and Brand Trust in Manchester United's Community in Facebook with the moderation by types of community (Marketed-created Online Community and COC (Consumer-created Online Community)).

This study used purposive sampling approach, in which sample of respondents are those who have been joined Manchester United's Community in Facebook, whether the official one or not, for more than 3 months and have a minimum education of high school. Respondents total 130 people. Multi group analysis is used in this study and used SEM (Structural Equation Modeling) model with software AMOS 16.

The result of this research showed that Perceived Social Benefit and Perceived Informational Benefit have positive and significant impact on Attitude toward Online Brand Community. Attitude toward Online Brand Community has positive and significant impact on Revisit Intention and Brand Trust. The Moderation by types of community (MOC dan COC) on Attitude toward Online Brand Community toward Revisit Intention and Brand Trust is not significant or said to not have any meaning.

Keywords: Attitude toward Online Brand Community, Revisit Intention, Brand Trust, Marketed-created, Consumer-created.

INTRODUCTION

The dynamics of the competitive environment forced the company to sharpen its performance in order to be competitive company and continue to survive in the long term. Formulate appropriate marketing strategies is one of the important things as a first step in an effort to improve the performance and sustainability of the company. According to Kotler and Armstrong (2012: 5) marketing is a process the company creates value for customers and build strong relationships with customers in order to create value benefit of consumers. Marketing as a strategy to meet the needs of the individual has the ultimate goal to gain customer loyalty. Marketers must be able to communicate the services and benefits in effective and efficient so that the consumer will be the trust and loyalty to the company.

The competitive environment conditions must be adjusted by marketers and demanded to be more creative in maintaining consumer. One is to use the community, the company can perform marketing communications. Community according to Wenger (2004: 4) is a group of people who interact with each other to share a problem, concern or passion for a topic and deepen their knowledge and skills. Muniz and O'Guinn (2001) states an important breakthrough in the development of marketing emerged a new paradigm that is brand community.

Technology's growing produce a breakthrough called internet. With using the internet, then the activity will be facilitated because Internet can cut space and time for its users. Phenomenon occurs, because of the growing number of Internet users in the world, until the end of 2014 the number of internet users worldwide is expected to reach 3 billion, equivalent to 40% of the population of the earth (www.itu.int in Kompas.com, accessed on 15 / 09/2014). Particularly in Indonesia, Internet users today have reached 82 million people. Achievement numbers placed Indonesia as the largest Internet user's rank 8th (<http://kominfo.go.id/>, accessed on 15/09/2014).

Internet technology is able to bring the product to the community and provide ample opportunity for dialogue on various issues including product information for fellow community. The online community is believed to benefit both socially and benefits in the form of information, according to Jung et al. (2014). With the social media online communities such as container, it can simplify and narrow the scope of the internet are very broad.

The Ministry of Communication and Information of Indonesia research about the purpose of Internet users in the whole number of Internet users in Indonesia. From the research, the results showed that as many as 95% of Internet users in Indonesia conducting

activities in social media (www.kominfo.co.id, accessed on 15/09/2014). Social media is used as a means of Indonesian people for a variety of things and most of all is that users can hear and interact with fellow participants from social media. It is inevitable that the numbers of social media increase rapidly in Indonesia and from year by year is increasing and still exist, although there are some that are becoming obsolete. Social media is selected Facebook as a container of online communities as Facebook ranked as the most frequently accessed websites in Indonesia. Facebook is a social media that have the highest number of active users in Indonesia today. A total number of Facebook users in Indonesia has now reached 69 million people (www.tempo.co.id, accessed on 15/08/2014).

LITERATURE CONCEPTUAL AND HYPOTHESES

Online Community in the research of Lee, Kim, and Kim (2011) are generally classified into Customer-created Online Community (COC) and Marketer-created Online Community (MOC). In studies that have been conducted, raises a research gap, which is very much the topic of online brand community but very mainstream when the study only focused on how to build an online community and a way to manage the online brand communities. Researches pertaining to online brand communities are classified into COC and deeper MOC very rarely done.

Conceptually, many related research conducted online brand community where the study only focused on how to build and manage a community. While research on the differences of types of online brand community the MOC and the COC is still very little done. Especially research on moderation MOC and COC in relation Attitude toward online brand community on Brand Trust and Revisit Intention, Jung et al did recently. (2014).

