Impact of Customer Satisfaction on Customer Loyalty – The Study on Supermarkets in the Jaffna District

T. Lesly Vannarajah[1,] Ajith Medis [2]

[1]Asst. Lecturer, Advanced Technological Institute, Jaffna

[2]Head of Department, University of Kelaniya, Colombo

Abstract: - *This research takes a cautionary stance to a study of customer satisfaction and customer loyalty of leading supermarkets in the Jaffna district. Customers now demand better customer services from retail supermarkets of KFC (Jaffna), TCT (Nallur), CO-OPCITY, SATHOSA and GARGILS (Jaffna, Manipay) have been better to upgrade their service-oriented propositions. This study attempts to find out the impact of customer satisfaction on customer loyalty. Data was composed over a period of one month using survey questionnaire from 50 walk-in customers who met during the survey time at each entity. The data collected were then analyzed using SPSS 20. Pearson correlation and multiple regression analysis were used to examine the correlation between independent variables and dependent variable. The results of the study indicated that there is a positive correlation between customer satisfaction and customer loyalty at the level of 0.1 and more customer satisfaction significantly impacts on customer loyalty. Thus, this study will bring some interesting outcomes and also will be helpful to marketers, policy makers, and future researchers on the same area. Further, the successful completion of this study would hopefully add to the new dimensions of literature with regards to the important aspects of entrepreneurship in the Jaffna District.*

Keywords: - *Product quality, purchase experience, service quality, store image, supermarket brand/products, word of mouth, customer relationship management, image, loyalty scheme.*

Introduction

In this changing business world, almost every organisation pays more attention to the customers ever than before. Customer centred marketing and customer relationship marketing have occupied the top place in modern marketing concept. Moreover, marketing mix designed by marketing executives should facilitate satisfying almost each customer individually. Organisations need to satisfy their requirements which are changed by the customers every now and then. For any organisation, good understanding of their customers' needs and expectations on price and quality of their products increases the potential to succeed. As a result of this, every organisation is ready to pay, by all means, to identify and understand its customers and their needs. Hence, customer satisfaction is a large factor determining the likelihood of success and profits in an organisation.

Customer satisfaction is expected to be achieved when the value of customer service gained through a service experience is either meeting or exceeding customer expectations. If the expectations are not met, the consumer will be dissatisfied. Another consequence can be that if the satisfaction scores are very low, the service provider might be susceptible to attacks by the competitors who are prepared to deliver superior value to the customers.

As customers now demand better customer services from retail supermarkets like KFC(Jaffna), TCT, CO-OPCITY, SATHOSA and GARGILS (Jaffna, Manipay) have been better to upgrade their service oriented propositions. Customer loyalty is generally viewed as a tool for attaining competitive advantage and is the basis for sustained profitability and growth. Customer satisfaction, on the other hand, is a prerequisite to run a business. This situation tells us clearly that even this micro environmental factor

plays a big role in the strategies of retailers. At this juncture, it is obvious that customer satisfaction and customer loyalty have taken predominant place in present marketing environment. More management teams and business executives are now paying more interest in customer satisfaction and loyalty metrics. (TMC Net.com)

Significance of the Study

In the case of profit-oriented organisation, there is less customer satisfaction compared to service sector. However, every organisation in the present tough competitive business environment has to pay more attention on feedbacks from the customers over their services. Otherwise, any firm can neither achieve their profit margin nor can survive in the competitive business environment. Kotler (2008) stressed the important of customers by saying that marketing starts with customer (i.e. marketing research to identify the potential market opportunities) and ends with them as well (by delivering goods and service after sales).

Customer satisfaction has become a crucial point of differentiation in a retail store where consumers make weekly, fortnightly or monthly trips (to preferred supermarket) and then spend more on these trips than other times. However, achieving high level of customer satisfaction is a difficult task, especially in countries like Jaffna district where competition in retailing is very fierce. Unfortunately, in retail industry, most of the unsatisfied consumers do not complain, and they just go shopping somewhere else. So, the lesson for the retailers is that customer expectations always move upward and it is only the satisfied customers that are more likely to remain loyal in the long run.

