CHAPTER-II

REVIEW OF RELATED LITERATURE
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“The purpose of business is to create and keep a customer.”

-Peter F. Druckers (1909)

A research involves an in depth knowledge of the key factors which are important to the study. Also it has been universally acknowledged that no work can be fruitfully and meaningfully conceived and soundly accomplished without critically studying what already exists in relation to it, in the form of general literature and in the shape of outcome of specific studies.

When we refer to service sector in particular, service quality holds a lot of importance. While availing a service or buying a product a customer assumes that it would satisfy its desire and the need associated with the same. As competition in service industries has increased, the notion of service quality has become increasingly important. Service Quality has been defined differently by different authors. As per the Japanese production philosophy, quality implies ‘zero defects’ in the firm’s offerings.

One of the most important factors differentiating the services from products is the variability in the provision of service quality. Most importantly every service industry works on the premises of three key objectives viz., creating, maintaining and increasing satisfaction amongst the customers. This creates variability of customer satisfaction due to the variability in the way service is delivered to the ultimate consumer. Previous studies show that there is a strong relationship between customer satisfaction and customer loyalty. Which becomes the ultimate motive of all the business organizations and not exceptionally the service related businesses (Bowen and Chen, 2001). In Bowen’s opinion the ultimate goal of every business organization is to make profit, and customer loyalty does the needful. It (customer loyalty) ensures to help the business to stay ahead in the competitive environment. And if the business
stays ahead in the competitive environment it would gain profit not only in short term but long
term as well. The satisfaction-loyalty –profit model helps us understand and conclude that
customer satisfaction forms the basis of the long term development of the business.

In their initial efforts (Parasuraman, Zeithaml and Berry, 1985), in defining and
measuring service quality emanated largely from the goods sector, a solid foundation for
research work in the area was laid down in the mid-eighties. They were amongst the earliest
researchers to emphatically point out that the concept of quality prevalent in the goods sector is
not extendable to the services sector. Being inherently and essentially intangible,
heterogeneous, perishable, and entailing simultaneity and inseparability of production and
consumption, services require a distinct framework for quality explication and measurement.
As against the goods sector where tangible cues exist to enable consumers to evaluate product
quality, quality in the service context is explicated in terms of parameters that largely come
under the domain of ‘experience’ and ‘credence’ properties and are as such difficult to measure
and evaluate (Parasuraman, Zeithaml and Berry, 1985). One major contribution of Parasuraman,
Zeithaml and Berry (1988) was to provide a terse definition of service quality. They defined
service quality as ‘a global judgment, or attitude, relating to the superiority of the service’, and
explicated it as involving evaluations of the outcome (i.e., what the customer actually receives
from service) and process of service act (i.e., the manner in which service is delivered).
Parasuraman, Zeithaml and Berry (1985, 1988) posited and accepted service quality as a
difference between consumer expectations of ‘what they want’ and their perceptions of ‘what
they get.’ Based on this conceptualization and operationalization, they proposed a service
quality measurement scale called ‘SERVQUAL.’ The SERVQUAL scale constitutes an
important land-mark in the service quality literature and has been extensively applied in
different service settings.
Customers judge service quality relative to what they want. They view a company’s service quality by comparing their perceptions of service experiences with their expectations of what the service performance should be. A service quality gap results when service perceptions fall short of expectations. Zeithaml, Parasuraman and Berry (1985) have developed what is called “A Service Quality Model”. In this article, the authors try and reason out the justification of a different treatment being accorded to services marketing. They have also tried to work upon the existence of number of variables of services which are being time and again cited in the literature, viz. intangibility, inseparability of production and consumption, heterogeneity, and perishability, in particular. In their research study they exhibited a conceptual framework of road blocks and the strategies in services marketing that are a result of four unique characteristics of services: intangibility, inseparability, heterogeneity, and perishability. The research is based on a review of the growing body of literature in services marketing. The article also discussed the findings from a national survey of service firms concerning issues they face and strategies they implement. One conclusion that can be drawn from the findings is that major differences exist among service firms, not just between service firms and goods firms. The existing literature is majorly concentrated about the discussions of the differences between goods marketing and services marketing. Not much though has been discussed about the differences among service firms. In this study, respondent companies were classified in four separate ways. They called them by primary customer group, geographic spread, duration of benefits to the customer, and need for the customer's presence during service production. The findings of the study show, a lot of significant differences among the service provider firms when classified on the basis of criteria, especially with respect to usage of practices and strategies.
It would be interesting to explore the service expectations of the customers regarding telecom. It is one of the objectives of this study, with particular reference to telecom sector in India.

Best and Andreasen (1977) conducted a survey of consumer reactions to common purchases. Consumers perceive problems with many products and services, and voice complaints concerning about one-third of those problems. Third-party complaint processors play a very small role in buyer-seller disputes. The authors have suggested that in order to increase voicing and fair handling of complaints, certain procedural changes have been suggested at the buyer-seller level. Also the authors suggest that in order to improve handling of complaints that are not resolved at the buyer-seller level it is suggested to make certain improvements in the small claims courts, for effective complaint handling. The authors in their frequently cited article, report that “when a service related problem is recognized, possible customer responses include inaction, voicing the complaint to a seller, consciously deciding to transfer patronage (exit), and presenting a dispute to a third-party complaint handler”.

Jacoby and Jaccard (1981) in a study on The sources, meaning and validity of consumer complaint behavior: a psychological analysis, defined the complaint in general as an action taken by an individual which involves communicating something negative regarding a product or service to either the firm manufacturing or marketing the product or service or to some third-party entity.

Gronroos (1984) developed a Nordic model of service quality. Service organizations provide essentially two forms of quality: technical quality and functional quality. The first, technical quality is the degree to which the industry is able to do things “right” as measured against some technical “industry standard.” The second aspect of quality, functional quality, refers to the manner in which services are delivered to customers. Since customers do not have much information about the technical aspects of a service, functional quality is usually the
major factor used to form perceptions of service quality. Technical and Functional Quality are described in Table 2.1.

Table 2.1: Dimensions of service quality described by Grönroos (1984)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description</th>
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<tbody>
<tr>
<td>Technical quality</td>
<td>What the consumer actually receives.</td>
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<tr>
<td>Functional quality</td>
<td>How the consumer receives service.</td>
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William et al (1984) in their study titled investigation of influences on consumer complaint reports, investigate the relationships between a number of hypothesized influences on consumer complaint behavior and also try and study the self-report incidences of problems and complaint behavior in case of durables and services. The data for analysis was collected by from 1000 members of a regional consumer panel. The results show that there is a difficulty of predicting certain behaviors. A certain amount of support was provided for expanding the scope of behavioral measures. It was found that the complaint reports were related to perceived costs associated with purchase problems and also were impacted by the demographic reasons.

