A Review of Literature on Service Strategies for Customer Satisfaction and Customer Loyalty in Store Supermarkets

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Abstract

This paper reviews the literature on customer satisfaction and customer loyalty, giving emphasis on service marketing strategies specially service quality and in store supermarkets. The purpose of this paper is to reveal available literature related to service strategies on customer satisfaction and customer loyalty using research papers, online databases, conference articles, masters or doctoral dissertations and other related published information which are directly relevant to the said relationship. Further, it provides a comprehensive idea developed on service strategies on customer satisfaction and customer loyalty from its populated period (1980) to the date (2015). It was found that how service strategies influence to customer satisfaction and in turn to customer loyalty. Accordingly, the review results indicate that customer satisfaction significantly influence as the intervening variable in between the service strategies and customer loyalty. Also, it shows that both service quality strategies and service scape strategies are significantly influencing to determine the customer satisfaction.

Key words: *Customer Loyalty, Customer Satisfaction, Service Quality, Service scape*

1. Introduction

In the dynamic business environment, almost every organization pays more attention to the
customer satisfaction ever than before due to the fact that the high competition. Organizations need to satisfy these changing customer needs, aiming to earn the competitive market advantages. For any type organization in the market, real understanding of customers' needs and expectations cause to increase the potential to succeed in the industry. As a result of this, organizational management is keen on this matter, especially in the service sector. In this juncture, customer centered marketing, mass customization, and customer relationship marketing have occupied the top place in modern marketing phenomena. Accordingly, marketing mix designed by marketing executives is keen on facilitating almost each customer individually as a tailor made

marketers to satisfy and delight them to build the customer loyalty in the long run. According to Kotler et al., (2013) creating loyal customers is at the heart of every business, because it is the key to long term marketing success. According to them, creating strong connection with customers is the dream of any marketer specially the service sector. Though, today the service sector gives prominent values to most economies, literature has focused on a limited number of aspects (Cardona and Barvo, 2012; Shari, 2014) but, there are unlimited avenues of interest in the service area to be explored (Lages and Fernandes, 2005). Hence, this paper discusses the service strategies which are affecting customer satisfaction and loyalty via previous literature in the service sector giving emphasis to store supermarkets. The relationship between service strategies and customer loyalty is reviewed. The mediating effect of the customer satisfaction is discussed in details from previous literature through this effort and provides a comprehensive literature showing the relationship exit between them, which is growing from its populated period 1980s to 2015s. Finally, this paper aims to provide a clear idea and direction to the researchers for their future academic studies.

2. Customer Satisfaction

Customer satisfaction is a term frequently discussed in marketing management because it is normally used as a key performance indicator of many businesses. It is a measure of how products and services supplied by a company meet or exceed customer expectation.Customer satisfaction along with customer loyalty is becoming a paramount factor in the businesses for their long-term and short-term survival. According to Gronholdtet et al.,(2000), customer expectation is the base for customer satisfaction. When performance of any organization meets or exceeds the expectation, customers will be satisfied and they are likely to do repurchase and recommend the product to others. Accordingly, Engel et al., (1990) satisfaction is defined as the outcome of the subjective evaluation that the chosen alternative meets or exceeds expectations. Kotler et al., (2013), defined customer satisfaction as a person's feeling of pressure or disappointment that result from comparing a product's perceived performance or outcome to the expectation. Juran (1998) cited by Esmaeili, Manesh, & Golshan, (2013) argues that customer satisfaction as a state of mind where the customers think that the product features are compatible with their personal expectations. According to them if the performance falls short of expectation, the customer dissatisfied and if it matches the expectation, the customer is satisfied. If it exceeds the expectation, the customer is delighted. Gronholdt et al., (2000), defined customer satisfaction as "perception of customers' towards products or services". Customer satisfaction is measured as "the number of customers, or percentage of total customers, which reported an experience with a firm, its products, or its services exceed specified satisfaction goals." Derived from rhttps://en.wikipedia.org/wiki/Customer satisfaction (assessed on 25.10.2015). Customer satisfaction also be defined as an evaluative response to perceived outcome of a particular consumption experience (Cadotte et al., 1987; Bolton, 1998; Hines et al., 1987). Customer satisfaction in the service industry is driven by a variety of latent factors such as service quality, technical and functional quality of service, service scape, services after the sales, empathy, physical environment, facilities, store image, store location and store atmosphere, price, reliability, waiting time, customer relationship, technology, employees' involvement, interactive support, deliberation and commitment etc. Reviewed literatures on factors that are affecting to the customer satisfaction are empirically tested and those are summarized as in table 1. The core of

