

# The Effect of Customer Perceived value on Customer Satisfaction & Loyalty: A Case of Sri Lankan Pay-TV Industry - A Case of Sri Lanka Telecom PAY TV

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**Abstract**— The Telecommunication industry is one of the fastest growing industries in Sri Lanka. The case company is one of the leading integrated communications service providers and broadband & backbone service provider in Sri Lanka. Even though the industry is growing, the case company is experiencing very low revenue growth, new connection rate in couple with unfavorable customer feedback. Therefore, the main drive was to identify the effect of customer perceived value on customer satisfaction & loyalty of the case company pay TV service with the objectives of discussing the present level of customer perceived value, loyalty and satisfaction, determining the impact of customer perceived value on customer satisfaction, measuring the direct impact of customer perceived value on customer loyalty and identify the indirect impact of customer perceived value on customer Loyalty via customer satisfaction. The study used a case based deductive approach while employing a structured questionnaire with email questionnaires followed by the researcher's interview. The population of this study was the customers who have the experience of Pay TV service. Convenience sample size was 100 customers. And the study used descriptive and inferential statistics for data analysis. Findings of the study revealed that customer satisfaction and customer perceived value have direct influence on customer loyalty. Customer satisfaction can be increased by customer perceived value while meeting or exceeding customer's service expectations. In addition, customer perceived value has more impact on customer loyalty than customer satisfaction. Hence, the increasing customer perceived value through functional, emotional, social value, and epistemic helps to increase customer loyalty. These results highlight strategic policy requirements for the case company in order to acquire new customers and retain the existing customers.

**Keywords**—Customer Perceived Value, Customer Satisfaction, Customer Loyalty, Pay-TV

## I. INTRODUCTION

The telecommunication industry, a catalyst for development of any country, considered to be one of the fastest growing industries in Sri Lanka. Rapid changes in technology drive this industry to more innovative services frequently [1]. Presently, Sri Lanka consists of 39 telecommunication service providers providing domestic and international voice, data services, internet services and wholesale services.

The growth of satellite service, digital cable, advances in digital compression mechanisms, and popularity in internet video websites such as You Tube and the birth of HD TV (High Definition TV) have left their mark on television landscape and that vacuum was filled by Internet Protocol Television and Pay TV. References [2] evidenced that Pay TV business is still at growing stage of the business life cycle in Sri Lankan context, similar to trend of global. Hence, Pay TV may be the best solution and it may be 'The businesses in the future of the case company.

After recognizing the growth opportunities in the Pay TV sector, the case company is considering to launch more innovative services [3]. Although Pay TV is rapidly spread around the world with its innovative functionality, it is observed that the case company Pay TV service cannot reach to consumer market successfully. On the other hand, according to the customers' feedback and their perceptions, most of them are not happy and annoyed about the service and some are trying to disconnect the service. Further, new connections rate also not at significant value and revenue growth also less.

These findings revealed that, the case company has a problem on how to grab the new customers and retention the existing customers on Pay TV while achieving revenue growth at promised value. The companies should keep their customers creating superior values to them [4]. Positive relationship between customer loyalty and business performance [7] hence company's profitability directly depend on customer loyalty [5], [6]. Moreover, customer determines customer loyalty, which can be measured through customer perceived value [8], [6].

Therefore, this study focuses on "Whether the customer perceived value affect customer satisfaction and customer loyalty of Pay TV customers in Sri Lanka."

### A. Research Objectives

- To identify the present level of customer perceived value, customer loyalty and customer satisfaction.
- To measure the direct impact of customer perceived value on customer Loyalty.
- To determine the impact of customer perceived value on customer Satisfaction.

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The company name is purposefully removed from the article due to ethical consideration.

- To identify the indirect impact of customer perceived value on customer Loyalty via customer satisfaction.

