



RESEARCH ARTICLE

IMPACT OF RELATIONSHIP MARKETING STRATEGY ON RELATIONSHIP QUALITY AND CUSTOMER LOYALTY: A CASE STUDY OF TELECOM SECTOR OF TAMIL NADU

S. Balaji* and M. Sivasubramanian

Business Administration Wing, DDE, Annamalai University, Annamalai Nagar

ARTICLE INFO

Article History:

Received 15th, October, 2014

Received in revised form 27th, October, 2014

Accepted 16th, November, 2014

Published online 28th, November, 2014

Key words:

Relationship marketing strategy, relationship quality, trust, satisfaction, customer loyalty, telecom sector

ABSTRACT

Every organization strives for long term success. There are various factors that contribute to the success of organization. Organizations with huge profits can't be considered as strong organizations as profit making is only one function of organizations. Keeping abreast with all the stakeholders is requirement for every organization to be an effective and successful organization. Out of all the stakeholders customers are considered to be the king now a day.

In the early nineties, relationship marketing has been seen as a very important factor. It became an integral part of the industry and most importantly in the service sector. Companies use many strategies to retain their customers. Many of the strategies fail or are ineffective on the customers. As a result, target customer shows a behavior called switching. This study is aimed at investigating the relationship of this marketing strategy on trust and satisfaction of customer, which ultimately increases customer loyalty in telecom sector of cuddalore district Tamilnadu. An analytical model is developed to test the relationship between these strategy and customer loyalty.

© Copy Right, IJRSR, 2014, Academic Journals. All rights reserved.

INTRODUCTION

The 21st century consumer has seen many technological advances especially in the field of telecommunication and information technology. Telecom industry is at the one of the fast growing industries, core of the Information Society. One specific area within telecom sector that has created a lot of attention recently is the Mobile communications arena. This industry is undergoing a radical transformation at present, creating exciting new opportunities and challenges for infrastructure. Mobile telecom has been the most rapidly adopted technology in history. Competition has prompted firms to be more concerned with the quality of their service delivery, and mobile telecommunications sector is no exception. Today it is the most popular and widespread personal technology on the planet. Growth in this industry is fueled by the increased competition that has arisen due to globalization and deregulation. Moreover, the forces of liberalization of telecommunication market have pressurized the companies to maintain their market share by focusing on retaining their current customer. They are being increasingly confronted with the challenges to attract their subscribers by providing high quality of services. With the increase in the cost of acquisition of new customers, Telecom companies continually seek new ways to acquire retain and increase their subscriber base. Thus the ability to retain existing customer is increasingly crucial in this industry.

The 21st century consumer market raises many questions to those businesses that need to respond to this new era of consumerism. Customer Relationship Marketing is a practice that includes all marketing activities directed toward

establishing, developing, and maintaining successful customer relationships. Building and maintaining relationships with customers has become a key strategic point with service industries. Therefore, relationship marketing develops long-term relationships and improves corporate performance through customer loyalty and customer retention. This study is an investigation of impact of relationship marketing strategy on satisfaction, trust (relationship quality) and customer loyalty.

LITERATURE REVIEW

Relationship marketing

Morgan *et al.* (1994) defined relationship marketing as activities performed to develop and enhance a successful long term relationship with customers.

Hougaard *et al.* (2002) also defined relationship marketing as a behaviour of the firm to establish and maintain a profitable relationship with their customers for the benefit of both parties. Wulf *et al.* (2001) explained that different results of satisfaction and loyalty may come with different duration of relationship. (Bowen *et al.*, 2003) relationship marketing is an exit from traditional transaction behavior to developing the customers as partners.

Relationship Marketing Strategy

The challenge for telecommunication service providers is to attract more customers, focus on building good relationship quality with customers, make customers satisfied and trust, and step by step obtain customer's loyalty, through relationship marketing strategy.

* Corresponding author: **S. Balaji**

Business Administration Wing, DDE, Annamalai University, Annamalai Nagar

This strategy might be one of the best ways for service providers to retain customers and building customer loyalty. Many empirical studies have provided evidences that relationship marketing strategy have impact on behavioral loyalty which affects customer retention (Peng and Wang, 2006). Therefore, well awareness of the target consumers and building good relationship with them is the most significant issue.