This study attempts to fill this research gap by analysing the relationships between customer satisfaction and customer loyalty in the Jaffna district supper markets. Customer loyalty with other variables such as quality of products, service quality and communication has been studied in many researches. There are also some researches on loyalty together with customer satisfaction. But

there is hardly any research exploring the relationship between customer satisfaction and loyalty in the Jaffna district retail groceries super markets. This study will also help to create the platform for those who wish to do further research on the above subject. Moreover, the vital importance of the study so far mentioned and its significance may further be justified in the following aspects:

1. Being a new study, it is expected to be an interesting one, and
2. This study will hopefully contribute to enrich the knowledge in this area to a large extent.

Problem Statement

Factors determining customer satisfaction have been brought to light by marketing research works. Consequently, producers are unable to exploit this information for their success. According to Verdict Consulting Research (2007), retail supermarket sector in Jaffna district is one of the most competitive segments. They also pointed out that this competition will create more challenging environment in maintaining their market share.

However, some retailers are very successful than their competitors even during the period of global economic downturn. This has encouraged to do this research. I hope that this research will effectively answer the following questions regarding customer satisfaction and loyalty: In retail supermarkets,

1. What are the main factors determining customer loyalty?

2. What are the main factors determining customer satisfaction?

3. Is there any relationship between customer satisfaction and loyalty?

4. How can an organisation in retail sector improve their customer satisfaction and loyalty, so that switching of the existing and future customers can be kept at a minimal level?

Hypotheses

The present study undertakes to test the validity of the following hypotheses:

H$_1$: Customer satisfaction and loyalty are positively correlated.

H$_2$: Customer satisfaction has greater impact on customer loyalty.

Expected Contributions

It is hoped that this study will be able to contribute greatly to the literature of customer satisfaction and loyalty, and to the characteristics of Jaffna district retail supermarkets. Besides, suggestive recommendations will have much effect in making the Jaffna district retail supermarkets to concentrate on the factors influencing customer satisfaction and loyalty, and consequently increase their organisational performance. The suitable policy formulation to the best interest of the retail sector as well as of the country will go a long way to open a new era in the field of the country's economic development and growth.

Limitations

Due to the time, cost and transportation constraints, only five supermarkets in Jaffna district and fifty customers for each supermarket have been analysed. Clearly, due to this limitation, it is impossible to meet all differences regarding customers (education, differences, age, sex, employment status, students, and place of living, income) and all varieties of supermarkets. Furthermore, some suitable people for this study did not fill the questionnaires properly.

No attention was paid to the racial and cultural differences even though Jaffna district is one of the most multicultural places in Sri Lanka. However, samples included cultural dimensions in order to make the outcome more realistic.

Customer satisfaction and loyalty and their determining factors are latent. However, for satisfaction, perception plays a major role and likeliness for untruthful answers is very high. The study also noticed the well-known fact that some respondents have the tendency to provide with socially acceptable answers that might not reflect their personal experience. The study is purely based on the participant's responses on customer satisfaction and loyalty, despite the existence of considerable differences among individuals in consumer tastes, fashions and preferences.

No attention is paid on the Sri Lankan financial crisis and impacts on the performance of supermarkets and buying decisions of people.

Literature Review

Conceptualised Relationship and Extended Performance Satisfaction Index (EPSI)