Gilly (1987) stated that organizations respond to complaints in the hope that it can increase (or at least minimize any decrease in) repurchase behavior and found that complainant satisfaction to be related to repurchase intension more importantly actual repurchase.

Garvin (1988) conducted a study on the title, “Managing Quality: The Strategic and Competitive Edge.” His research combined theory and practice to show how a better and more sophisticated understanding of quality could lead U.S. companies to a strategic approach to quality management, which is quite important to compete in today's world marketplace. The analysis shows that how America could improve product quality to win back lost markets and gain long-term competitive advantage. He identified performance, features, conformance,
reliability, durability, serviceability, aesthetics, and customer perception of quality based on service provider’s image.

Singh (1988) proposed that intentions to complain consist of multiple dimensions which include complaining to the organization and ask for a sort of compensation (psychological, financial, or both at the same time), complaining to the external constituencies or close social contact group (negative communication to friends, colleagues, neighbors’, and relatives) and complaining to a third party (writing complaint letters, contacting customer protection offices, or even taking legal action).

Edwardsson et al. (1989) proposed An Empirical Model of the Service Encounter with Emphasis on Cultural Context. He proposed four service quality attributes namely Technical quality, Integrative quality, Functional quality and Outcome quality. It is observed that service quality is a multidimensional construct and considerable debate exists regarding the number and type of dimensions.

Goodwin and Ivan (1989) in a study on Salient dimensions of perceived fairness in resolution of service complaints opined that in conditions of stiff competition when the supply side is at an enduring disadvantage, not reaching up to the expectations would mean the migration of dissatisfied customers to the laps of the competitors and the circulation of negative word of mouth will often be enough to prevent a large chunk of future customers from being attracted. Fortunately, switching behavior is preceded by symptomatic signals, known in lay terms as complaints. While complaints are irritating, organizations increasingly are appreciative of the fact that they represent the second and often final chance that the customer of a firm gives it to continue to receive his patronage. In fact, research says that complaints well handled have the potential not only to prevent the flight of customers, but also to reinstate their loyalty to a level much higher than before.
Reichheld and Sasser (1990) in their study titled “Zero defections: quality comes to services” review that business organizations that are really looking forward to upgrade their service quality should derive inspiration from the product manufacturing companies. More clearly they should focus on their customers who won’t come back, to what he defined as scrap heap. According to the authors such customers who have been termed as a heap of scrap can prove to be as dearer as the broken parts and misfit components and as such the managers of the service sector organizations should work hard to reduce it. The authors emphasized that the service sector companies should aim for “zero defections”, thereby keeping every customer they can profitably serve. Reducing customer defection rates could result into some very positive results, thereby improving the financial condition of the organization.

Singh (1990) stated that consumer complaints are a useful source of knowing dissatisfaction, and therefore should be encouraged. Sometimes the dissatisfied customers rather than complaining direct to the company, display indirect behavior such as negative word-of-mouth. Consumer dissatisfaction often arises from poor business practices and is something that retailers must address in order to provide good customer service and by that encourage repeat sales and customer loyalty. The right treatment and response to a complaint can prevent a customer from switching brands or retailers. It is therefore important for the company to realize the value in customer complaint behavior. Since it is not only is a way to retain customers, but it is a way of good market information.

Lehtinen and Lehtinen (1991) proposed two approaches to the analysis of service quality and its dimensions. The first approach contains three dimensions consisting of physical quality, interactive quality and corporate quality. Physical quality refers to both the quality of materials and facilities and is representative of Grönroos’ (1984) technical and functional quality. Interactive quality pertains to interactions that take place during service delivery between: a) the customer and service personnel; b) the customer and other customers; and c)
the customer and equipment (e.g., technology). Corporate quality concerns how customers view the company's image and is representative dimension of corporate image. Their second approach to the analysis of service quality and its dimensions was comprised of two dimensions labeled process quality and output quality. Process quality is the customer’s personal and subjective judgment of his/her participation in the service production process. Output quality is the consumer’s evaluation concerning the result of the service. Output quality is measured by not only the customer, but also by people in the surrounding environment.

Blodgett and Granbois (1992) observed that dissatisfied consumers who voice their complaints initiate a dynamic process in which success or failure in attaining perceived justice early on determines whether and what kind of complaining behavior occurs over time. Failure to achieve redressal after voicing a complaint directly to the seller sets the stage for future action, namely negative word-of-mouth, exit, or lodging a third-party complaint.

Cronin and Taylor (1992) over the period of time, gave a variant of the scale. They have also proposed a new model. The ‘SERVPERF’ scale is one such scale that has been put forward by in the early nineties. Numerous studies have been undertaken to assess the superiority of two scales, but consensus continues to elude as to which one is a better scale.

Fornell (1992) emphasizes that many benefits accrue to a company as a result of a higher satisfaction level. It increases customer loyalty which further prevents customer churn. It also leads to decreased price sensitivity amongst the customers. Further he discusses the benefits of the same. Increased satisfaction level also lessens the cost of failed marketing and of also the cost involved in acquiring a new customer, this also improves the overall effectiveness of advertising, ultimately results into a better reputation of the organization.

Pratibha A. Dabholkar (1993) iterated that customer satisfaction and service quality are both important tools for creating competitive advantage. However, there is a lack of consensus on whether the two are separate constructs and how they should be measured. The
research presented a number of conceptualizations of customer satisfaction and service quality based on disconfirmation, a transactional versus global view and the inclusion of cognitive and/or affective factors. Possible antecedents and consequences of both constructs were examined, and suggestions for future conceptualization and measurement of the constructs were provided.

Bailey (1994)\textsuperscript{20} cited that service recovery, or putting right what has gone wrong is crucially important. He also opined the fact that customer satisfaction and loyalty is much greater after a problem has occurred and been put right than it was before the problem occurred. What can be understood from these points is that, customers are aware of the fact that up to a certain level mistakes can happen but they demand timely, fair, courteous, clear, efficient, and interactive solutions.

Dolinsky (1994)\textsuperscript{21} mentioned that, “complaints are of value to all organizations, but of greatest importance to organizations that primarily provide services which are potentially highly variable”. Based on this statement he reviewed that examining consumer complaints behavior in higher education institutions, which provide a highly variable range of services, and do it in a highly competitive environment, becomes an important tool in improving the quality of services provided. He stated that efforts both to minimize and address student complaints are crucial for ensuring the success of a university.

Ettorre (1994)\textsuperscript{22} says that effective complaint handling can have a major impact on customer retention rates. The same is proved with the example of The Hampton Inn hotel chain which earned $11 million as an additional annual revenue and achieved the highest customer retention rate in the hotel industry by enforcing service guarantee, as a part of a strategy to ensure that customer problems would be dealt with effectively.