Bansal *et al.* (2005) suggested different ways to execute relationship marketing strategy, that is, price perception, value offered, alternate attraction, service quality. Membership options, priority treatment and good communication could develop a healthy relationship with the customers (Tseng, 2007). Peng and Wang (2006) investigated relationship marketing strategy like service quality, reputation and price perception.

Service Quality

Traditionally, service quality has been conceptualized as the difference between customer expectations regarding a service to be received and perceptions of the service being received (Grönroos, 2001; Parasuraman, Zeithaml, & Berry, 1988). Services are different from tangible products. The uniqueness of service is based on its intangible and heterogeneous nature. It is not possible to keep an inventory of services. It is produced and consumed at the same time. Service delivery process takes place in interaction between consumer and service provider

(Gronroos, 2000). The service quality is the perception of service consumer developed during the interaction with the service provider (Gronroos, 2000).

In some earlier studies, service quality has been referred as the extent to which a service meets customers' needs or expectations (Lewis & Mitchell, 1990; Dotchin & Oakland, 1994). It is also conceptualized as the consumer's overall impression of the relative inferiority or superiority of the services (Zeithaml, Berry, & Parasuraman, 1990).

Service Quality Dimensions

Parasuraman *et al.* (1988) identified five dimensions of service quality (viz. reliability, responsiveness, assurance, empathy, and tangibles) that link specific service characteristics to consumers' expectations.

- a. Tangibles - physical facilities, equipment and appearance of personnel;
- b. Empathy - caring, individualized attention;
- c. Assurance - knowledge and courtesy of employees and their ability to convey trust and confidence;
- d. Reliability - ability to perform the promised service dependably and accurately; and
- e. Responsiveness - willingness to help customers and provide prompt service.

After a comprehensive review of service quality studies, Asubonteng, McCleary, and Swan (1996) concluded that the number of service quality dimensions varies in different industries. For example, Kettinger and Lee (1994) identified four dimensions in a study of information systems (IS) quality, which did not have tangible dimension. Cronin and Taylor (1992) developed a one-factor measurement instrument instead of the five-factor measures proposed by

Parasuraman *et al.* (1988). Besides SERVQUAL, Sureshchandar, Rajendran, and Anantharaman (2003) have identified five factors of service quality from the customers' perspective.

Those are: a) Core service or service product, b) Human element of service delivery, c) Systematization of service delivery: non-human element, d) Tangibles of service, and e) Social responsibility. After a close inspection it could be safely concluded that the newly defined construct of service quality by Sureshchandar *et al.* (2003) has some resemblance with the definition provided by Parasuraman *et al.* (1988). For this study the researchers have employed the five dimensions of service quality proposed by Parasuraman *et al.* (1988).

Price Perception

Consumer pays a certain monetary or financial value in order to get a service. Price has a significant impact on the consumers buying behavior. Price perception may vary from individual to individual. Sometimes, higher price might effects negatively to the consumer buying decision (Peng and Wang, 2006). Price perception also has relation with price searching (Lichtenstein *et al.*, 1993). Oliver (1997) ascertains that consumer makes a relationship between price and quality of service. Price perception can be measured by two methods: one is price reasonableness and the other one is value for money (Cheng *et al.*, 2008). Most of the times, customer considers high price as a reflection of high quality (Chitty *et al.*, 2007). Research has shown that trust and satisfaction may influence by price (Kim *et al.*, 2008).

Brand Image

Building a strong brand is not only important in manufacturing industry but it is also a critical issue in service sector. Keller (1993) defined brand image as association and perception of brand in customer's mind. It is a picture of brand in consumer's memory which is shown by his response (Dobni *et al.*, 1990). Gronroos (2000) suggested that each step of branding creates separate perception about the brand in customer mind and ultimate result is called brand image. Relationship marketing emphasize on one to one relationship between firm and consumers. It also shows the relationship among brand and customers (O'Loughlin *et al.*, 2004).

Relationship Quality

Smith (1998) argues that relationship quality is important to measure the degree of relationship strength. Successful relationship leads to a smooth exchange process and proper treatment from both parties (Crosby *et al.*, 1990).