When discussing latent factors such as customer satisfaction or customer loyalty, it is essential to talk about Extended Performance Satisfaction Index (EPSI). ESPI is a uniform index for analysing customer satisfaction and loyalty having been designed with the input of Indian and Sri Lankan satisfaction indices. It is a system used by researchers and organisations that facilitates every step from collecting the data to disseminating the information regarding (1) Image; (2) Preferences; (3) Perceived quality; and, (4) Loyalty of customers and other stakeholders. These four factors have impact on customer loyalty both directly and through perceived value and customer satisfaction. EPSI emphasises this by defining that company image, customer expectations, product quality, and service quality are the drivers for customer loyalty and customer satisfaction. These factors have been (depicted by **Error! Reference source not found.** Below) taken into consideration in designing the questionnaire used for this study.
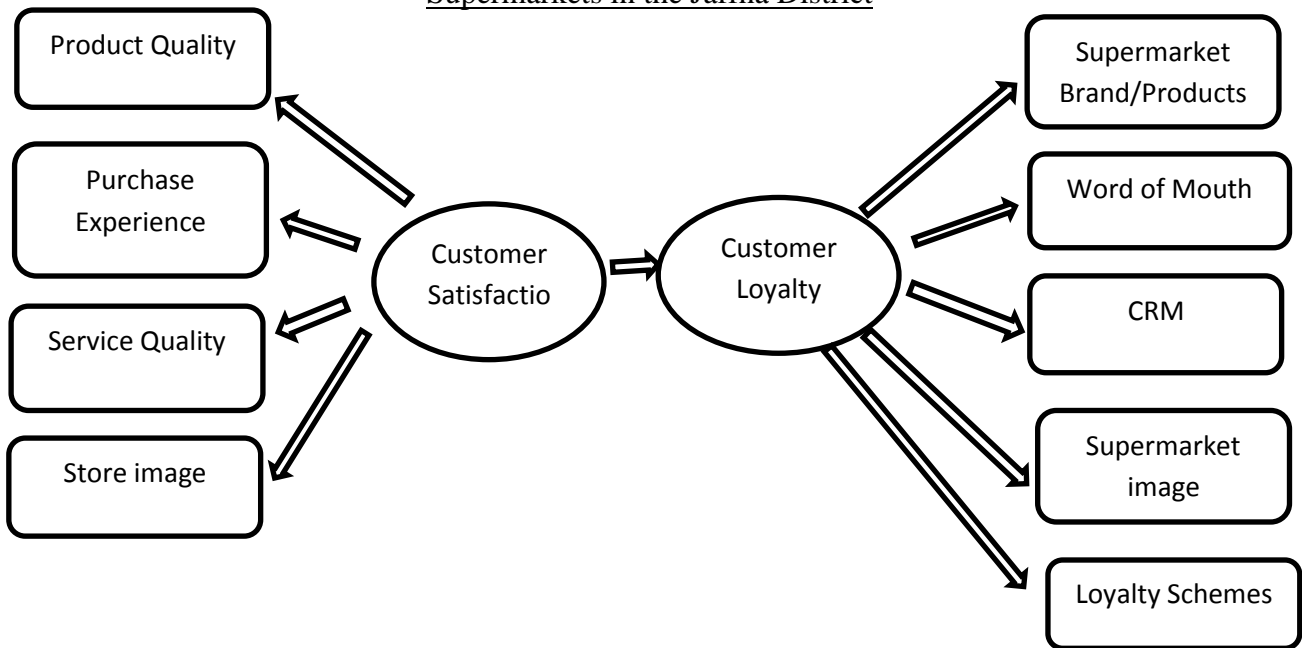
Figure 1 the basic ECSI model - conceptualised relationship between customer satisfaction, customer loyalty and other determinants of them. (Source: Hill and Alexander (2006) The Relationship between Customer Satisfaction and Loyalty: p 510.)

Customer Satisfaction

Customer satisfaction is "perception of customers towards products or services". Customer satisfaction along with customer loyalty is becoming a paramount factor not only in modern retail supermarkets but also in other businesses for their long-term and short-term survival. Customer expectation is the base for customer satisfaction. The customers form their expectation for the value to be derived from the consumption of the product or service. When performance of any organisation meets or exceeds the expectation, customers will be satisfied and they are likely to do repurchase and recommend the product to others. As mentioned earlier, customer satisfaction is driven by a variety of latent factors such as customer expectation (through pass experience, advertisement, and word of mouth), product quality, service quality; store image, price, reliability and time delivery. However, priority of these determinants differs depending on the time and the particular industry, for instance, customer service is the prime factor in banking sector but it is not the case for supermarkets (Grønholdt et al., 2000).