this discussion has been given to identify the relationships between these constructs. Therefore, a central idea of the reported literature is examining a limited subset of the direct effects on customer satisfaction.

Table 1: Literature mapping on factors affecting customer satisfaction

Relevant constructs	Sources
Customer- employee relationship, customer to customer relationship	Guenzi and Pelloni, (2004)
Involvement, deliberation and store image	Bloemer and Ruyter, K. de, (1998)
Store atmosphere, value, location, after sale service ,convenient facilities, service deliver by employees, merchandising	Koo, (2003)
Expectation, commitment , location	Bowen and Chen, (2001)
Sales assistance, time spend, atmosphere.	Mirinda, Konya, and Havrilla, (2005)
Utilitarian shopping benefits, hedonic shopping benefits	Carpenter and Fairhurst (2005)
Service quality (tangibility, empathy, assurance, responsibility, reliability)	Parasuraman and Berry, 1991; Zeitham et al, 1990 cited by Prasad and Jha ,2013; Ushantha, Wijeratne, and Achchuthan, 2014; Yap, Ramayah and Shahidan, 2012; Mosahab, Mahamad, and Ramayah, 2010; Beneke, et al., 2012; Koni et al., 2013; Pathmini et al., 2014
Physical environment, interactive support , technology	Yu and Dean, (2001)
Transaction satisfaction, image, corporate reputation and value	Caruana, A. (2002)
Image, expectation, product quality, service quality	Ball, et al., 2006; Gobiraj, 2008; Gronholdt et al ., (2000)
Customer involvement, relationship benefits , switching cost	Dagger and David , (2012)
Technology acceptance factor , service quality	Lin and Sun, (2009)
Physical elements , interactive elements	Pantouvakis and Lymperopoulos, (2008)
Image	Brunner et al.,(2008)
Commitment	Dimitriades, Z. S (2006)
Technical quality , functional quality	Mittal and Lassar, (1998); Gronroos ,(1990)
Service scape	Miles et al.,(2011)
Costumer relationship , store image	Noyan, (2011)
Servicescape, human services, product quality , price	Voon, (2011)
Reliability , technology , commitment,	Dawar, (2013)

empathy , maintaining privacy	

3. Customer Loyalty

Creating strong connection with customers to build the loyalty is the dream of any marketers and often the key to long- term marketing success. Most of the researchers learned more about the loyalty construct, they increasingly recognized that the significance of its behavioral dimension, but also the attitudinal dimension. Customer loyalty is a biased behavioral response, expressed over time, by some decision making unit with respect to one store out of a set of discount retail stores, which is a function of psychological decision-making and evaluative processes resulting in store commitment (Jacoby and Chestnut, 1978; Knox and Walker, 2001). Peppers, (2009), reveals that when any company wanting to increase customer loyalty, need to focus on whatever tactics will in fact increase the amount of repurchase behavior without being limited to, improving brand preference, product quality, or customer satisfaction.