## II. LITERATURE REVIEW

Perceived value is a combination of benefits received and the sacrifices made [8], where customer benefits means the perceived quality of service and a series of psychological benefits [9] and monetary or non-monetary prices such as time, risk and convenience refers to sacrifices component. Moreover, Reference [10], [11] and [7] defined perceived value as a multidimensional construct composed of five core values, which are social, emotional, functional, epistemic and conditional. Social value is the acceptability at the level of the individuals' relationship with his social environment. Emotional value is the feelings or the affective states obtained by the experience of consumption. The functional value is a perceived utility of the attributes of the products or services. Epistemic value is the capacity of the product or service to surprise, arouse curiosity or satisfy the desire of knowledge. Conditional value refers to the conjuncture or situational factors such as illness or specific social situation.

Emotion of happiness due to achieves he set targets, goals or wants is a satisfaction which is a difference between expectation and actual experience. Higher the actual comparative feeling relate to anticipation results grater satisfaction [12], [13]. Moreover, measuring customer satisfaction has two approaches named transactional satisfaction and an overall satisfaction. Emotional reaction followed by consumption of product or service, which then leads to a global assessment on perceived quality is transactional satisfaction [14] while overall satisfaction, it refers to an overall dissatisfaction or satisfaction with a firm based on all encounters and experiences with that particular firm [15], [6]. On the other hand, References [16] highlighted that the quality and an appropriate price can make a satisfied customers and hence customer retention. Similarly, References [17] indicated that customers are willing to pay more and have positive word of mouth for a particular brand establishes levels of satisfaction.

References [6] loyalty is a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same brand purchasing [18]. The companies should delight the customers while delivering superior value in order to create loyalty [6]. Price sensitivity, brand image and service quality play a significant share in creating customer loyalty by showing a positive relationship even switching barriers in contrast with other factors have negative impact on customer loyalty [19], [7], [6]. Behavioral measurements, attitudinal measurements and composite measurements are three different ways to measure loyalty. Consistent and repetitious purchase behavior reflects the behavioral measurements. However, repeat purchases are not always the result of a psychological commitment toward the brand [20].

A customer may also engage in recommending the service provider to other customers [9], repeat patronage for reasons of convenience, better service, same service, or high switching

costs. However, this does not necessarily mean an emotional attachment with the brand or service provider, as it would do with attitudinal loyalty. Attitudinal measurements use attitudinal data to reflect the emotional and psychological attachment which are concerned with the sense of loyalty, engagement and allegiance. Aspiration to keep an association with a specific supplier, product, or brand is attitudinal loyalty. The third approach, composite measurements of loyalty, combine the first two dimensions and measure loyalty by customers' product preferences, propensity of brand-switching, frequency of purchase and total amount of purchase [21] & [22]. Less cost associate with loyal customers as they aware about the product and need less information creates a positive relationship between customer loyalty and profitability. According to References [23], [24] & [13] the customer satisfaction can be achieved through strong customers' relationships, in terms of perceived quality and perceived value of customers. Moreover, there is a strong relationship with the customer's satisfaction and customer loyalty [25].

Relation between customer's satisfaction and brand development [15] studies has argued repurchase intention as a result of customer retention through satisfaction will be profitable for the organization. As per References [26], there are two critical thresholds affecting the link between satisfaction and loyalty. On the high side, when satisfaction reaches a certain level, loyalty increases dramatically and at the same time [27]. Perceived value also contributes to customer loyalty [5] especially direct relationship of perceived value with word-of-mouth communication and repurchases intentions [8], [13]. Moreover, loyalty, competitive advantage and corporate success are constructed by service quality, customer satisfaction, corporate image, word-of-mouth communication and perceived value [13]. However, it has identified that mediation effect of customer satisfaction on perceived value on repurchase intentions addition to the direct effect of customer perceived value on customer loyalty via satisfaction [25].

## III. CONCEPTUAL FRAMEWORK AND RESEARCH METHODOLOGY

### A. Conceptual framework

Based on the literature review a conceptual model was developed as shown in Figure 1. The model indicates that customer perceived value has both direct effect and indirect effect on customer loyalty.

Here, customer perceived value is considered as independent variable, while customer loyalty is considered as dependent variable. Customer satisfaction is performing as the mediator.