Customer Loyalty

Loyalty has become a winning factor for any organisation facilitating high productivity, solid profit and feasibility for steady expansion. But on the other hand, disloyalty would obviously damage the corporate performance by 25 to 50 percent and possibly more (Shajahan, 2006).

Stone (2000) defines loyalty as "a state of mind, a set of attitudes, beliefs, desires and so on". Loyalty however, is more related to the behaviour of the customers rather than their attitudes. Furthermore, among the satisfied customers, only completely satisfied customers can be delighted ones. Thus, CRM has to focus on customers' delight rather than their satisfaction. However, Hill and Alexander (2006) argue that misunderstanding of customer loyalty by the senior manages and marketing executives has misled strategies for securing the customer loyalty and also criticised that many of them take effort to attract the customers by giving some bribes to customers

Conceptual Framework

After a critical literature search, the following framework was derived by the researcher. This frame work outlines a hypothesised relationship among customer satisfaction, perceived value, and customer loyalty along with the influencing factors in a controlled manner.
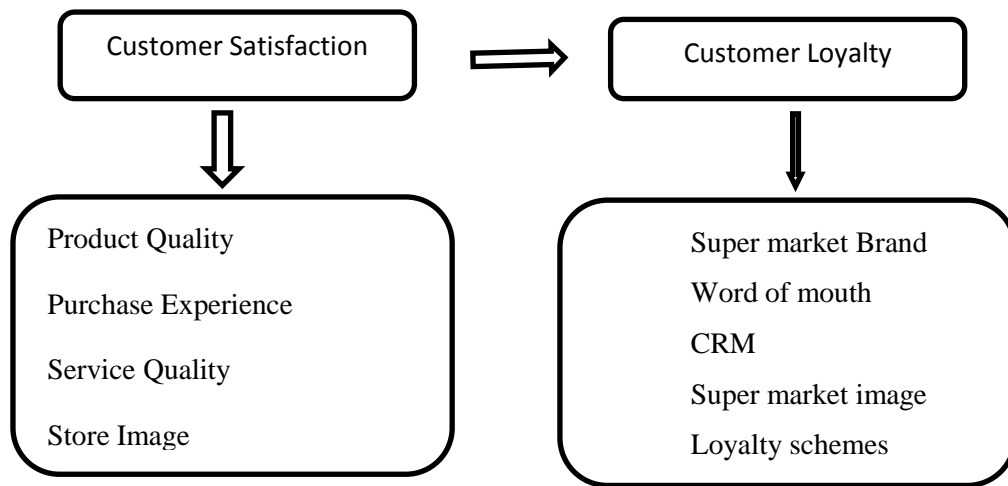
Figure 2 Hypothesised relationship between customer satisfaction and customer loyalty

Selection of the Samples

Five leading supermarkets involved in things stall around the city of Jaffna are selected as cluster sampling due to time constraints, travelling cost and other costs related to the data collections. In the case of customer samples, ten customers with age of 18 years and above for each sampling supermarket are considered as purposive and random sample for the study.

In addition, cross sectional data collection was done for the respondents (customers and managers). The sample procedure paid more attention on the selection of appropriate samples so that samples can cover different background of people as Sri Lanka is the most multicultural city in Jaffna district.

Likert type scale first worked out by Likert is often used for measuring attitudinal and behavioural components. This study used seven points scale in the statement of absolutely favourable, for example completely satisfied; and unfavourable situations, for example fully dissatisfied. For each response, numerical values are given so that the researcher can measure or comment on the attitudes of respondents.

Methods of Data Collection

The study was complied with the help of primary data. Primary data was collected from direct personal and semi structured interviews, questionnaires, and review of customer complaint books of each super markets due to the presence of qualitative nature (attitudes and opinions). This also contains the email survey and telephone interviews. Moreover, the desk study covered various published and unpublished materials on the subject.