Behavioral and attitudinal approaches are the main approaches the customer loyalty been defined according to Yi and La, (2004) cited in Brunner, Stocklin and Opwis,(2008). The behavioral approach defines loyal customers as those who repurchase a brand, considering only the particular brand, and not seeking brand-related information. The behavioral definition of loyalty relies on a customer's actual conduct, regardless of the attitudes or preferences that underlies (Peppers , 2009). By this definition, a customer is "loyal" to a company if they buy from it and then continue to buy. Loyalty is concerned with re-purchase activity, regardless of any internally held attitudes or preferences. In the behavioral definition, loyalty is not the cause, but the result of brand preference. The attitudinal definition of loyalty implies that loyalty is a state of mind (Peppers , 2009). By this definition, a customer is "loyal" to a brand or a company if they have a positive, preferential attitude toward it. But the emphasis is on "willingness," rather than on actual behavior. It is closely tied to customer satisfaction, and any company wanting to increase loyalty, in attitudinal terms, will concentrate on improving its product, its image, or other elements of the customer experience, relative to its competitors. Customer loyalty is the key objective of customer relationship management and describes the loyalty which is established between a customer and companies, persons, products or brands. It is all about attracting the right customer, getting them to buy, buy often, buy in higher quantities and bring even more customers. However, the focus is how can build customer loyalty is a question. According to the empirically tested literature, customer loyalty can be built via; keeping touch with customers using email marketing, thank you cards and, treating them well, showing company caring and remembering what they like, build it by rewarding them for choosing company over competitors and build it by truly giving a damn about them and figuring out how to make them more success, happiness and joyful (Gremler and Brown, 1996). Customer loyalty is often determined by a number of factors as explained in table 2. The literature shows that customer satisfaction as often used determinant of the customer loyalty (Hallowell, 1996; Bloemer and Ruyter, 1998; Mittal and Lassar, 1998; Brunner et.al., 2008; Caruana ,2002; Mosahab et.al.,2010; Pantouvakis et.al.,2011; Beneke et.al., 2012).

Table 2 : Literature mapping on factors affecting customer loyalty

Relevant construct	Sources
Customer satisfaction	Hallowell, (1996); Angelova and Zekiri, (2011)
Image , customer satisfaction	Bloemer et al.,(1998); Mittal and Lassar, (1998); Brunner et.al., (2008); Pantouvakis et.al., (2011).
Service quality , customer satisfaction	Caruana, (2002); Beneke et al., (2012); Mosahab et al., (2010)
Customer commitment, customer trust, customer satisfaction , art of purchase behavior	Donio,. F., et.al., (2006)
Retail store images, satisfaction, attitude towards store	Koo, (2003)
Behavioral, attitudinal and composite behavior	Bowen and Chen, (2001)
Sales assistance, customer satisfaction , store image	Mirinda et.al.,(2005)
Customer satisfaction, service quality , holding cost , technology factors	Lin and Sun, (2009)
Satisfaction, switching behavior, involvement ,benefits	Dagger and David, (2012)
Perceived value, trust , service quality and customer satisfaction	Yap et al ., (2012)
Perceived value , customer satisfaction	Gronholdt et., al., (2000); Gobiraj, (2008)
Customer satisfaction , servicescape	Miles et al., (2011)
Store perceived value, program perceived value	Ball et al.,(2006)
Customer satisfaction, service quality, commitment, trust, corporate image,	Kumar Rai and Medha, (2013).

4. Service Quality as a Service Strategy

World "quality" means different things people and according to Gravin (1998), identifies five perspectives on quality; transcendent quality, product- based quality, user based quality, manufacturing based quality and value based quality. As a result of intangible, multifaceted nature of many services, it may be harder to evaluate service quality than goods. Because customers cannot be separated from service delivery - process. Thus, most scholars were on the view that it as a major determinant to measure the customer satisfaction and some time as a determinant of customer loyalty too (Parasuraman & Berry, 1991; Zeithaml et al., 1990 cited by Prasad & Jha ,2013; Ushantha et al., 2014; Yap et al., 2012; Pathmini et al., 2014; Ball et al., 2006; Gobiraj, 2008; Martensen et al.,2000; Lin and Sun, 2009; Mosahab, R., Mahamad and Ramayah, 2010; Beneke et al., 2012 ; Koni et al., 2013)