Li *et al.* (2008) stated that good relationship quality can decrease uncertainty in the mind of customers. If relationship quality is high, it may develop a strong and long term relationship between customer and firm (Singh, 2008). Whitten *et al.* (2007) proposed that relationship

quality can be measured by considering different dimensions like trust, communication, and interdependence. Lages *et al.* (2005) suggested that relationship quality can be measured by intensity of information sharing, time orientation and communication quality in firm's perspective.

Trust

Mayer *et al.* (1995) defined trust as vulnerability of one party to the actions of another's on the basis of expectations that other person was perform in the desired way. It is the extent to which a party believes that other party is honest (Geyskens *et al.*, 1995). According to Doney (1997), it is a perception of credibility. Trust is a human attribute assessed by one's traits (Chu, 2009), behaviour and motives (Tian *et al.*, 2008). Liang *et al.* (2008) called it the ability to sacrifice one's own interest for others.

Satisfaction

Marketers are paying too much attention to satisfaction of the customer. To satisfy the customer in the best way is considered a competitive advantage. Satisfaction is an overall experience of consumer with a certain product or service and repeat purchase is also considered in it (Fornell, 1992). Oliver (1997, 1999) defined satisfaction as fulfillment in a pleasurable way. Mouri (2005) ascertains that experience which satisfies the need and desire of customer may increase the possibility of long term relationship. A customer requires different satisfaction level at different stages of relationship (Spath *et al.*,2007).

Customer Loyalty

All the activities in marketing are focused on customer to make him loyal. Oliver (1997) defines it as the deep commitment of a customer to repurchase the same product or service and remain repetitive in this behavior. Hayes (2008) argues that customer is the only source of a profitable growth, and customer loyalty may contribute in it. Chu (2009) explains loyalty as a commitment to a certain product for repeat purchase. There is a difference between the purchase rate of loyal and non loyal customers (Bowen *et al.*, 2003). Blackton (1995) argues that loyal consumers are very important and valuable assets for a firm. It is up to the company to retain these customers for a long term relationship (Tseng, 2007).

Customer loyalty has two dimensions. One is attitudinal and other one is behavioral (Aydin *et al.*, 2005). Attitudinal loyalty is related to preference, recommendation and purchase intentions of the customers. Behavioral is related purchase share and frequency.

Research Objectives

Relationship marketing strategy may vary from company to company. The effectiveness of these strategy may also differ from firm to firm. Keeping it in view, our research objective are framed

- To find out Which of the relationship marketing strategy contribute more positively to customer loyalty
- How different relationship strategy impact on customer loyalty?

Purpose Of The Study

The purpose of this study is to measure the impact of customer relationship marketing strategy on customer loyalty in mobile telecom industry in tamilnadu with special reference to cuddalore district.

Proposed Model

The proposed model for the study is shown in Figure 1.

Hypothesis

- H1:** High service quality is positively related to customer satisfaction.
- H2:** High service quality is positively related to customer trust.
- H3:** Fair Price is positively related to customer satisfaction.
- H4:** Fair Price is positively related to customer trust.
- H5:** Brand image is positively related to customer satisfaction.
- H6:** Brand image is positively related to customer trust.
- H7:** Customer trust is positively related to customer loyalty.
- H8:** Customer satisfaction is positively related to customer loyalty.

Research Design

Sample selection and Size

Data was collected from mobile service users. For this purpose, four companies were selected. (Airtel, Aircel, BSNL, Reliance). A sample size 210 was selected on the basis of previous studies. Unit of analysis for this study was individuals from telecom industry.

Survey instrument

The instrument for data collection was questionnaire. A self administered questionnaire was used to ensure the quality of data. A Likert scale of 1-strongly disagree to 5-strongly agree was used to quantify the data.

Type Of Study And Time Horizon

This was a causal type of study because impact and relationship was investigated between the variables. It was a cross sectional study. Data was collected once to conduct research.

Data analysis

Structural Equation Modelling was used as data analysis technique.