### B. Operationalization

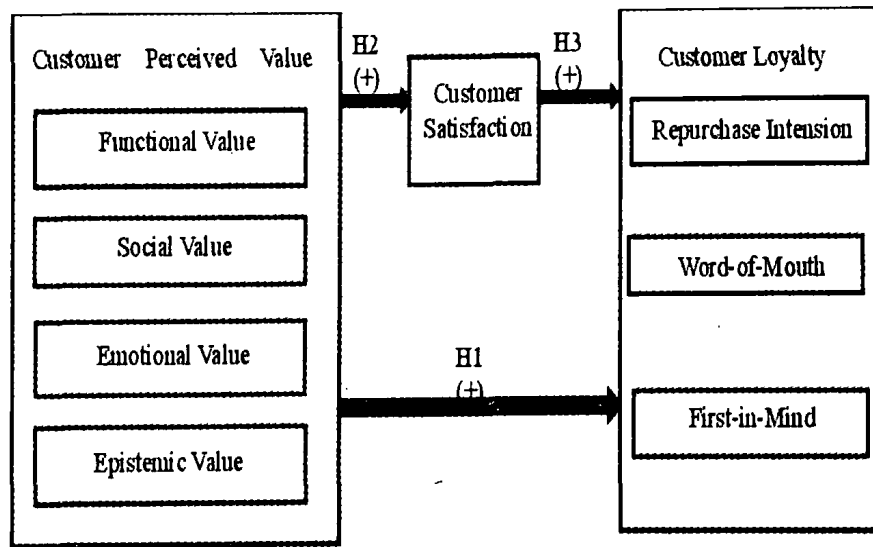


Figure 1 Conceptual Framework for the study  
Source: Author developed based on literature review

Based on literature review, four main variables are identified to measure the customer perceived value named as functional value, social value, emotional value, epistemic value [7]. Further, as per references [7] functional value sub divided under installation, contact personnel, service quality and price. Customer satisfaction is measured as overall satisfaction [10]. And three variables, repurchase intension, word-of-mouth, first-in-mind are identified to measure the customer loyalty [10], [8].

**C. Hypothesis Development**

Based on the conceptual model and key objectives of the research hypotheses are developed.

H1: There is a significant positive relationship between customer perceived value and customer loyalty

H2: There is a significant positive relationship between customer perceived value and customer satisfaction

H3: There is a significant positive relationship between customer satisfaction and customer loyalty

H4: Customer satisfaction mediates the relationship between customers' perceived value & customer loyalty

**D. Methodology**

The population of this study was the customers who have the experience of Pay TV service. Therefore, study targeted two different types of customers named as customers who are still using the Pay TV and customers who were disconnected the Pay TV within Colombo district using the convenience sampling technique, with the sample size of 100 customers covering all age categories (above 10 years), all genders, any educational and income levels. This was a survey based study and self-administered semi structured questionnaires was used to collect primary data through email questionnaire followed by interviewed by the researcher. Questionnaire was designed only in English language as the researcher assumed that all the respondents would have general understanding of the English language to answer the questions because the target sample was in Colombo district as they use English language in their day today work. A pilot survey was conducted to verify the various dimensions of the questionnaire and feedback is obtained about

the clarity, wordings, interpretation, and appropriateness of the questions. This study has used descriptive & inferential statistics for data analysis.

**IV. DATA ANALYSIS AND DISCUSSION**

**A. Demographic Factor Analysis**

Out of 100 respondents, 68% is male respondents and majorities (41%) of the respondents were between 25-35 ages. Unmarried respondents were 65% and about 78% of the users participated in this survey hold bachelors or postgraduate degrees. 33% of the respondents were working at private sector and majority of the respondents were belongs to income level between Rs. 50,000 to 100,000. Moreover, almost half of the respondents were using Pay TV service and other half is already disconnected due to quality issues.

Cronbach's Alpha and factor analysis were conducted to test the reliability & validity of collected data. As per the findings, all the variables score Cronbach's Alpha value greater than 0.6 and hence reliability of the variable was satisfied. Factor analysis results have shown higher than 0.5 factor values and considered as valid measures.