The object of online brand community that is chosen is the Manchester United Football Club which has a number of supporters and fans in the world, which is about 354 million people (www.bola.inilah.com, accessed on 10/16/2014). In addition, the Premier League club has a Facebook follower in the world with a total of 38,474,287 fans. Of these, a fan of Indonesia is ranked first by 4.83368 million people (12.6%).

According to Muniz and O'Guinn (2011), the brand community characterized by mutual consent, rituals and traditions, and the feeling of moral responsibility. Mutual awareness of community members indicated the presence of some discussion and participation were conducted by members of several related posts. It shows the social perception of the members of the community, can be seen in the fact of the perceived social benefits. Ritual and Tradition shown with some activity football and watch together are held

in each city, as well as actions taken by community members Manchester United on Facebook that said "#GGMU" passing comment every section of the game that will come, after a victory, and there is good news. #GGMU Word comes from the phrase "Glory Glory Manchester United".

Moral responsibility that is visible on Manchester United in the Facebook community with people who are trying to avoid the "haters" (some of those who were accidentally join in community with the aim to vilify Manchester United) to prevent violence in the community. In addition, social service activities are also conducted by several chapters, which usually done during the anniversary of Manchester United in the Facebook community. From observations that made, the community of Manchester United on Facebook fulfills some conditions proposed by Muniz and O'Guinn (2011).

Research Hyphoteses

- H1. Consumers who more strongly believe that an online brand community offers social benefits will be more likely to have a positive attitude toward the online brand community.
- H2. Consumers who more strongly believe that an online brand community offers informational benefits will be more likely to have a positive attitude toward the online brand community.
- H3. Attitude toward the online brand community will significantly influence revisit intention.
- H4. Attitude toward the online brand community will significantly influence brand trust.
- H5. The type of online brand community will significantly moderate the relationship between attitude toward online brand community and revisit intention.
- H6. The type of online brand community will significantly moderate the relationship between attitude toward online brand community and brand trust.

RESEARCH METHOD

Based on the purpose, this research is classified to basic research that does not aim to get a solution to a particular problem of a company, but the goal is used to develop and expand the boundaries of science in general and verify the theory or learn more about the concepts used in research (Jogiyanto 2011: 7). This research is causal research, which has the goal to find out the pattern of cause-effect relationships of relationship variables (Zikmund, 2009: 16).

The technique used in this study is to survey techniques to collect data through questionnaires, directly and indirectly, online. Source of data used in the preparation of this

research is the primary data. Primary data obtained by preparing a questionnaire in accordance with the journal reference. Aras and scales used in this study using cedar cedar measurement interval that has the same distance and a clear difference in scale. Alternative answers on the interval level measurement scale structured numerical scale intended to make the respondents provide an assessment on the statement to be measured in 7 scale levels, as follows:

Disagree 1 2 3 4 5 6 7 Agree

The target population of this study is a member of the community of Manchester United on Facebook, both MOC and the COC. Characteristics of respondents are members of Manchester United in the Facebook community who have joined more than 3 months in the community, living in Indonesia and have a minimum educational background last high school. The target population is the consideration that the respondents can understand the related object of study and understand the questionnaire properly, so researchers will get answers more reliable and accurate.

Sampling technique used in this study is a non-probability sampling, type of non-probability sampling is used to combine two ways to search for and obtain the respondents, the first is purposive sampling, namely the selection of respondents taking into account the criteria that must be owned by the respondent (Cozby, 2012: 147). For the second type of research using snowball sampling, where the main respondent selection method using probability of researchers, while for the next responder is the recommendation of first responders (Zikmund, 2009: 394). The reason for using snowball sampling because the benefits in identifying potential respondents with a strong desire to participate in the brand community on Facebook (Jung et al., 2014). Sampling divided into 2 categories. The first category sample of online community member official Manchester United on Facebook and other categories, for a sample of members of the online community created by fans of Manchester United. This research will divide the group into two groups of data samples, the MOC and COC use multi-sample approach or multiple groups. In Wijanto (2008: 14), a multi-group selected when one or both of the interacting variables are discrete, or can be made in discrete form.

To processing all of the data used Structural Equation Modeling (SEM) with AMOS software 16. The samples were defined in this study were at least 200 respondents, of which at least 100 respondents for each group of samples. The Answer from first 35responders are used to test the validity and reliability the questionnaire in this research. Consideration of the

sample size refers to the findings of Hair et al. (2010: 661). In hypothesis testing using $\alpha = 5\%$. Thus, the hypothesis can be accepted if the value of $t \geq 1.96$.