Gupta and Chen (1995)\textsuperscript{23} identified service quality as one of the most important issues being faced at the managerial level these days. They identified services from the
prespective of three dimensions: pure service (customers must be present for service production i.e restaurant), mixed service (this is a face-to-face as well as back office contact with the customer) and quasi manufacturing (there is no face-to-face contact with the customer i.e credit cards).

Jones and Sasser (1995) researched on the effects of satisfaction on loyalty amongst five industries. They concluded that the Local telephone providers, airlines and hospitals appeared on the upper level of relatedness, and also that satisfaction had a lesser impact on the loyalty for automobiles and computers. The in-depth analysis of this study focused on competition of the industries. The differentiation is clear to understand by the very reason that the three service industries lied in the upper level whereas the manufacturing industries lied in the lower level.

Randle (1995) conducted a study on redefining the role of banks in a new competitive environment. He observed that, IT based service options may indirectly improve customer service, as this type of service provides the means for gathering customer data, which can be useful in improving operational efficiency and service quality.

Dube & Maute, (1996) were of the opinion that in order for complaint handling to take place, the identification of a problem either by the customer or the company should take place first. Even though the failure is identified and, and where the customer exhibits it, resulting into a confrontation with the company about the concern are the bare minimums of the process, in majority of the situations the customers choose not to complain after a failure.

Hallowell, R. (1996) in his empirical study titled the relationship of customer satisfaction, customer loyalty and profitability, presents the findings of a study conducted on the data collected from a large bank’s retail-banking operations. The relationship of customer satisfaction to customer loyalty, and customer loyalty to profitability has been illustrated by the use of multiple measures of satisfaction, loyalty, and profitability. The findings suggests that
there is an effect of increased customer satisfaction on profitability and hence can be assumed that increases in satisfaction could lead to dramatic improvement in the profitability.

Reichheld (1996) in his study titled “Learning from Customer Defections” says that certain unsatisfied customers may choose not to defect. This happens because they do not expect that they would receive better service delivery elsewhere and vice versa. The author explains how to define core customers, how to ascertain what share of wallet the company receives from them, and how to get to the real reasons for defections by asking the five why questions. Failure analysis should be made compulsory and a regular feature, with employees’ financial incentives tied to retention of core customers. The customers are of much value to the company as the customers stay longer with the company. Hence, customer satisfaction is viewed as an important indicator of customer retention. At the same time according to the author but customer satisfaction is not always an assurance of customer retention.

Walsh (1996) in a detailed study on Customer perception of quality of service and response to the complaint-handling process of a rental car company opined that the satisfied customer is termed as a free of cost publicity agent for the firm. Satisfaction with complaint handling was found to have a strong relationship with positive word of mouth.

De Ruyter et al (1997) focused on two issues with regards to the perceived service quality- service loyalty relationship. The study attempted to obtain a better understanding a relationship between perceived quality and service loyalty. The results suggested that there were three dimensions of service loyalty that could be identified: preference loyalty, price indifference loyalty and dissatisfaction response was found. This might be explained by the fact that dissatisfaction response. A positive relationship was found between perceived service quality and preference loyalty and price indifference loyalty. No significant relationship between perceived service quality and dissatisfaction response was found. It was explained that dissatisfaction response is related specifically to an incident or a specific attribute of service
(e.g. a complaint handling procedure) instead of an overall evaluation of the quality of the core service.

Hoffman and Bateson (1997)\textsuperscript{31} suggest five good responses to service failures. These responses are as follows: First, acknowledge the problem - customers need to know that their complaints are being heard. Second, make the customer feel unique or special - convey to customers that their opinions are valued and their business is important to the firm. Third, apologize when appropriate - when the failure is clearly the fault of the firm, a sincere apology is often an effective form of recovery. Fourth, explain what has happened - providing the customer with extra information about events that led to the failure. This conveys that the firm feels the customer is of value and that his or her understanding of events is important. Finally, offer to compensate - compensation is often the most desired response by customers, but firms tend to forget the hidden costs associated with the service failure, such as time and frustration.

Javalgi and Moberg (1997)\textsuperscript{32} in a paper titled “Service loyalty: implications for service providers” reviewed that if the customer has a good and healthy relation with the service provider, there are far more chances of the customer staying loyal to a particular brand. The loyalty towards a service can be earned by building and investing in the relationships, and providing the best of the customer service. One can build competitive advantage for service providers by providing the best customer services. Although not based on empirical support, the article provides a conceptual framework for service loyalty. This framework can assist service providers in determining the type of loyalty conditions that are likely to exist for specific service industries. The authors also propose some additional guidelines with which they could plan some strategies for generating service loyalty.

Kandampully (1998)\textsuperscript{33} says that Service loyalty of firms results into loyal customers. He also reiterated that both present and future needs of customers are fulfilled by the loyal services offered. Commitment to provision of services and quality of services by service
providers helps win the customers loyalty and trust. Discontent customers do not share the bond of loyalty with the organization.

Mittal and Lassar (1998)\textsuperscript{34} found that there was a relationship between service quality and customer satisfaction. They have in their study tried to examine the most widely unexamined assumption, the marketing firms have made since the last few years is that satisfaction alone will ensure customer loyalty. The authors of this research have tried to challenge this assumption. They tried to work on the relationship between customer satisfaction and loyalty. The analysis of the study revealed that almost half of the customers termed to be satisfied to be predisposed to switching service suppliers. This satisfaction-loyalty gap reflects that the various attributes of service quality drive satisfaction versus loyalty. Satisfaction is driven more by “technical quality” (the quality of the work performed) than by “functional quality” (how the service work was delivered). Interestingly, once the satisfaction is achieved, loyalty is effected majorly by functional than by technical quality. The research paper describes the dynamics of loyalty versus satisfaction.

Tax and Brown (1998)\textsuperscript{35} have helped the firms to overcome the problems at the initial stage of the process by giving various guidelines for effectively signaling failures. Foremost the performance standards, which can be achieved by means of guarantee, should be set. Then, comes communicating (both internally and externally) critical importance of service recovery. Both the employees and the customers are stimulated. Former to take responsibility for failures and their subsequent solution and latter taught whom to make appeals to. It also emphasized on the importance of support by call centers and websites.

Tax et al., (1998)\textsuperscript{36} in an article titled Customer evaluations of service complaint experiences: implications for relationship marketing, cited that Customer satisfaction from complaint handling is significantly and strongly associated with both trust and commitment,
which provides empirical support for the proposition that complaint handling is tied closely to relationship marketing.