**B. Descriptive Statistical Analysis**

Values obtained for descriptive statistics for all the variables to measure the effect of customer perceived value on customer satisfaction and loyalty of PAY TV are shown in the table 1.

Table 1 Descriptive Statistics of New Variables

Variables	Values				
	N	Minimum	Maximum	Mean	Std. Deviation
CPV	100	2.11	4.32	3.2599	0.52275
FV	100	2.61	4.53	3.4009	0.41685
SV	100	1.33	4.67	3.2190	0.77431
EV	100	1.88	5.00	3.1716	0.65931
EPV	100	2.00	4.75	3.2426	0.75817
CS	100	1.00	4.50	3.0525	0.82263
CL	100	1.67	5.00	3.2266	0.64898

Based on the scale (1-strongly disagree to 5-strongly agree) and the descriptive statistics, independent variable "Functional Value" (FV) showed the highest mean of 3.40. Further, this had the lowest standard deviation (0.42) among other independent variables of Customer Perceived Value (CPV). This implies that most of the responses were within  $3.40 \pm 0.42$  (2.98-3.82 of the Likert scale). Emotional Value (EV) had the lowest mean (3.17) and standard deviation of 0.66. This indicates that responses were within  $3.17 \pm 0.66$  (2.51-3.83 Likert scale). Social Value (SV) had the highest standard deviation (0.77) value since data were spread out over a relatively large range of values than other variables of customer perceived value. Mean of it is 3.22 and most of the responses were within  $3.22 \pm 0.77$  (2.45-3.99 Likert scale). Epistemic Value (EV) had the mean value of 3.24 and standard deviation of 0.76. This

suggests that the responses were within  $3.24 \pm 0.76$  (2.48- 4.00 Likert scale). Customer perceived value had the mean of 3.26 and standard deviation of 0.52. Then responses were within 2.74 and 3.78 of Likert scale. The mean value of the independent variable "Customer Satisfaction" (CS) is 3.05 and standard deviation is 0.82. This implies that most of the responses were within 2.23 to 3.87 Likert scale ( $3.05 \pm 0.82$ ). According to the above descriptive statistics, responses of all the independent variables were with in disagree to agree in Likert scale. That means customer perceived value, functional value, emotional value, social value, epistemic value and customer satisfaction were not at satisfactory level. Further, most of the customers were thinking that they were not getting the service at expected level and they are not ready to waste their time, cost etc. for the service anymore. Customer Loyalty (CL), dependent variable had the mean value is 3.23 and standard deviation of 0.65. That means the customer loyalty varies between 2.58 and 3.88 of Likert scale hence within disagrees to agree range.

**C. Inferential Analysis**

Inferential analysis was undertaken to infer the relationships between the variables. In order to test the hypothesis, linear regression was performed for the dependent against independent variables.

*The relationship between Customer Perceived Value & Customer Loyalty*

As per the model fitting summary,  $R^2$  explained the variance, which is 0.341. These results meant that 34% of the variance of customer loyalty of the Pay TV explained by customer perceived value. Moreover, F value of the regression results of around 50.276 and overall model was significant at the 0.000 level. And coefficients table 2 showed beta value as 0.584 that indicates the positive relationship between these two variables. Therefore, if need to increase the percentage of customer loyalty, it is necessary to increase customer perceived value of Pay TV.

Table 2 Coefficients Table for customer Perceived Value & Customer Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.871	.336		2.589	.011
1 CPV_new	.725	.102	.584	7.091	.000

*The relationship between Customer Perceived Value & Customer Satisfaction*

According to model summary for customer perceived value & customer satisfaction,  $R^2$  explained the variance of 0.163. These results meant that 16.3% of the variance of customer satisfaction was explained by customer perceived value. F value of around 19.143 and overall model was significant at the 0.000 level.

Table 3 Coefficients Table for customer Perceived Value & Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.007	.474		2.127	.036
1 CPV_new	.629	.144	.404	4.375	.000

The Coefficients table 3 showed beta value as 0.404 that indicates the positive relationship between these two variables. Therefore, if need to increase the percentage of customer satisfaction, it is necessary to increase customer perceived value of Pay TV.