RESULT

In the results, will be divided into two parts, the first is the measurement model and the second part is the structural model.

Measurement Model

Table 1
The Compatibility Test Results Measurement Model

No	Index	Compatibility Criteria	Result	Statement
1	CMIN/DF	$CMIN/DF \leq 2$	1,985	Good fit
2	GFI	$GFI \geq 0,90$	0,846	Marginal fit
3	RMSEA	$RMSEA \leq 0,08$	0,069	Good fit
4	CFI	$CFI \geq 0,90$	0,926	Good fit
5	IFI	$IFI \geq 0,9$	0,927	Good fit

Based on Table 1, the measurement model in this study showed a good fit index. If the measurement model has a value of Goodness-of-Fit, the measurement model deserves further analysis.

Table 2
Estimate value and Significance Relations and Construct Indicators

Construct	Indicators	Std. Loading (λ)	Critical Ratio	P-Value
Initial Brand Attitude	BA1	0,782		***
	BA2	0,824	13,009	***
	BA3	0,817	11,705	***
Perceived Social Benefit	SB1	0,609		***
	SB2	0,859	9,4	***
	SB3	0,856	9,341	***
	SB4	0,814	9,197	***
	SB5	0,769	8,835	***
Perceived Informational Benefit	IB1	0,652		***
	IB2	0,737	9,248	***
	IB3	0,703	8,475	***
	IB4	0,808	9,558	***
	IB5	0,507	6,612	***
Attitude toward Online Brand Community	AT1	0,737		***
	AT2	0,812	10,859	***
	AT3	0,835	12,1	***
	AT4	0,760	11,863	***
Revisit Intention	RV1	0,806		***
	RV2	0,897	14,91	***
	RV3	0,880	14,5	***
Brand Trust	BT1	0,677		***
	BT2	0,749	9,671	***
	BT3	0,731	9,086	***
	BT4	0,776	9,209	***

***: $p < 0,1\%$ atau $p < 0,00$

Table 2, it can be seen that each of the indicators of the variables studied have a standard loading values > 0.5 . It shows all indicators of the variables used in the study have met the test of good validity. An indicator of a construct can be used in the analysis of the structural model if indicators of a construct that has a significant value estimate on the construct. Significance seen on the size of the value of the critical ratio of the value estimate. If the value of the critical ratio > 1.96 then the relationship is statistically significant.

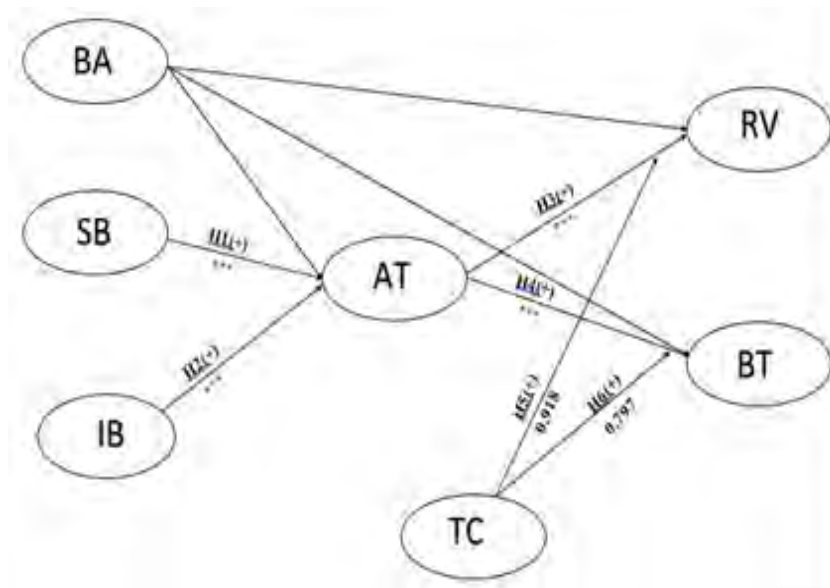
Table 3
Average Variance Extracted and Construct Reliability

Variables	\sum std.loading	$(\sum$ std.loading) ²	\sum error	AVE	CR
Initial Brand Aattitude	2,424	1,958	1,042	0,653	0,849
Perceived Social Benefit	3,907	3,094	1,905	0,619	0,889
Perceived Informational Benefit	3,412	2,372	2,628	0,475	0,815
Attitude toward Online Brand Community	3,134	2,477	1,523	0,619	0,867
Revisit Intention	2,583	2,229	0,771	0,743	0,896
Brand Trust	2,934	2,156	1,844	0,539	0,823