Hess (1999), In a similar way, service failures can cause a number of different reactions in customers’ attitudes including affective responses (satisfaction and anger), cognitive responses (attributions of causality, quality, and disconfirmation), and behavioral intentions (intention to complain, intentions to exit, repurchase intentions, and word-of-mouth communication).

Michelson and Michael (1999) in an article titled Turning complaints into cash, highlighted the importance of complaint redressal. It is viewed as a part of the defensive marketing strategies to retain the existing customer; 15 percent of all customers who switch product brands do so because a complaint was not handled to their satisfaction.

Mittal, Kumar and Tsiros (1999) developed a theoretical model for conceptualizing satisfaction with consumption systems and for the empirical analysis the data has been collected from 5206 automobile owners. Results show that an in depth examination of performance, satisfaction, and behavioral intentions can improve an understanding of their relationships. This is so because these relationships change as the consumption of the product moves on. The results also show that there is no direct connection between satisfaction and behavioral intentions. Instead, satisfaction affects behavioral intentions. analyzed the reasons of how the product satisfaction and service satisfaction impacted intention towards manufacturers and service providers. They inferred that over the period of time the relationship between satisfaction and behavioral intentions changes.

Gaur & Waheed (2000), on a study on building relationship with farmers found that the cost of acquiring a new customer to be five times that of keeping an old customer. This statement in itself highlights the importance of effective complaint redressal system.
Giese and Cote (2000) noted that there are multiple reactions on which the customer’s satisfaction level depends and these multiple reactions tend to be independent from each other. For example, consumer may be satisfied with one aspect of the product (e.g., in-car air-conditioning system), while dissatisfied with another aspect (e.g., driving experience). Therefore, consumer’s reactions to different components of the product may vary in the degree of satisfaction or dissatisfaction, resulting in conflicting feelings of the overall product. In addition, these different components tend to vary in terms of their ability to impact (dis)satisfaction: (1) some increase satisfaction when present but do not increase dissatisfaction when absent, (2) some increase dissatisfaction when absent but do not increase satisfaction when present, (3) some impact both satisfaction and dissatisfaction and negative evaluations to the extent that they are present or absent, and (4) some have no impact on satisfaction and dissatisfaction.

Brady and Cronin (2001) in his article titled “Some new thoughts on conceptualizing perceived service quality: a hierarchical approach” stated that even consumer complaints play a new role because they provide a valuable source of product information and customer satisfaction. Companies that have realized this know that highly satisfied customers produce several benefits for the company; they are not as price sensitive and buy improved or additional products over the time.

Gerpott et al. (2001) in his study said that in mobile service providers market, it is commonly reviewed that once a customers has been acquired and by any particular service provider in the mobile services market, his long-term relations with the focal services provider are of greater importance to the success of the company in competitive markets than they are in other industry sectors. Customer retention, loyalty and customer satisfaction are the most important objectives for any telecommunication service provider. An extensive study was carried out on a sample of 684 customers of mobile services provider in Germany. The research
tests hypotheses suggesting that Customer retention, loyalty and customer satisfaction should be treated as deferential constructs which are causally inter-linked. The price of the mobile services and the perceptions about the benefits from the service and also the non-existence of number portability between various mobile service providers were identified as to have the major impact on retention.

Lee et al (2001) shows that the mobile providers should build up customer commitment by providing good quality service to their customers. The fast growth and development in the field of information technology especially in the area of mobile services, has made the Indian mobile phone service markets more and more competitive. Majority of the mobile service providers assume that the value added services lead to the increase in the customer loyalty. But does value added services fulfill all the customer needs and is it the only factor that play a significant role in maintaining and building up the loyalty of the customers.

Mittal and Kamakura (2001) in their study on Satisfaction, Repurchase Intent, and Repurchase Behavior: Investigating the Moderating Effects of Customer Characteristics try and fill the gap between satisfaction ratings to actual repurchase behavior by presenting a conceptual model for relating satisfaction ratings and repurchase behavior. The model is based on the basis that ratings observed in a regular customer satisfaction survey are subject to errors and also measures of the customer's true satisfaction, and they may vary in a systematic order on the basis of consumer characteristics. The authors of the research paper applied the model to a large sample study of 100,040 automotive customers. A detailed analysis of the study shows that customers with varied characteristics have different thresholds. Also they found out that the nature and extent of response bias in the satisfaction ratings varies by customer characteristics. The authors also opine that, though nonlinear, the functional form relating rated satisfaction to repurchase intent is different from the one relating it to repurchase behavior. They also find large differences in the satisfaction–retention relationship across customer
characteristics. On the basis of these studies, we expect customer satisfaction to have a significant influence on customer retention that varies across customers.

Sureshchandar et al (2001) conducted an empirical research on service quality and satisfaction. The authors reviewed a lot of literature on service quality and were of the opinion that the previous researches have been majorly worked on the basis of the SERVQUAL instrument, a 22-item scale that measures service quality. However SERVQUAL has been facing some criticism from different authors for varied reasons. Still there is a universal conformity that the 22 items are reasonably good predictors of service quality. An in-depth analysis of the scale items shows that the scale fails to view certain important critical aspects of customer perceived service quality. This paper works upon finding out such critical constituents of service quality which are untouched in the existing available literature for a better understanding of customer perceived service quality and its determinants. Authors find out that customers view core service, delivery, system of delivery, tangibles and social responsibility as the most critical factor to determine the service quality.

Dye and Schaaf (2002) discussed prisma as a Quality Tool for Promoting Customer Satisfaction in the Telecommunications Industry, Reliability Engineering and System Safety. They established the feasibility and suitability of applying a near miss event reporting system, known as Prevention and recovery information system for monitoring and analysis, as a tool for managing risks to customer satisfaction.

Jones, Mothersbaugh, & Betty, (2002) in their study on why customers stay: Measuring the underlying dimensions of services switching costs and managing their differential strategic outcomes. Show that the consumers who experience a high level of satisfaction are likely to stay with their existing service providers and would continue to maintain their membership with the same. Whereas, certain researchers are of the opinion that although customer satisfaction, positively influences the customer loyalty, it is not always a
sufficient condition. Not only that it is not sufficient in some cases, it even falters to produce the expected impact. Therefore, these researchers suggest that it is important to review and analyze the other potentially influential factors. Also the concept of the switching barrier was proposed in this context only.

Maxham and Netemeyer (2002)\textsuperscript{49} conducted a field study to examine complaining customers perceptions of service failures and recovery effort. As for a single failure and satisfactory recovery, customers rated the firm higher on satisfaction, word-of-mouth and repurchase intent. The results suggest that the perceived justice of one-time service recovery attempts can have a pronounced affect on overall firm satisfaction, but also highlight the need to study both types of satisfaction in the recovery process. The results also suggest that customers who are satisfied with service recovery efforts are willing to recommend the failing firm to friends and those who are satisfied overall with the firm are likely to repurchase.