Questionnaire Construction

As quality of data to be collected obviously depends on what the questions are and their sequence, the researcher paid much attention on the construction of questionnaires. For the efficient data collection, researcher had to confirm that the precise data which contributed in answering the research questions and attaining the research objectives were collected through the questionnaire. In addition, customer satisfaction, loyalty, and other variables influencing them are latent factors. Questionnaire for customers basically was divided into three sub sections,1) demographics, 2) customer satisfaction, and 3) customer loyalty.

The questionnaire was administrated to five leading retail supermarkets in things stall in the city of Jaffna and ten customers for each supermarket. In the questionnaire, a seven-point scale from strongly disagree (-3) to strongly agree (+3) was adopted to identify the variables of customer satisfaction and loyalty.

Reliability and Validity of the Data

Reliability refers to the quality of the research and consistency of research findings compared to the findings from the earlier researches. Response rate and reliability and validity of the data which are

going to be collected are highly influenced by the construction of the questionnaires. The reliability of contents of questionnaires was discussed with the supervisor and other researchers doing the research. Direct interviews helped the researcher to clear out any doubts in the responses of the questionnaire.

Mode of Analysis

Descriptive analysis, inferential analysis, accounting, and mathematical techniques were mostly used in the study.

Descriptive analysis

For descriptive analysis some descriptive statistical measures such as mean and standard deviation were used.

Inferential analysis

For inferential analysis like factor analysis, correlation and regression were used in this study.

Correlation matrix

A correlation matrix is a lower triangle matrix showing the simple correlations, r, between all possible pairs of variables included in the analysis. The diagonal elements, which are all 1's, are usually omitted.

Multiple regression

The technique of multiple regressions is used to know the extent of impact of independent variables upon dependent variables.

Mathematical techniques

Mathematical techniques such as adding, subtracting, multiplying and dividing are used in this study.

Data Analysis   and Findings

Testing the Hypotheses

This section deals with testing the two hypotheses about the relationship between customer satisfaction and customer loyalty. As the hypotheses are based on the relationship between two variables (customer satisfaction and loyalty), correlation analysis is appropriate and is carried out to find out the relationship. Further, the following model is formulated to examine the impact of customer satisfaction on customer loyalty, through the following variables: Product Quality, Purchase Experience, Service Quality, Store Image, Supermarket Brand/Products, Word of mouth, Customer Relationship Management, Supermarket Image, Loyalty schemes.

The equations used for the analysis are given below using concise notations:

$CS = f (PQ, PE, SQ, SI)$

$CL = \beta_O + \beta_1(PQ) + \beta_2 (PE) + \beta_3(SQ) + \beta_4(SI) + e$

Where

$\beta0, \beta1, \beta2, \beta3, \beta4$	= regression co-efficients
CL	= Customer Loyalty
CS	= Customer Satisfaction
PQ	= Product Quality
PE	= Purchase Experience
SQ	= Service Quality
SI	= Store Image
and e	= Error term

To test how well the model fits the data and findings, correlation (r), R, R^2 (Coefficient of determination), variance, ANOVA and the t-statistic are used.

Correlation analysis is performed to find out the pair wise relationship between variables; PQ, PE, SQ, SI, SB, W, CRM, SUI, LS and CL, CS. Hence, the results are summarised as follows.