According to Table 3 it can be shown that all variables have good validity value, ie above 0.5 AVE. Variable informational perceived benefits have AVE below 0.5. However, when referring to the Verhoeff et al. (2002) Average Variance Extracted values of 0.4 or close enough to demonstrate construct validity convergent per well. Reliability test is used to determine the reliability of a measurement result is relatively consistent when repeated measurements. According to Hair et al. (2010: 710) the value construct an acceptable reliability is ≥ 0.70 . Based on Table 3 all variables are qualified reliability test, therefore the study can be resumed at structural model testing and hypothesis testing.

Structural Model

After doing a classification of data descriptive of the total sample of 209, followed by analysis of the measurement model and the structural model, the next step is to test the hypothesis. This section is a parameter that shows the evaluation of the effect between the latent variables to other latent variables



*P-value ***, $\leq 0,05$ = Significant

Figure 1
Research Model Effect of Attitude toward Online Brand Community to Revisit Intention and Brand Trust through Moderation Types of Community (MOC and COC)

Table 4
Hypothesis Testing

Hypothesis	Construct	Estimate Value	Critical Ratio	P-value	Statement
H1	SB → AT	0,422	5,361	***	Supported
H2	IB → AT	0,674	5,892	***	Supported
H3	AT → RV	0,880	8,909	***	Supported
H4	AT → BT	0,432	5,045	***	Supported
H5	Moderation COC and MOC on AT → RV			0,918	Not Supported
H6	Moderation COC and MOC on AT → BT			0,797	Not Supported

***: significant with p-value $< 0,05$ atau 5%

Hypothesis testing is done by looking at the value resulting from the calculation CR loading of any relationship between the constructs included in the model study for each coefficient estimate on the output while the value of the standardized regression weights are used to determine the direction and strength of the relationship if the hypothesized influence proved significant (Table 4). A construct can be said to have a significant effect on other constructs when the value of the critical ratio (CR) ≥ 1.96 (with a 5% significance level).

To see and show how meaningful (significant) or not in relation to the research model, can be done in 2 ways. The first is by using a statistical test, calculating Δ Chi - Square and Δ df of model fit. After that, look for the P value her to decide the result of significant or not. The following test results were statistically moderation:

From Table 5, it appears the results of the p-value for the moderation of the relationship Attitude toward online community to revisit intention figures show 0.918 or in other words above 0.05. This suggests that the effect of COC and MOC moderation in relation attitude toward online brand community has no intention to revisit the difference, in other words not significant moderation.

Table 5
Moderation of the Relationship Test Attitude toward Online Brand Community to Revisit Intention

Model	CMIN	DF	P-value
Constrained	112,893	71	
Unconstrained	110.278	64	
			0,918
Δ	2,615	7	

Table 6
Moderation of the Relationship Test Attitude toward Online Brand Community to Brand Trust

Model	CMIN	DF	P-value
Constrained	164.541	90	
Unconstrained	159.918	82	
			0,797
Δ	4,623	8	

Table 6 shows the results of the P-value for the moderation of the relationship Attitude toward online brand community on Brand Trust figures show 0.918 or in other words above 0.05. This suggests that the effect of COC and MOC moderation has no difference in terms of influence. This proves that no significant moderation in the relationship between attitude toward online brand community to brand trust.

The second way to test the significance, namely by doing grounded (per variable), to see the value estimate, CR, and the p-value as a reference significance assessment moderating influence on the relationships in the research model. By doing grounded, then the researcher can see how much significance MOC and COC more detail. Estimate value and the value of CR considered in this phase, where the value will be compared and seen how big the difference between the MOC and the COC in relation Attitude toward online brand community to Revisit intention and brand trust. Values seen in the structural test results on AMOS 16, section of text output >>>> Measurement Estimate weights. The following are images grounded in moderation MOC and COC.