Pampallis, et al (2002)\textsuperscript{50} in their study titled “Service Quality in a Telecommunication Company: A South African Experience” were of the opinion that the cellular retail outlets in the South African environment in regards with the measurement of service quality have been dealt with. The entire concentrated focus is on the perception and expectation of service quality from the viewpoint of the customer’s perspective. In this study a literature review of the various studies in this field was conducted. The study was carried out on models of measurement for service quality. The authors constructed a structured questionnaire and an in depth study was conducted. The questionnaire was based on the SERVQUAL model. For the collection of the primary data the information was collected through the telephonic interviews from a sample of 583 consumers. The total scale reliability for this study was 0.95, indicating an overall higher reliability factor than the Parasuraman et al. study. The analysis of the data also showed that two of the dimensions, namely, tangibility and reliability are two separate factors. The residual that is the other three dimensions, responsiveness, assurance and empathy
all load into one factor, thereby indicating that there is no real differentiation amongst the three dimensions in the customer’s mind.

Wang, Y., & Lo, H.P. (2002) in their article on “Service quality, customer satisfaction and behavior intentions” suggest that service quality, customer satisfaction and customer value are the three most important factors of business success. They are fast catching up in both the cases of the manufacturing organizations and service providers. The relevant literature available on the topic of customer value however suggests that many different conclusions have been reached. Also, there is a vast collection of literature available on the topics of service quality, customer satisfaction and customer value and their subsequent impact on the future behaviors of the customers in the telecommunication industry in particular. The authors in this research article have particularly paid a lot of attention to the measurement model of service quality with reference to China’s mobile phone market, on the basis of the widely used and accepted model of SERVQUAL.

Bhatt (2003), in view of the service quality gaining importance, made an attempt to study service quality of public sector banks with a view to offer guidelines to make overall service quality of banks more effective and efficient.

Sobti (2003) in a study on the banking sector suggests that the service provider’s disposition and behavior are crucial in determining consumers’ evaluation and satisfaction with the service delivered, and as such form part of the product experience itself.

Verhoef (2003) investigated the differential effects of customer relationship perceptions and relationship marketing instruments on customer retention and customer share development. The results showed that effective commitment and legal programs that provide economic incentives positively effect both customer retention and customer share development. The results also indicate that firms can use the same strategies to affect both customer retention and customer share development.
Deshmukh et al (2004), appraise various service quality models and identify issues for future research based on the critical analysis of the literature. The review of various service quality models revealed that the service quality outcome and measurement is dependent on type of service setting, situation, time, need, etc factors.

Jain and Gupta (2004) aimed at filling the void in service quality literature, assesses the diagnostic power of the two service quality scales. Validity and methodological soundness of these scales have also been probed in the Indian context — an aspect which has so far remained neglected due to preoccupation of the past studies with service industries in the developed world. Using data collected through a survey of consumers of fast food restaurants in Delhi, the study finds the SERVPERF scale to be providing a more convergent and discriminant valid explanation of service quality construct. However, the scale is found deficient in its diagnostic power. It is the SERVQUAL scale which outperforms the SERVPERF scale by virtue of possessing higher diagnostic power to pinpoint areas for managerial interventions in the event of service quality shortfalls.

Johnston C.T (2004), is of the viewpoint that effective service recovery is essential for satisfying and retaining customers. Provider firms must be concerned with responding to customer complaints in a manner that increases satisfaction. This research asserts that customer satisfaction is influenced most strongly by the service provider’s acknowledgement of the complaint and assurance that the problem will be corrected. The service quality offered would also determine if the customer is satisfied or not satisfied with the service.

Kim et al. (2004) found that the mobile service users’ satisfaction is build mainly by call quality, value added services and customer support. Also they tend to keep using current service, as the level of the customer satisfaction is high that further results into customer loyalty. In their study on the effects of customer satisfaction and switching barrier on customer loyalty in Korean mobile telecommunication services. The analysis of the results shows that the
mobile carriers must try and maximize the satisfaction amongst the consumers thus restricting them from switching. This would lead to enhanced customer loyalty. Also the telecommunications service providers should focus on service quality and should work on providing the customer-tailored services to increase the customer satisfaction. Also at the same time, efforts to raise the switching barrier must build a long-term relationship with customers by further investing in customer relationship management. Although call quality has been improved over the previous years by the service providers by pumping in heavy investments in the equipment, call clarity and coverage, but providing services according to the customers’ perceptions, still remains their focus. However the mobile carriers must devote their energies and efforts on developing value-added services.

Sachdev & Verma (2004) are of the opinion that the Service quality can be measured in terms of customer perception, customer expectation, customer satisfaction, and customer attitude. According to their study three forces majorly dominate the existing marketing environment of the service sector. The growth in the customer sophistication has been caused due to the ever increasing competition amongst the private players, change in regulations and to top it all change in the technology. the increase in awareness levels amongst the customers is making them more concerned for better and high quality services. It is actually becoming way to difficult for the service providers to keep up with the expectations and perceptions of the consumers. It is very important to understand that the customers are actually very sensitive towards the various attributes of the service. The author says that by allocating the available resources in a way that it is consistent with the demands and priorities of the customer can actually increase the effectiveness in the operations area of the services. the research paper tries to explore the relative importance of the service quality dimensions across a particular service. The authors finally view that all the attributes of service quality are equally important and that too in no particular order.
Turel et al. (2004) in a study titled “User Satisfaction with mobile services in Canada” were of the opinion that while satisfaction and loyalty in regards to physical goods and some services had been studied to a great extent in marketing and information systems, there was little research on these factors with respect to mobile telecommunications services. This study digs deep into these gaps and examines the factors of satisfaction and loyalty. For the same purpose an empirical study of 80 cellular subscribers was carried out in Ontario, Canada. The final analysis of the results of the study suggests that most causal relationships depicted by the American Customer Satisfaction Model were valid in the mobile telecommunications sector. And it was also observed that, due to the switching barrier, loyalty to a telecom service provider was no more a one-dimensional construct. It rather consists of two independent variables or factors– repurchase likelihood and price tolerance. This empirical study also suggests that there are very few differences in service perceptions between prepaid and post-paid cell phone users. In totality, this study forms the basis for the setting up of the future standards of performance of telecom service providers on the parameters of satisfaction and loyalty.