Service quality defined as the customer's judgment about the superiority or excellence of a product (Zeithaml, 1988). Gronroos, (1998) defined service quality as a" difference between customer expectations of 'what they want' and their perceptions of 'what they

get'. Also, service quality defined as "assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction". http://www.businessdictionary.com/definition/service-quality.html ,assessed; 03.10.2015. Also, definitions of service quality revolve around the idea that it is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Lewis and Booms, 1983; Lehtinen and Lehtinen, 1982; Parasuraman et al., 1994). Lehtinen and Lehtinen (1982) give a three-dimensional view of service quality; interaction, physical and corporate quality. At a higher level, and essentially from a customer's perspective, they see quality as being two dimensional; process quality and output quality. Among them, Parasuraman was significantly contributed to the development of the service quality area as an important research field. The service quality construct according to Parasuraman et al. (1994) resulted in the development of the original 22-item SERVQUAL instrument that represents one of the most widely used operationalization of service quality. It has provided researchers with the possibility of measuring the performance expectations gap (Gap 5) composed of five determinants namely: reliability; responsiveness; empathy; assurance; and tangible as in table 3.

5. Servicescape as a Service Strategy

To create an overall positive image and buying experience, servicescape elements need to be managing specially by service establishments. This concept developed by Booms and Bitner (.....) to emphasize the impact of the physical environment in which a service process takes place. Servicescape may influence service quality both directly and indirectly by influencing the perception of intangible service quality dimensions (Reimer, A. and Kuehn, R. 2005). "Servicescape also called as service setting and it is defined as "physical environment in which a service occurs"(Keillor et al., 2004). Though the physical environment divide into the natural environment and artificial environment, Bitner (1992) refers to the servicescape as the "built environment" or, more specifically, the "Man-made environment". According to him, servicescape, may have a substantial effect on customers' satisfaction with the service experience. He further define, "servicescape as all the objective physical factors that can be controlled by the firm to enhance employee and customer actions" According to Bitner two important aspects of servicescape are; spatial layout and functionality, aesthetic appeal. While Baker, Julie and Cameron (1996) define it as an environment in which service is delivered and where companies and customers interact. Servicescape framework developed by Zeithaml et al., (2009), reveals that three main constructs on the servicescape; ambient conditions (include the temperature of the service environment, its air quality, noise in the surroundings, type of music, and odor), space and function (layout of the restaurant, equipment used, type and style of furnishings), signs/symbols and artifacts (signage, personal artifacts, and style of décor). Thus, it has been identified as an important factor to determine the customers' experience in a retail setting, because it is influenced the customer perception and behavior such as exploration of the store environment, and likelihood of return, amount purchase, duration of stay etc. at the retail outlet (Joshi , 2009). According to Schlenke, (1980), all servicescape elements are to be monitored closely as well as carefully to manage the impressions at retail counters.

Table 3; Literature on service strategies, attending to service quality and servicescape

Concept	Variables	Indicators	Sources
Services strategies	Service quality	Tangibility Reliability Responsiveness Assurance Empathy	Caruana, (2002); Koo,(2003); Ushantha et al., (2014); Gobiraj, (2008); Gronholdt et al.,(2000); Lin and Sun ,(2009); Pantouvakis and Lymperopoulos, (2008); Mirinda et al., 2005; Yu & Dean, (2001); Yap et al., (2012); Ball, et al., (2006).
	Servicescape	Aesthetic factors, Layout and space, Signs /symbols and artifact, Ambient conditions.	Miles et al., (2012); Morin , (2007); Angelova and Zekiri, (2011); Shashikala and Suresh, 2013); Musriha, (2012); Voon, (2011).

6. Customer Satisfaction as a Mediating Effect between Service Strategies and Customer Loyalty

Based on the literature appear in table 2, there are many influencing factors on customer loyalty. Customer satisfaction is the most important factor influencing by service marketing while it as a key factor affect customer loyalty in most situations (Ruyter and Bloemer, (1999); Bitner, (1990); Yap et al., (2006); Torres-Moraga et al.,(2008); Mittal and Lassar (2006); Lin and Sun, (2009). Further, researchers as stated in table 4 have shown the results of empirical studies on customer satisfaction as a mediating variable between service strategies (service quality and servicescape) and customer loyalty. Anyhow, in some researches stated customer satisfaction has identified as a dependent variable on the servicescapes (Miles et al., 2011; Musriha , 2012) and service quality (Cadotte et al., 1987; Voon et.al., 2009; Angelova ,2011; Pathmini et al.,2014).