Table 1 Correlation for customer satisfaction and customer loyalty

Correlations		PQ	PE	SQ	SI	SB	W	CRM	SUI	LS
PQ	Pearson Correlation	1								
	Sig. (1-tailed)									
PE	Pearson Correlation	.769**	1							
	Sig. (1-tailed)	.000								
SQ	Pearson Correlation	.490**	.524**	1						
	Sig. (1-tailed)	.000	.000							
SI	Pearson Correlation	.710**	.761**	.642**	1					
	Sig. (1-tailed)	.000	.000	.000						
SB	Pearson Correlation	.808**	.770**	.506**	.722**	1				
	Sig. (1-tailed)	.000	.000	.000	.000					
W	Pearson Correlation	.685**	.668**	.524**	.656**	.834**	1			
	Sig. (1-tailed)	.000	.000	.000	.000	.000				
CRM	Pearson Correlation	.690**	.728**	.474**	.652**	.794**	.794**	1		
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000			
SUI	Pearson Correlation	.697**	.715**	.621**	.770**	.798**	.695**	.702**	1	
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000		
LS	Pearson Correlation	.731**	.678**	.442**	.699**	.761**	.777**	.645**	.683**	1
	Sig. (1-tailed)	.000	.000	.001	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50	50	50	50
**. Correlation is significant at the 0.01 level (1-tailed).										

Source: Survey data

Note: Figure in the Parentheses indicate P- value CS- Customer Satisfaction

Table 1 shows that the correlation values between the variables. CS and CL are positively correlated with the value of 0.715 which is highly significant at 1 percent level of significance. In addition, PQ, PE, SQ, SI, SB, W, CRM, SUI, LS and CS, CL are also positively correlated with CL which is significant at 1 percent and 5 percent level of significance. Hence the first hypothesis (H$_1$)

Customer Satisfaction and Loyalty are Positively Correlated is accepted.

Testing - H2: Customer Satisfaction Has Greater Impact on Customer Loyalty.

A multiple regression analysis is performed to identify the predictors of CL, CS as conceptualised in the model. A enter wise variable selection is used in the regression analysis and **Error! Reference source not found.**Provides the summary measure of the model.

Table 2 Predictors of CL – model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877[a]	.769	.748	.37592
a. Predictors: (Constant), SI, SQ, PQ, PE				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.138	4	5.284	37.395	.000[b]
	Residual	6.359	45	.141		
	Total	27.497	49			
a. Dependent Variable: CL						
b. Predictors: (Constant), SI, SQ, PQ, PE						

The CL, CS (PQ, PE, SQ, SI) in the above model revealed the ability to predict CL (R^2 = 0.769). In this model value of R2 denotes that 76.9 percent of the observed variability in CL can be explained by the difference in CS, CL namely SB, W, CRM, SUI, and LS. The remaining 23.1 percent is not explained which means that the rest 23.1 percent of the variation in CL, CS is related to other variables which are not depicted in the model. This variance is highly significant as indicated by the F value (F = 37.395 and P = 0.000) and an examination of the model summary in conjunction with ANOVA indicates that the model explains the most possible combination of predictor variables that could contribute to the relationship with the dependent variable.

Table 3 Coefficients for predictors of CL

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.104	.322		-.322	.749
	PQ	.377	.114	.388	3.292	.002
	PE	.239	.119	.257	2.010	.050
	SQ	.099	.116	.080	.853	.398
	SI	.241	.118	.261	2.050	.046
a. Dependent Variable: CL						

Source: Survey data.

In the above model,'t value' for RE is highly significant at 1 percent level. It means that with increasing level of PQ, CL, will be increased 3.292 levels. Other variables of CS are not significant. Hence, the second hypothesis (H_2) is partially accepted.

Conclusions

Based on the results from the correlation and regression analysis carried out, it is concluded that customer satisfaction and customer loyalty are positively correlated. The literature review of this paper (Kotler, 2008; Hill and Alexander, 2006; Grønholdt, 2000, and Srinivasan, 1996) also supported this conclusion. But, concluding on the effect of customer satisfaction on loyalty, loyalty is governed mostly by other factors such as super market image, brand loyalty, service quality, loyalty schemes etc. rather than customer satisfaction in the case of retail things supermarkets. In addition, key factors determining customer satisfaction are: responsiveness, price, choices of products, repeat purchase, advertising, and overall satisfaction, whereas key determinants for loyalty in retail super markets are : provision of information, management, new brand ,recommendation of product or service, innovativeness, sales promotion, value of brand, environment friendly, and bench marking.