Anita S., Momaya K., Gupta H.M. (2005) in a study on E-Service Delivery in Cellular Mobile Communication: Some Challenges and Issues suggested that Improving the quality of service delivery can enable the cellular mobile service providers to create differentiation in order to gain profitability and competitive advantage. In light of this, the paper attempts to look at the ways in which IT can be used to provide superior quality services to customers in the highly competitive cellular service industry. A framework of E-service delivery is suggested and issues related to its practical application and its merits have been highlighted.

Fen & Lian, (2005) conducted a detailed study on the topic “Service quality and customer satisfaction: Antecedents of customer’s re-patronage” showed that both service
quality and customer satisfaction have a positive impact on customer’s re-patronage intentions, which goes to prove that both service quality and customer satisfaction have an important role in the success and long term survival of any business in the competitive market. This study through its detailed analysis establishes a close link between service quality and customer satisfaction.

Gustafsson, Johnson and Roos, (2005) undertook a study on the Effects of Customer Satisfaction, Relationship Commitment Dimensions, and Triggers on Customer Retention. A research was conducted using customers of a large Swedish telecommunications company that provides fixed phone service, mobile phone service, modem-based Internet service, and broadband Internet service. The telecom service providers have to be vigilant for the customer services they make available to the customers for developing satisfaction among customers. A customer is deemed to be satisfied if his evaluation of service provided by a brand is up to the satisfactory mark. In this study of telecommunications services, the authors have tried to examine the impact of customer satisfaction, affective commitment, and calculative commitment on retention of the customer. Further, the study also examines the potential for situational and reactional trigger conditions to moderate the satisfaction–retention relationship. The analysis of the data supports consistent effects of customer satisfaction, calculative commitment, and prior churn on retention. Prior churn also moderates the satisfaction–retention relationship. The customer satisfaction has a consistent negative effect on churn a positive effect on retention.

Homburg and Furst (2005) studied the effect of mechanistic versus an organic approach on the complaint situations and how effective were the approaches of the company. In the first case it encompasses creating high-quality guidelines regarding appropriate processes, behaviors and outcomes. In the second case it depends on the supportiveness of the internal environment. They concluded that, the organic approach is more strongly linked to
interactional justice, whereas the mechanistic approach has a far greater overall impact. This impact was much greater in case of business-to-consumer and service-oriented companies vis-a-vis business-to-business and product-oriented firms.

Schoefer and Ennew (2005) said that, service organizations need to analyze these occurrences systematically and generate effective remedies to the service failures and customer complaints through successful service recovery acts. By providing equitable and quick responses to customer complaints, service organizations aim to achieve a pool of satisfied customers and increase the level of repeat patronage. It can be claimed that the perceived justice by the customers in the process of failure recovery is one of the most significant factors creating the difference between a successful and an unsuccessful company.

Serkan et al (2005) in their paper measure the impacts of customer satisfaction and trust on customer loyalty, and also the direct and indirect effect of “switching cost” on customer loyalty. They were of the opinion that in the GSM mobile services sector, the main consideration for maintaining the subscriber base is to win over the customer loyalty. They were of the opinion that customer loyalty is the most important factor in maintaining the long term life of the brand. For the purpose of the study the data was collected from the 1,662 mobile phone users in Turkey. The findings of this study show that the switching cost directly affects the loyalty, and has a moderator effect on both customer satisfaction and trust. Therefore, it plays an important role in winning customer loyalty.

Shanthi (2005) discusses the post privatization scenario of telecommunications market in India. In the scenario of falling prices, burgeoning competition and increasing churn, the author says that identifying possible churn before it actually happens enables the telecom companies to detect and control churn. The author provides a predictive churn model for telecom segment, to allow a qualitative insight for understanding the structure and
methodology of churn management in the Indian telecom sector, and also discusses the level of applicability of such models in the Indian context.

Stauss et al. (2005) is of the opinion that, loyalty programs are gaining reasonable attention in the context of customer retention. More importantly, the managerial perspectives of this program are to reward and felicitate loyal customers with some special service, increment, reward or rebate. This would ensure a long-term economic benefit and relationship between the business and customers. In this case, it can be assumed that, the customer expects to be reciprocate and given the best possible service and commitment from the company due to their loyalty.

Ahn, et al (2006) Customer Retention is the most critical problem being faced in the ever burgeoning mobile telecommunications service industry. This study tries to investigate the factors of customer churn in the Korean mobile telecommunications service market they have used the customer transaction and billing data to reach the consensus. The detailed analysis of the data reveals that the factors related to call quality majorly impact the customer churn. In nutshell the study shows that the customers start looking for other options when they their complaints are not redresseded properly or up to their satisfaction mark. Such a situation generally arises when either the customer service centers do not handle the complaints or the customers are not able to get them redressed properly. Sometimes, telecom service providers take considerably longer time to resolve the problems like network coverage or call quality, the customers do not wait for long and hence they lose satisfaction with that particular service provider.

Barnhoorn (2006) carried out a detailed study. This study was conducted in South Africa and it indicated the ever increasing expectations of customers with regard to the services of mobile phone operators. The major dimensions of quality of service which were given priority by the mobile subscribers included courteous and facilitating role of front-desk staff,
the comfort of availability of recharge cards, availability of products and services at the company outlets, accurate information and facts about services, affordable prices of the packages, and customized services.

Baumann et al. (2006) found that the customer’s further recommendation to other users is a result of affective attitude, empathy and customer satisfaction. Whereas responsiveness results into short term retention, the affective attitude and empathy has longer impact on customer’s satisfaction and retention.

Chich et al., (2006) in a study on the Service Quality Perceptual Analysis of Mobile Phone User in Mainland China was of the opinion that mobile operators are pumping heavy investments in the areas of network coverage. These companies are also ensuring that the quality, the pricing, and innovative and diverse offerings to pull the new customer brigade and leaving no stone unturned to retain the existing customers. The final analysis of the facts and the figures if the study substantiate the response strategy of mobile phone service providers to increase and upgrade the quality of network, the tangibility, responsiveness, and assurance, empathy, and convenience dimensions of services The mobile service providers should also focus on other dimensions of tangible; responsiveness, assurance, and empathy because these aspects significantly affect customers’ perception of service quality of mobile phone service provider. The study also proves that SERVQUAL with additional dimensions is a reliable instrument for measurement of service quality dimensions in telecommunication industry in Pakistan. The results of this study conclude that the findings of earlier researches in mobile phone industry regarding the dimensions discussed in the study have a positive and significant impact on mobile phone users’ perception of service quality.

Serenko et al (2006) conducted a study on satisfaction with mobile services in Canada. This empirical study was conducted since the authors felt that while customer satisfaction and loyalty have been well explored in previous studies, concerning almost all
physical goods and services but little research on the same factors has been done with respect to mobile telecommunications services. In this study an empirical investigation of 210 cellular subscribers in Canada has been carried out by adapting the American Customer Satisfaction Model. The authors through this study try and identify the gaps and examine the antecedents of customer satisfaction and loyalty. On the basis of this model, the satisfaction index of young adult Canadians was calculated. The findings of this study are helpful for service providing companies, policymakers and subscribers.