In figure 2, we can see the comparison relation moderation on Attitude toward online brand community to Revisit Intention both MOC and the COC has value estimate and CR are not much different, namely CR for MOC at 7.279 and 6.891 for the COC for. So it can be said if moderation between MOC with COC has no or insignificant differences in the relationship between the two constructs

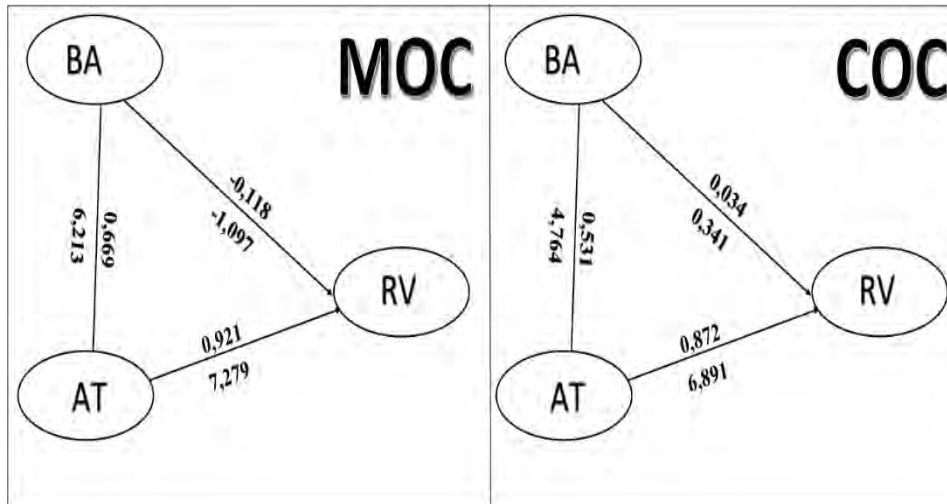


Figure 2
Moderation in Attitude toward Online Brand Community to Revisit Intention

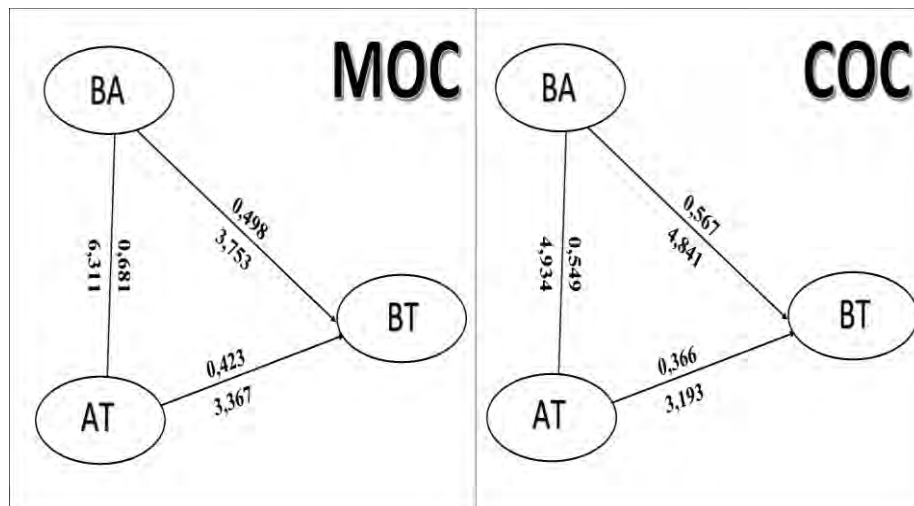


Figure 3
Moderation in Attitude toward Online Brand Community to Brand Trust

Relationship moderation on Attitude toward online brandcommunity to brand trust either MOC or COC has value estimate and CR are not much different. It can be said of

moderation between the MOC with COC on Attitude toward online brand community on Brand Trust has no difference or not significant.

DISCUSSION

The first hypothesis examined the relationship between perceived social benefits of the attitude toward online brand community in this study supported. Critical Value ratio of 5.361 and the estimate of 0.422 is the value that indicates that the influence of perceived social benefits of the attitude toward online brand community is positive and significant. Several studies have similar results is the research done by Jung et al. (2014); De Valck, Bruggen, and Wierenga (2009); Jang, Ko, and Kim (2008).

Test the relationship between perceived informational benefits have a positive and significant influence on the attitude toward online brand community. This is because the value of the critical ratio of the relationship between the two constructs of 5.892 and the estimate of 0.674. This shows that the H2 is supported and in line with several previous studies, including research conducted Jung et al. (2014); Dholakia, Bagozzi, and Pearo (2004); as well as research conducted by Wang and Fesenmaier (2004).