Policy Implementation

In accordance with the responses of the sample respondents from the questionnaire and the direct interviews, this study attempts to suggest a policy implementation for the retail supermarkets to improve satisfaction of their customers, to earn loyal customers, and to make the loyal customers more loyal (i.e. To move customers up the loyalty pyramid). In order for attaining the organisational objectives as well as earning fully satisfied customers, the supermarkets should adopt "Win win strategy" (Kotler et al, 2008). However, in some cases, for instance "more employees on the shop floor", there is a contradiction between the supermarkets and the customers. The marketing strategy in this regard has to find out alternative ways to satisfy both supermarket and customers.

- Customer care through service quality of the employees

  Customer care should be improved further by enhancing the service quality to make dissatisfied customer to satisfied customers.

- Training on customer care and products

  It is rare to find out an employee who knows all products very well. Some employees don't care about customers' needs if that is beyond his/her duty. Thus, more staff with good training about customer care is needed to improve the customer satisfaction and to illuminate the unpleasant situation.

- Physical facilities

  By providing the customers, for example, with spacious car park and the required facilities for customers with special needs, supermarkets can achieve more.

- More employees on the shop floor

  In many cases, when customers need an employee for help, they can't find any one nearby on the shop floor. Moreover, the customers are not willing to spend much time for purchasing importance items. Because, customers spend only a small part of the whole budget on food, important things items products every time. So, a quick purchase with a little effort is highly appreciated by almost all customers.

Direction for the Future Research

This research could be extended in many directions. Three of the most interesting extensions are listed below.

- A comparative study between the supermarkets to find out difference customer satisfaction and loyalty would be very useful.

- This study is based on five super markets in Jaffna district. The research would yield more reliable and interesting findings. Another possible extension would be to conduct a comparative study between supermarkets in

food &important things sector and other industry like use in Jaffna district.

- A comparative study among different types of stores in the same organisation, for KFC (Jaffna), TCT(nallur), Gargils(manipay), Sathosa, Cop-City (important things& food items)would be valuable for the organisation and others.

References

- Read Marketing Books Hill, N. and Alexander.
- Business Dictionary (Internet)
- Hill, N. and Alexander, J. (2006) the Handbook of Customer Satisfaction and Loyalty Measurement. 3rd ed. Aldershot: Gower.
- Wikipedia
- Pallant, J. (2005) SPSS survival Manual, Sydney: Allen and Unwin. Hema, W., Anura, D.Z., Tilak, F. & Basil, P. (2000). Factors Contributing to the Success of Manufacturing Enterprises in Sri Lanka: An Empirical Investigation. Sri Lankan Journal of Management, 5(1&2), pp. 110-130.
- Pal, Y. (1986) A theoretical study of some factor analysis problems and Pal,Y., & Bagai, O.P. (1987). A common factor better reliability approach to determine the number of interpretable factors", a paper presented at the IX Annual conference of the Indian society for probability and statistics held at Delhi, University of Delhi, India.Pal, Y.(1997). A New Factoring Criterion Based on Principal Factor Reliability Coefficient's and its Comparison, with some well-known Factoring Criteria, Indian Psycological Review, 48(3), pp. 187-200.
- Saunders, M., Lewis, P. And Thornhill, H. (2007) Research Methods for Business Students. 4th ed. London: Prentice Hall.
- Solomon, M., Bamossy, G., S. and Hogg, M.K (2006) Consumer behaviour: a European perspective. 3rd ed. London: Prentice Hall.
- Solaiman, M.D. and Pramanik, Q.A. (2000) Rural youth entrepreneurship development: a study of some selected villages in Chittagong. The Chittagong University Journal of Commerce, 15, pp. 53-66.
- Spiller, A., Bolten, J and Kennerknecht, R. (2006). Customer Satisfaction and Loyalty as Success Factors in Organic Food Retailing. Paper presented at 16th Annual world Forum and Symposium, Agribusiness, Food, Health and Nutrition, IAMA Conference, June 10-13, 2006 in Buenos Aires, Argentina.
- Sivadas, E and Baker – Prewitt, J.L. (2000). An Examination of the Relationship between Service Quality, Customer Satisfaction, and Store Loyalty. International Journal of Retail and Distribution Management, 28(2), pp.73-82.
- Verdict Consulting research (2007) UK grocery Market: more competitive than ever. Market watch Journal, 6 (12), pp.12-13.
- Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (2003) Multivariate Data Analysis, New Delhi: Pearson Education.
- Stone, M. (2005) Customer relationship management and the impact of corporate culture - a European study. Database Marketing & Customer Strategy Management, 13(1), pp. 28-54.
- Gregory, J.R. and Wiechmaan, J.G. (1999) Marketing corporate image. 2nded. Chicago: NTC Business Books. (Online).
- Grønholdt, L., Martensen, A. and Kristensen, K. (2000) the relationship between customer satisfaction and loyalty: cross industry differences. Total quality management. 11(4, 5 and 6), pp. 509-514.
- Foresee online satisfaction Measurement Company (2007). Satisfaction = Loyalty. Marketing Management Journal, 16(4), pp5-5, 1/5.
- Srinivasan, R. and Moorman, C. (2005) Strategic firm commitments and rewards for customer relationship management in online retailing. Journal of Marketing, 69 (October 2005), pp. 193–200