Sigala (2006) carried out a study titled “Mass customization implementation models and customer value in mobile phones services: Preliminary findings from Greece”. He noted, in a study of mobile phone users in Greece that customization of service, pleasing interaction of staff and customers, company’s image and differentiated features were the important dimensions of service quality of mobile phone users. The main objective of carrying out the above mentioned study was analyze the strategies being developed by mobile phone operators and to identify the types of customer value perceived by mobile phone users. A customer-centre approach was adopted for analyzing these strategies that enhance both extrinsic and intrinsic customer value. A convenience sample was surveyed for gathering data regarding the customer value dimensions perceived by users of customized mobile phone services in Greece.

Venkatesh and Nargundkar (2006) examined the service quality delivered by four major airlines in India. Measurement and management of service quality is the key for survival of airline companies. The research found out the perceived service quality of frequent fliers on each of the four airlines across a series of service performance variables.

Wankhade and Dabade (2006) believe that, the perception of quality is a complex phenomenon involving social, cultural, economic and technical aspects. They were of the opinion that, system dynamics is an apt technique for modeling and analysis of quality
perception. As a general notion, it is obvious that there are issues relating to complaint handling and the relevant mechanism.

Weingart, et al., (2006) conducted a study on patients' reports of service "incidents"-deficiencies in service quality such as waits/delays, poor communication, poor care coordination, lack of respect for personal preferences, or environmental issues. Roughly 40% of patients reported at least one incident, and reporting of incidents was associated with diminished patient satisfaction.

Bontis et al. (2007) conducted a research on the mediating effect of organizational reputation on customer loyalty and service recommendation in the banking industry. The major reason of this study was to develop an understanding of the mediating effect of the organizational reputation on service recommendation and customer loyalty in the financial sector with special reference to banking industry. Based on the analysis, the authors of the research article reached to a conclusion that reputation serves as a partial mediator of customer satisfaction and loyalty, and satisfaction and recommendation in the banking industry. Earlier researches of corporate reputation and customer satisfaction worked independently of each other. The findings also suggest that by focusing on customer satisfaction the companies could improve the corporate reputation among customers. Customer loyalty and the chances of customer recommendation can be improved positively by increasing reputation. Reputation plays a vital role in the banking service environment, this is what is reinforced by the study. Similarly, the reputation should serve to enhance corporate profitability.

Eshghi, et al (2007) in their paper research on the factors leading to the propensity to shift from one wireless service provider to the other. A model generated from the data rather has been presented, and it is found to uphold the strong relationship between customer satisfaction and customer loyalty as discussed in the earlier studies. The authors are all critics and view that in comparison to the prevailing practices of ‘locking
in’ customers, which is generally done by means of restrictive contracts, thereby trying to restrict their exit. This research also says that wireless telecommunication service providers should rather work upon improving the customer satisfaction in order to reduce the customer churn. The service providers should shift their major focus and resources to customer retention through improved service, saving costs of expensive customer acquisition campaigns.

Shin, D. H. et al. (2007) in a study on the Mobile number portability on customer switching behavior: in the case of the Korean mobile market seek to investigate the impact of mobile number portability on mobile subscribers in Korea. This has been done by focusing on the perception of the subscribers and the conduct related to mobile number portability. For the purposes of the study the data has been collected from the subscribers who had switched to other mobile service provider between the beginning of mobile number portability July, 2003 and December, 2005 in Korea. The data were analyzed by statistical analyses. The Statistical analyses in this research paper reveal that subscribers perceive the switching barrier still as high, discouraging subscribers from switching carriers. The service providers of the mobile services develop new subscriber lock-in strategies that makes them continue staying with their existing carriers.

Sukumar (2007), conducted a study on the consumer preference and satisfaction towards various cell phone service providers using a sample of 104 mobile phone subscribers. He measured the mobile phone users’ preferences for selection of an operator. He tried to study the underlying factors which instrumental in making a customer select a particular service provider. The detailed analysis of the study found the following dimensions as important. Viz. brand image, customer care, services availability, credit facility for connection, deposit amount, and prices in that order of priority.

Vanniarajan T. (2007) found out the differences in the service quality rendered by the rural and urban customers, a field research was conducted in May 2006 in the Madurai district
of Tamil Nadu, India covering 255 customers consisting of 159 urban and 96 rural customers who are regular bank customers. The study identified that the perception on service quality among the rural and urban customers are lesser than their level of expectations especially in reliability and responsiveness. The significantly influencing perception of the service quality on the overall customer satisfaction among the customers is reliability, assurance and empathy.

The important discriminate perceptions on service quality among the rural and urban customers are the reliability and responsiveness. The urban customers are generally expecting more from the commercial banks than the rural customers. Hence, the study shows the need of differentiated service quality strategy among the commercial banks to satisfy the rural and urban customers.

Ekiz. et al (2008) conducted an empirical study on Measuring organizational responses to the student complaints in the perceived justice framework: Some evidence from northern Cyprus universities investigates the effects of justice perceptions on complainant satisfaction, exit intention and negative word of mouth (WOM)communication. The results show that procedural, interactional and distributive justice reflect the core justice dimensions for explaining complainant satisfaction which involves student’s feelings about complaint processes; impressions about the system improvement and positive attitudes toward their university’s system. The finding shows especially that these three justices are contributory factors for complainant satisfaction which in turn leads to exit intention and negative word of mouth. The findings of this study further show that interactional justice has a significant impact on complainant satisfaction. Interactional justice is the universities representatives ‘courtesy, sincerity and care shown to the students in handling their complaints. This study empirically proves that if solutions are not produced it may cause exit intention and negative WOM about the universities.
Joachim et al. (2008) conducted a research on Customer service in the retention of mobile phone users in Nigeria. The study was conducted in Nigeria, and the data was collected from a sample of 150 mobile phone users. The findings in the study support the importance of working upon the customer service to enhance customer retention. The authors are of the opinion that the employees of the telecommunication industry must improve their performance delivery on each of the variable of service quality. In particular they should work upon those variables of service quality that help better the policies of customer retention to fight the highly growing competition in the market. This proves that the customers are likely to stay with their existing telecom service provider as long as they are able to satisfy their changing requirements.