Data reliability

Cronbach's alpha was measured to check the reliability of the data (Table 1)

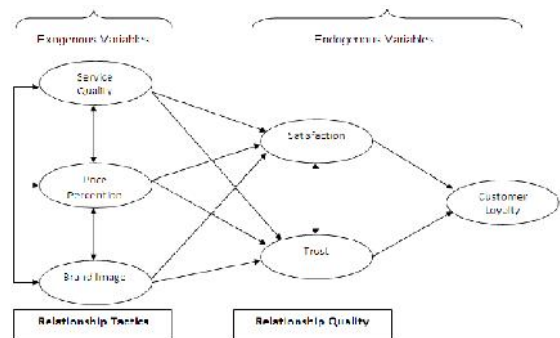


Figure 1 Proposed model for the study

Table 1 Cronbach's alpha

Constructs	No. of items	Cronbach's alpha
Customer loyalty	6	0.850
Satisfaction	4	0.808
Trust	5	0.848
Service quality	6	0.791
Price perception	5	0.766
Brand image	3	0.798

Correlation matrix

Table 2 shows that all the variables are positively correlated with each other. Customer loyalty and satisfaction show the

highest value of 0.750(**). Service quality and price perception has the lowest value of 0.507(**).

Table 2 Correlation

	SQ	PR	BI	TR	SA	CL
SQ	1.000					
PR	0.507	1.000				
BI	0.594	0.551	1.000			
TR	0.616	0.601	0.742	1.000		
SA	0.682	0.600	0.602	0.467	1.000	
CL	0.628	0.585	0.730	0.701	0.750	1.000

SQ, Service quality; PR, price perception; BI, brand image; TR, trust;SA, satisfaction; CL, customer loyalty.

$$\text{Satisfaction} = 0.466(\text{service quality}) + 0.306(\text{price perception}) + 0.102(\text{brand image})$$

$$\text{Trust} = 0.082 (\text{service quality}) + 0.059 (\text{price perception}) + 0.223 (\text{brand image})$$

$$\text{Customer loyalty} = 0.856[0.466(\text{service quality}) + 0.306(\text{price perception}) + 0.102 (\text{brand image})] + 0.069[0.082 (\text{service quality}) + 0.059 (\text{price perception}) + 0.223 (\text{brand image})]$$

Table 4 shows the parameter estimate, standard error, t-statistics and p-values. From there it is evident that the p-

Table 3 Model estimates

Item	Parameter estimation	Standard error	T-Statistics	Prob. level
Construct 1: Customer loyalty				
Using this operator for a long time.	0.386	0.088	4.398	0.000
I willing to continue selecting this operator.	0.432	0.102	4.229	0.000
Even if another operator' price is lower, I will go on using this provider.	0.310	0.100	3.103	0.002
I am willing to say positive things.	0.250	0.114	2.191	0.028
I will encourage friends and relatives to use	0.254	0.108	2.340	0.019
This operator provides the best service.	0.324	0.116	2.784	0.005
Construct 2: Satisfaction				
overall service quality by this operator	0.911	0.092	9.920	0.000
professional competence of this operator	0.719	0.104	6.925	0.000
performance of the employees of this operator	0.959	0.091	10.486	0.000
Relationship with this operator.	0.939	0.091	10.298	0.000
Construct 3: Trust				
This operator is reliable	0.564	0.081	6.941	0.000
The billing system is trustworthy.	0.754	0.089	8.460	0.000
The reputation of this operator is trustworthy	0.788	0.079	9.929	0.000
The policies and practices of this operator are trustworthy	0.796	0.075	10.682	0.000
The service process by this operator is secure	0.719	0.104	6.925	0.000
Construct 4: Service quality				
Follows up in a timely manner to customer requests.	0.668	0.086	7.760	0.000
The frontline employees of this operator are Always willing to help me.	0.794	0.097	8.187	0.000
Providing good quality service.	0.703	0.102	6.884	0.000
Personalized services to meet customers' need	0.820	0.097	8.443	0.000
Timely information when there are new services.	0.608	0.095	6.372	0.000
Construct 5: Price perception				
This operator took effective ways to help us know its pricing policies of products and services.	1.110	0.092	12.037	0.000
The pricing policies of products and services from this operator are attractive.	1.057	0.094	11.197	0.000
The calling rate offered by this operator is reasonable.	1.037	0.099	10.524	0.000
This operator is offering flexible pricing for various services that meet my needs.	0.420	0.098	4.294	0.000
I will continue to stay with this operator unless the price is significantly higher for the same service.	0.339	0.118	2.868	0.004
Construct 6: Brand image				
I consider that this operator's reputation is high.	0.250	0.065	3.870	0.000
I have a good feeling about the operator's social responsibility.	0.568	0.107	5.319	0.000
The operator delivered a good brand image to its customers.	0.312	0.077	4.061	0.000