- Stone, M., Woodcock, N. and Machtynger, L. (2000) Customer relationship marketing: get to know your customers and win their loyalty. 2nd ed. London: Kogan Page.

- Shajahan.S (2006) Relationship marketing: Text and cases. Tata McGraw–Hill. New Delhi.

- Sivadas, E. and Baker-Prewitt, J.L. (2000) an examination of the relationship between service quality, customer satisfaction, and store loyalty. International Journal of Retail and Distribution Management. 28 (2), pp. 73-82.

- Ather, S.M. and Nimalathasan, B. (2009) Factor Analysis: Nature, mechanism and uses in social and management researches. Journal of the Institute of Cost of Management Accountant of Bangladesh, XXXVII (2), pp. 12-17.

- Malhotra, N.K. (2002). Marketing research: an applied orientation. 3rd Ed. New Delhi: Pearson Education Asia.

- Bagozzi, R. P. and Yi, Y. (1988). On the evaluation of structural equation models. Journal of the Academy of Marketing Science, 16 (1), pp. 74-95.

- Dibb, S., Simkin, L., Pride, W.M. and Ferrell, O.C (2006) Marketing: Concepts and Strategies. Boston. Charles Hartford.

- Keiningham, T.L., Cooil,B.A., Andreassen, T.W & Weiner,J.(2007). The Value of Different Customer Satisfaction and Loyalty Metrics in Predicting Customer Retention, Recommendation, and Share – of- Wallet, Managing Service Quality, 17(4), pp.361-384.

- Kuusik, A. (2007) Affecting Customer Loyalty: Do Different Factors Have Various Influences In Different Loyalty Levels.

Web Links

- ISO 9000 (2005), Plain English Quality Management Dictionary. Available from: http://www.praxiom.com/iso-definition.htm [accessed 20 October 2019].

- BNET. BNET Business Dictionary: Business Definition for: Customer Expectation [online]. Available from http://dictionary.bnet.com/definition/customer+expectation.html [accessed 25th October 2019].

- Engineering Librarians (2006) Citing and referencing with the Harvard System [online]. Bradford: Universityof Bradford. Available from: http://www.brad.ac.uk/library/documents/refeng.pdf [accessed 20 May 2019].

- EPSI Rating, Available from http://www.epsi-rating.com/index.php?option=com_content&task=view&id=27 [accessed 16th Oct 2019].

- McCroskey, J.C, Arnold, E.W. and Prichard, S.V.O. The Likert-Type Scale [online]. Scotland High School, Scotland, S.D. Available from: http://www.jamescmccroskey.com/publications/25.htm [accessed 20 October 2019.