*The relationship between Customer Satisfaction & Customer Loyalty*

$R^2$  explained the variance, which is 0.273. These results meant that 27.3% of the variance of customer loyalty was explained by customer satisfaction and the F value of around 35.743 and overall model was significant at the 0.000 level.

Table 4 Coefficients Table for Customer Satisfaction & Customer Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.918	.226		8.503	.000
1 CS_new	.426	.071	.523	5.979	.000

The Coefficients table 4 showed beta value as 0.523 that indicates the positive relationship between these two variables. Therefore, if need to increase the percentage of customer loyalty, it is necessary to increase customer satisfaction of Pay TV.

**D. Multiple Regression Analysis to compute the mediating effect of customer satisfaction**

$R^2$  explained the variance of 0.447. The F value of around 38.023 and overall model was significant at the 0.000 level. Therefore, it concluded that 45% of the variance has been significantly explained by the two independent variables.

Table 5 Coefficient Table for Mediating Effect of Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.533	.323		1.652	.102
1 CPV_new	.561	.103	.452	5.437	.000
CS_new	.284	.068	.349	4.197	.000

The Coefficients table 5 showed positive beta values for all the independent variables hence positive relationship towards the dependent variable, customer loyalty. The strongest predictor for dependent variable achieving was a beta of 0.452 that indicates the positive relationship between these two variables. Therefore, customer perceived value and customer satisfaction significantly influence the customer loyalty.

*E. Hypothesis Testing*

*Hypothesis 1:*

According to the results, significant value of relationship is 0.000, which is less than 0.05 hence reject the null hypothesis and accept the alternative hypothesis with 95% level of confidence. Further, beta value for relationship was 0.584. Therefore, it concluded that there was a moderate significant positive relationship between customer perceived value and customer loyalty.

*Hypothesis 2:*

Significant value of Hypothesis 2 was 0.000, which is less than 0.05 which lead to reject the null hypothesis and accept the alternative hypothesis with 95% level of confidence. Beta value was .404. Hence, conclusion was that there was a weak significant positive relationship between customer perceived value and customer satisfaction.

The combination of these two hypotheses (Hypothesis 2 & 3) represents an indirect effect of customer perceived value on customer loyalty via overall satisfaction. It was found that there was a relationship between customer satisfaction and customer loyalty.

*Hypothesis 3:*

According the results, significant value of relationship was 0.000, which was less than 0.05. Therefore, it can reject the null hypothesis and accept the alternative hypothesis with 95% level of confidence. Further correlation coefficient for the relationship is 0.523. Hence it can conclude that there is a moderate significant positive relationship between customer satisfaction and customer loyalty.

*Hypothesis 4:*

According to Baron & Kenny [28] approach,

In Regression 1, customer perceived value and customer loyalty had a significant positive relationship.

Regression 2, customer satisfaction and customer perceived value had a significant positive relationship.

Regression 3, customer loyalty and customer satisfaction had a significant positive relationship.

Regression 4, both customers' perceived value & customer satisfaction had positive influence on customer loyalty.

In regression customer perceived value of beta was lower (0.452) than regression 1 beta (0.584) but it was significant. This was partial mediation according to [28]. Therefore customer satisfaction has a partial mediating effect to generate relationship between customer perceived value & customer loyalty.

**V. SUMMARY OF THE FINDINGS & DISCUSSION**

Main objective of this study was to measure the effect of customer perceived value on customer satisfaction & customer loyalty of Pay TV service. Survey based, quantitative research

approach was adopted to achieve the research objectives set at the beginning of the study.

First research objective was to discuss present level of perceived value, loyalty and satisfaction. As per the table 1 results, many variables were very closer to neutral point (3) and some are little above that. Specially, functional value had high mean value than other variables of customer perceived value. However, it is also not reached to "agree" level (4). This interpret that functional value, social value, emotional value and epistemic value were not in satisfactory level when taking Pay TV service. Further, most of the customers were thinking that they were not getting the service at expected level and they were not ready to waste their time, cost etc. for the service anymore.