Confirmatory factor analysis

Confirmatory factor analysis is a type of factor analysis in which we confirm our factors. Table 3 shows the parameter estimate, standard error, T-statistics and probability level of each variable. Each variable has probability level that is less than 0.05, which shows that each variable construct has a significance value. Therefore, all the variables are confirmed

RESULTS AND DISCUSSION

Bentler-Bonett normed fit index

This index approaches 1 in value as fit becomes perfect. However, it does not compensate for model parsimony. NFI values above 0.95 are good, between 0.90 and 0.95 acceptable, and below 0.90 indicate a need to respecify the model. NFI greater than or equal to 0.9 indicates acceptable model fit. NFI less than 0.9 can usually be improved substantially.

Estimated SEM equations

$$\text{Customer loyalty} = 0.856(\text{satisfaction}) + 0.069 (\text{trust})$$

enough that the relationships between variables are significant. Path relationship procedure can provide estimates for each relationship (arrow) in the shown model. In our above model there are three exogenous variables that are service quality, price perception and brand image and three endogenous variables that are satisfaction, trust and customer loyalty.

From Table 4, the estimated coefficients are 0.466, 0.082, 0.306, 0.059, 0.102, 0.223, 0.069 and 0.856, respectively. We can ascertain that satisfaction is affected by service quality, price perception and brand image. From Table 4, we can see that satisfaction is more affected by service quality because it has bigger estimated coefficient which is 0.466 then somewhat less affected by price perception which is 0.306 and then somewhat less affected by brand image which is 0.102. But we can see that trust is more affected by brand image because it has bigger estimated coefficient which is 0.223 then somewhat less affected by service quality which is 0.082 and then somewhat less affected by price perception which is 0.059. Customer loyalty can be achieved directly through satisfaction and trust but indirectly also achieved by service

quality, price perception and brand image because customer loyalty depends on satisfaction and trust and then these two variables that are satisfaction and trust further depends on these three exogenous variables. From the aforementioned results, we can conclude that the satisfaction mostly depends on service quality because it has the biggest estimated coefficient. This means that if the service quality is good other than price perception and brand image then the customers are more satisfied and customer loyalty is also mostly depends on customer satisfaction other than trust because it has bigger estimated co efficient.

positively related to relationship quality. Results show that service quality has a significant impact on satisfaction. It means that if service quality is high, satisfaction will increase. Relationship quality is positively related to customer loyalty. The result supports the previous studies that satisfaction and trust may increase customer loyalty. Satisfaction may increase customer loyalty other than trust.

Implications

This study proves the relationship between customer loyalty, relationship quality and relationship strategies. The study

Table 4 Parameter estimation

Relations	Parameter estimates	Standard error	T-Statistic	P-value
(SQ)-->(SA)	0.466	0.117	3.985	0.000
(SQ)-->(TR)	0.082	0.039	2.129	0.033
(PR)-->(SA)	0.306	0.017	2.885	0.000
(PR)-->(TR)	0.059	0.029	2.024	0.043
(BI)-->(SA)	0.102	0.119	3.564	0.001
(BI)-->(TR)	0.223	0.039	2.243	0.020
(TR)-->(CL)	0.069	0.021	2.200	0.023
(SA)-->(CL)	0.856	0.435	1.968	0.049

Table 5 Single sample fit indices

Joreskog AGFI	0.891
Akaike information criterion	16.579
Schwarz and Aposis Bayesian criterion	18.711
Browne-Cudeck cross validation index	17.643
Independence model chi-square	3012.978
Independence model df	703.000
Bentler-Bonett normed fit index	0.900
Bentler-Bonett non-normed fit index	0.890
Bentler comparative fit index	0.945