The influence of attitude toward online brand community to revisit intention in this study has a value of Critical Ratio of 8.909 and estimate the worth 0,880. Therefore, it can be said that the relationship between attitude toward online brand community to revisit intention is a positive relationship and have a significantly higher level. Thus the third hypothesis (H3) is supported, which previous research conducted Jung et al. (2014); Kwon and Lennon (2009); and research Lim, Kim, and Park (2007).

The fourth hypothesis (H4) can be said that influence attitude toward online brand community on brand trust has a positive and significant relationship. This is evidenced by the output value of the structural test results to the value of the critical ratio of 5.045 to estimate the value of 0.432. Another study had similar results, the research done by Jung et al. (2014) and Yuan-shuh and Monle (2012) which states that the attitude toward online brand community significantly influence brand trust.

In accordance with the formulation of hypotheses 5, that the moderating influence on the community type attitude toward online brand community to revisit intention shows that moderation has no meaning because both types of community groups that have a p-value greater than 0.05 is equal to 0.918 which means that moderation is not significant. After that, clarified that the value of the critical ratio of moderation each group has no significant

difference. Therefore, it can be emphasized that moderation in the community type has no meaning. These results are consistent with studies conducted by Jung et al. (2014).

Testing relationships that last in this study was the effect of the type of community moderation to influence attitude toward online brand community to brand trust. P-value obtained is equal to 0.797 or above 0.005 which means insignificant. The value of the critical ratio of moderation both COC and MOC has a difference that is not much different, so it can be stated that the moderation between the two types of both MOC and the COC has no meaning to influence attitude toward online brand community to brand trust.

According to Handy Irawan, who has been acting a long time in do some research on consumer behavior, especially in Indonesia, in www.marketing.co.id and www.handiirawan.com (accessed on 23/12/2014) there are some characteristics of Indonesian consumers. One of them, namely the characteristics that Indonesian consumers have a tendency to be collectivism. In his book, Schiffman and Kanuk (2009: 382) says that "Collectivism is implies that being in a group is a basic human endeavor, so that self-concept Involves group membership", which means collectivism means being part of a group is a basic business man, that humans are basically involves himself as a membership in the group. This causes the habit of Indonesian people who love to get together and socialize informally. People will tend to be indifferent to and pay attention to anyone who is in aitus while benefiting from the site, Schiffman and Kanuk (2007: 298). By doing so, members of the online community of Manchester United on Facebook, where this research is aimed at members in Indonesia, more concerned with sustainability and presence in the community, regardless of the type of good community official community (officially made by Manchester United or MOC) and is made by fellow consumers (COC). When members can get a chance to communicate and socialize then that is sought and cause the members of the community would not care community official or not, as long as it remains the colored community of Manchester United is to provide social support and provide accurate information.

CONCLUSIONS

Based on the results of tests that have been done, it can be obtained the conclusion that a number of the six hypotheses were examined using SEM, AMOS 16, there are two hypotheses are not supported and four hypotheses were supported. Perceived social benefits a positive effect on attitude toward online brand community. Perceived benefits informational positive effect on attitude toward online brand community. Attitude toward online brand community has positive influence on revisit intention. Attitude toward online brand

community positive effect on brand trust. Moderation types of community does not have a significant effect on the relationship between attitude toward online brand community to revisit intention. Moderation types of community does not have a significant effect on the relationship between attitude toward online brand community to brand trust.

There are limitations to this study spawned suggestions or recommendations for future research are expected to complement the limitations of the current study. Moderation between COC and MOC showed significant results, which means that the results of the performance marketing Manchester United in managing online communities are still not better than Manchester United's online community on Facebook that has managed by supporters. This becomes the input to the Manchester to further improve the performance of the official community in order to be better than the non-official community.

Manchester United Community on Facebook have the highest follower of Indonesian, amounting to 12%. (Source: www.socialbakers.com, accessed on 10/22/2014). MOC community should create links to other language versions, including Indonesian. In order MOC more understandable and understood by the members, since there are many Indonesian people can't use a foreign language well (www.handiirawan.com, accessed on 10/12/2014). This is done with reference to that on average respondents to the overall COC variable higher than answers MOC in all variables.

This study uses the Community Manchester United on Facebook as an object. For further research can be used other objects because there are still many brand communities that exist in Facebook. Not only is social media, in addition to the brand which will be used for further research, there are many types of social media can be used, for example Twitter, Instagram, etc. Questionnaire for further research should be added questions to determine the activity of the respondents in the community which is the object of research.

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