Table 4: Literature on mediating effect of customer satisfaction (CS) between service strategies and customer loyalty (CL)

Source	Constructs	Country	Sig/insignificant
Guenzi and Pelloni (2014)	Interpersonal Relationship, CS, CL	Italy	Significant
Bloemer et al., (1998); Brunner et al., (2008); Brunner et al., (2008); Koo (2003)	Image, CS,CL	Swiss Europe Korea	Significant
Miranda et al., (2005)	Store perception, store satisfaction, store	Australia	Significant

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strategies through focusing their core competencies. Accordingly, this model is one of the implications which could be considered as the conclusion of this review.

Service strategies

Figure 1: Conceptualized relationship between service strategies and customer loyalty with the mediating effect of customer satisfaction
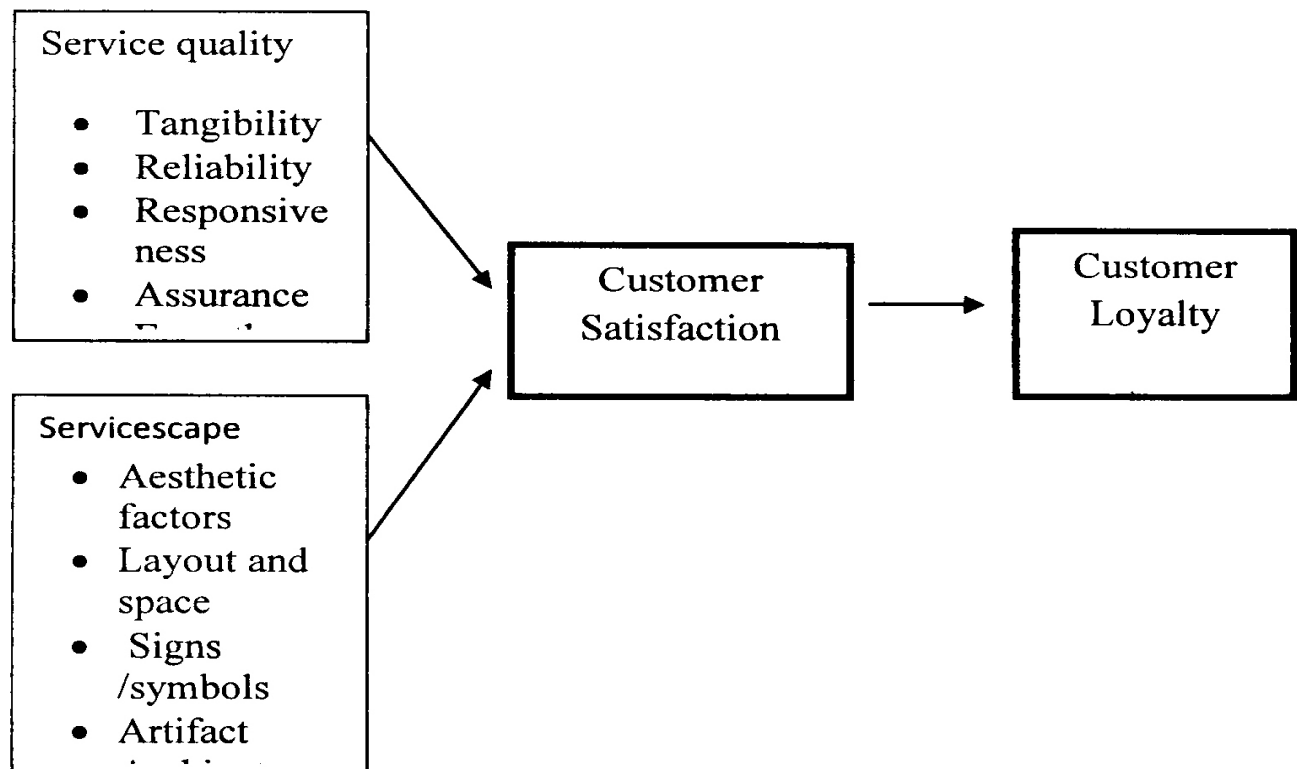
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