Value required

2/df (<3) p-value (>0.05) CFI (>0.9)
 NNFI (>0.9) GFI (>0.9) AGFI (>0.9)
 RMSEA (<0.05) RMR (<0.08)

Structural Equation Modeling (SEM) is being used in this research to test the proposed model. The fitness model is calculated by an excellent model’s ratio of chi- of square value to degree of freedom (2/df) which should not be larger than 3. (Carmines and MacIver, 1981). The RMR should be smaller than 0.08 and RMSEA should be smaller than 0.05, and GFI, AGFI, NFI, RFI, and CFI should be larger than 0.9 (Joreskog and Sorbom, 1989). The table 5 shows goodness of fit of this model.

CONCLUSIONS

Customer retention is becoming more important than customer development. Customer loyalty is very much vulnerable in service industry. These relationship strategies are being implemented to develop a long term relationship between customer and the company. These Strategies are implemented by all companies but still customers switch to other companies. From the preceding results, we can conclude that satisfaction mostly depends on service quality because it has the biggest estimated coefficient. Means if the service quality is good other than price perception and brand image then the customers are more satisfied and customer loyalty is also mostly depends on customer satisfaction other than trust because it has bigger estimated co-efficient. This study was conducted to measure the impact of relationship marketing on relationship quality and customer loyalty in telecom sector of cuddalore district in Tamilnadu. The findings can be concluded as: All the strategiess of relationship marketing are

results help to understand the concept of relationship marketing strategies and customer loyalty. The findings from this study support that buyer’s and seller’s long term relationship can be made healthier by implementing these strategies. This relationship will eventually increase customer loyalty. This research will also help decision makers and marketers to take accurate decisions to enhance customer loyalty. It also proves the importance of these strategies in a long term relationship. All the strategies are important but some have more significance.

Results for service quality have shown that it is the most important strategy among all. Therefore mobile service providers should emphasize on service quality enhancement. It is also very important for companies to consider relationship quality and its importance in their business. A satisfied customer will remain with its service provider for longer period and both will enjoy their profitable relationship in a win- win situation.

Limitations And Future Research Recommendations

Although, this research has studied a comprehensive model and thus provide managers with an important set of recommendations but this study has taken few marketing strategies under consideration. For future research, other strategies may be considered like: commitment, alternate attractiveness and their effect on customer attitude and behavior.

For further research, an interesting new model can be developed. In recent time, mobile companies have introduced a new service of “Mobile Number Portability (MNP)”. The impact of MNP can be measured on customer loyalty. This service has made customer loyalty more vulnerable. Implications regarding this phenomenon may help marketers to develop a strategy to avoid the customer switching.

References

(RMTs) on Switchers and Stayers in a Competitive Service Industry, *Journal of Academy of Marketing Science*, Vol. 33, No. 1, pp. 96-115