Customer satisfaction (mean= 3.05) also not in satisfactory level. Mean value of customer loyalty (3.23) also little above the neutral point. Therefore, company had to think more about customer retention & attract of new customers for this pay TV service. Otherwise, competitors may take this as an opportunity and attract the case company customers towards their pay TV service.

*A. Results of Hypothesis Testing*

Table 6 Summary of Hypothesis Testing

No	Hypothesis	Null Hypothesis	Alternative Hypothesis	Level of Relationship
1	Relationship between Customer Perceived Value and Customer Loyalty	Rejected	Accepted	Moderate & Significant
2	Relationship between Customer Perceived Value and Customer Satisfaction	Rejected	Accepted	Weak & Significant
3	Relationship between Customer Satisfaction and Customer Loyalty	Rejected	Accepted	Moderate & Significant
4	Mediating effect of Customer Satisfaction to build the relationship between Customer Perceived Value & Customer Loyalty	Rejected	Accepted	Significant & partial

Second objective, of the study was to measure the direct impact of customer perceived value on customer loyalty. According to the table 6, their relationship was significant and had a moderate & positive linear relationship between customer's perceived value and customer loyalty similarly reference [8] & [13]. Therefore, it was necessary to increase customer perceived value in order to improve customer loyalty.

Third objective was to determine the impact of customer perceived value on customer Satisfaction. Confirming the results of reference [12] & [13], their relationship is significant and had a weak & positive linear relationship between customer's perceived value and customer satisfaction. Therefore, it was necessary to increase customer perceived value in order to improve customer satisfaction.

Fourth objective was to identify the indirect impact of customer perceived value on customer loyalty via satisfaction. It was found that customer satisfaction partially mediated the customer perceived value and customer loyalty similarly reference [25] & [15]. Therefore, it was necessary to increase customer satisfaction in order to improve customer loyalty

## VI. CONCLUSIONS, RECOMMENDATIONS AND FURTHER RESEARCH AREAS

In Sri Lankan context, pay TV is getting popular among television viewers over other tradition TV services. Therefore, there is a huge competition & customer demand in Pay TV service in Sri Lanka. As per the findings it can be concluded that improving customer satisfaction and customer perceived value will increase the customer loyalty. Customer satisfaction can be increased by customer perceived value or meet or exceed the customer's service expectations. However, customer perceived value has more impact on customer loyalty than customer satisfaction. Therefore, effective way of increasing the customer loyalty is increasing customer perceived value through functional value, emotional value, social value, and epistemic value. On the other hand, there is a positive relationship between customer satisfaction and customer loyalty. Hence, every Pay TV operators are competing on excellence in customer satisfaction and achieving service loyalty. An impressive installations, knowledgeable staff, acceptable service quality, reasonable rates, relaxed feeling and being popular are also seem to have impact on customer satisfaction and loyalty. The case company should promote Pay TV service in order to enhance customers' perceived value. The impact of satisfaction alone on customer loyalty will be lower and the case company should focus more on customer perceived value due to its greater impact.

Moreover, the case company can take corporate level strategies to enhance the sales revenue of Pay TV such as, Business Process Re-engineering (BPR) to improve the networks, lean management principles to reduce waste, use operations management principles to improve operation & maintenance work, use quality management concepts to maintain quality of the network and equipment, use IT & Technology to increase the efficiency, and improve the project management skills, etc.

Further, this study was limited to Colombo district, 100 customers and sample was dominated by male respondents. Moreover, this study did not consider perception of potential customers. Therefore, future research can be done increasing the sample size and moving to other geographical areas covering all the districts in Sri Lanka. Perception of potential customers also added new insight in the further studies as well. Moreover, lower  $R^2$  value recorded implied that there are other independent variables to explain the variables of customer loyalty. Therefore, future studies can explore other variables that can influence customer loyalty. Further, future study can find out mediators other than customer satisfaction.

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