- Asubonteng, P., McCleary, K. J. & Swan, J. E. (1996). "SERVQUAL revisited: a critical review of service quality". *Journal of Services Marketing*, 10 (6), 62-81.
- Aydin S, Ozer G (2005). The analysis of antecedents of customer loyalty in the Turkish mobile telecommunication Market. *Eur. J. Mark.*, 39(7/8): 910-925.
- Bansal, H. S., Taylor, S.F. and St. James, Y. (2005). Migrating to New Service Providers:
- Bowen, J. T. and Shoemaker, S. (2003). Loyalty: A Strategic Commitment, *Cornell Hotel and Restaurant Administration Quarterly*, Oct-Dec 2003, 44, 5/6, pp.31-46.
- Chitty B, Ward S, Chua C (2007). An application of the ECSI model as a predictor of satisfaction and loyalty for backpacker hostels. *Mark. Intell. Plan.*, 25(6): 563-580.
- Chu KM (2009). The Construction Model of Customer Trust, Perceived Value and Customer Loyalty. *J. Am. Acad. Bus.*, Cambridge, 14(2):98-103.
- Chu KM (2009). The Construction Model of Customer Trust, Perceived Value and Customer Loyalty. *J. Am. Acad. Bus.*, Cambridge, 14(2):98-103.
- Crosby LA, Evans KR, Cowles D (1990). Relationship Quality in Services Selling: An Interpersonal Influence Perspect. *J. Mark.*, 54(3): 68-81.
- Doney P, Cannon JP (1997). An examination of the nature of trust in buyer seller Relationships. *J. Mark.*, 61(2): 35-51.
- Dotchin, J. A. & Oakland, J. S. (1994). "Total Quality Management in Services Part 2: Service. Quality". *International Journal of Quality & Reliability Management*, 11 (3), 27-42.
- Fornell C (1992). A national customer satisfaction barometer: The Swedish experience. *J. Mark.*, 56(1): 6-21.
- Gronroos C (2000). *Service Management and Marketing: A Customer Relationship Management Approach*. John Wiley & Sons Ltd (Second edition). ISBN: 0-471-72034-8.
- Grönroos, C. (2001). "The perceived service quality concept - a mistake?" *Managing Service Quality*, 11 (3), 150-152.
- Hayes BE (2008). The True Test of Loyalty. *Qual. Prog.*, 41(6): 20- 26.
- Hougaard S, Bjerre M (2002). *Strategic Relationship Marketing*. Samfundslitteratur Press. ISBN: 87-593-0840-0.
- Keller K (1993). Conceptualizing, measuring, managing customer based brand equity. *J. Mark.*, 57(1): 1-22.
- Kim CS, Zhao WH, Yang KH (2008). An Empirical Study on the Integrated Framework of e-CRM in Online Shopping: Evaluating the Relationships Among Perceived Value, Satisfaction, and Trust Based on Customers' Perspectives. *J. Electron. Commer. Organ.*, 6(3): 1-19.
- Lages C, Lages CR, Lages LF (2005). The RELQUAL scale: a measure of relationship quality in export market ventures. *J. Bus. Res.*, 58:1040-1048
- Lewis, B. R. & Mitchell, V. W. (1990). "Defining and measuring the quality of customer service" *Marketing Intelligence & Planning*, 8 (6), 11-17.
- Lichtenstein DR, Ridgway NM, Netemeyer RG (1993). Price perceptions and consumer shopping behavior: a field study. *J. Mark. Res.*, 30(2): 234-245.
- Mayer RC, Davis JH, Schoorman FD (1995). An integrative model of organizational trust. *Acad. Manage. Rev.*, 20(3): 709-734. McGraw Hill.
- Morgan RM, Hunt S (1994). The Commitment-Trust Theory of Relationship Marketing. *J. Mark.*, 58: 20-38.
- Mouri N (2005). A Consumer-based Assessment of Alliance Performance: An Examination of Consumer Value, Satisfaction and Post-purchase behavior. University of Central Florida, 2005. 156 pages: AAT 3193496.
- O'Loughlin DI, Szmigin I, Turnbull P (2004). Branding and relationships: customer and supplier perspectives. *J. Financ. Serv. Mark.*, 8(3):218-230.
- Oliver RL (1997). *Satisfaction: A Behavioral Perspective on the Consumer*. New York:
- Parasuraman, A., Zeithaml, V. A. & Berry, L. L. (1988). "SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality". *Journal of Retailing*, 64 (Spring), 12-40.
- Peng, Leong Yow & Wang, Qing (2006). Impact of Relationship Marketing Strategy pp.310-314.
- Quality in Service Industry, *The Business Review, Cambridge*; Summer 2007, 7 (2),
- Smith JB (1998). Buyer-Seller Relationships: Similarity, Relationship Management, and Quality. *Psychol. Mark.*, 15(1): 3-21
- Spath D, Fähnrich KP (2007). *Advances in Services Innovations*. Springer, Berlin. ISBN: 978-3-540-29858-8
- Tian Y, Lai F, Daniel F (2008). An examination of the nature of trust in logistics outsourcing relationship: Empirical evidence from China. *Ind. Manage. Data Syst.*, 108(3): 346-367.
- Toward a Unifying Framework of Consumers Switching Behaviors, *Journal of the*
- Tseng, Yi Ming (2007). The Impacts of Relationship Marketing Strategy on Relationship
- Wulf KD, Odekerken SG, Iacobucci D (2001). Investments in consume relationships: a cross-country and cross-industry exploration. *J. Mark.*, 65(4): 33-50.