Souki and Filho (2008) Perceived quality, satisfaction and customer loyalty: an empirical study in the mobile phones sector in Brazil carried out a study on 434 customers in Brazil. The study focused on satisfaction of mobile phone users. The results of the study suggested that the customers gave more importance to the service attributes of quality of connections, overall ambience of outlets, and the coverage provided. This study was carried out with the purpose of studying the perceived quality, satisfaction, and customer loyalty in regard to mobile phone service providers. A survey was conducted on the 434 consumers of mobile phone services. The results showed that perceived quality could be evaluated based on the quality of the product, quality of the connection, shops, coverage areas and customer service. A low level of loyalty was seen when the customers' perceived quality increases. The customers will be more satisfied, and are more likely to remain loyal to their existing service provider, and are also likely to recommend their current service provider to others through positive word of mouth. They also tend to display a lesser desire to switch.

Survey, (2008) Telecom Regulatory Authority India carried out quality of service survey of mobile operators based on users’ satisfaction. The sample consisted of 1318 mobile
phone users. The important dimensions of regulatory services benchmark dimensions of service quality included billing, customer care, availability of network, value-added services and pre-sales and sales dimensions. Out of 11 operators, only five operators achieved the 90% service quality benchmark. The survey recorded user satisfaction on five broad parameters - pre-sales and sales, network availability, value-added service (VAS), customer care, and billing.

Akbar & Parvez, (2009) were of the opinion that there is a positive relation between customer satisfaction and loyalty of customer. And also that it results into more chances of commitment to repurchase. They also found that Customer satisfaction bridges the gap between service quality and loyalty of customer. Their research proposed a conceptual framework to investigate the effects of customers’ perceived service quality, trust, and customer satisfaction on customer loyalty. To test the conceptual framework, structural equation modeling was used to analyze the data collected from 304 customers of a major private telecommunication company operating in Bangladesh. The results of the study indicate that trust and customer satisfaction are significantly and positively related to customer loyalty. It was discovered that Customer satisfaction was an important mediator between perceived service quality and customer loyalty. A thorough and detailed understanding of the postulated relationships among the studied variables might encourage the mobile service provider(s) to figure out appropriate course of action to win customers’ trust by providing better services in order to create a loyal customer base.

J.D. Power and Associates Survey (2009) studied the mobile phone users’ satisfaction in the United Kingdom. For the purposes of the study, they used a sample of 3325 customers using mobile phone from the United Kingdom. The major dimensions of service quality were included in the survey. Andtheses dimensions were coverage, call quality, promotions and offerings of incentives and rewards, prices of service, billing, customer,
bundled services. The study emphasized that the expectations of the customers were escalating with regard to the additional features and services from the mobile operators.

Juan, et al. (2009) analyzed that the Switching costs are one of the most important economic forces that affect market competition in mobile communications. Both theoretical and empirical studies have shown that switching costs reduce market competition leading to higher prices, lower product and service quality, and lower customer welfare. Given their negative consequences, national regulatory authorities have designed policies aimed at reducing switching costs and fostering competition. One of the most important of these, in the mobile communications industry, is mobile number portability. The aim of this paper is to investigate the effect of mobile number portability on switching costs in mobile phone services. The results reveal that this regulatory policy has significantly reduced the cost of switching.

Negi (2009) in his research paper titled “User's perceived service quality of mobile communications: experience from Ethiopia” studied the seven modified dimensions of SERVQUAL, namely tangibles, reliability, responsiveness, empathy, assurance, network aspect, and convenience. These dimensions were used to measure customers' perceptions and expectations of mobile telecommunications services by drawing a sample of 220 respondents using stratified random sampling. He was of the opinion that The Ethiopian Telecommunication Corporation should concentrate on providing superior reliability, particularly, accuracy and dependability in mobile services. According to him, additional focus on the network aspect is also helpful in improving customers' perceived quality of mobile services. He described mobile service industry in that manner; the amazing diffusion of mobile services has surpassed the expectations from experts. It has become a leading sector providing commoditized services from a trivial industry. Mobile market has reached to maturity in most developed countries.
Teril (2009) indicated that worldwide mobile phone subscribers would increase to 5.2 billion by 2011. The revenues from mobile services are expected to grow from $624 billion in 2007 to $877 billion by 2013. The rapid growth offers opportunities and challenges for the mobile phone operators.

Wicks & Roethlein, (2009), in their study titled “Satisfaction-Based Definition of Quality” reviewed that the customer satisfaction can be achieved in a given way. He cited an affective evaluation process for the same and was of the opinion that this affective evaluation is done after the customer has gone through the purchase experience. The business houses that consistently satisfy their consumers enjoy better retention levels and greater profitability. This generally happens due to the increased customers’ loyalty. Hence it is very important to keep the ultimate consumers satisfied. The authors were of the viewpoint that this can be done in various ways and one of the ways is by trying to understand their expectations and perceptions of services offered by service providers. In this way, service quality could be assessed and thereby evaluating customer satisfaction.

Lin (2010) conducted a study on the relationship of consumer personality trait, brand personality and brand loyalty. The purpose of this research study was to study the relationship of consumer personality trait, brand personality and brand loyalty. For the purposes of the study the authors used convenience sampling method. The paper proves that a distinct brand personality can appeal to more brand loyalty. The authors argued that in a the competitive and particularly highly segmented markets, it is becoming increasingly challenging to retain old customers and acquiring the new ones. Creating the brand loyalty has been propounded as the universal solution for all business houses as well as to keep up with day by day increased competition in the market place. This could be generalized to telecommunication sector.

Santouridis, I. & Trivellas, P. (2010) in their study titled “Investigating the impact of service quality and customer satisfaction on customer loyalty in mobile telephony in Greece
investigate crucial factors that lead to customer loyalty in the mobile telephony sector in Greece. They particularly work on service quality and customer satisfaction. The impact of customer satisfaction on the service quality and customer loyalty relationship is also studied. The authors conducted a survey by designing a questionnaire and administering the same on residential non-business mobile phone users in Greece. The results show that the Customer service, the pricing and the billing system are the service quality dimensions that have the more significant positive influence on customer satisfaction, which in turn has a significant positive impact on customer loyalty. The role of customer satisfaction on the service quality and customer loyalty relationship has also been reaffirmed.

Philipp et al. (2011) carried out a study on the title “Perceived value: a critical examination of definitions, concepts and measures for the service industry.” This paper was published to provide a literature review of the concepts and measures undertaken in the research on the perceived value. The major reason for this research was to provide a detailed and systematic overview of the research on perceived value. This paper discusses the basic and the foundational theories and also reviews the unanswered concerns of perceived value. The paper also concludes the usage and application of perceived value as being relevant to the service industry in the business market.

It was concluded that many studies have been done to study the various factors related to service quality, customer complaining behavior, customer satisfaction and dissatisfaction and telecom industry. These studies have been done in many service industries. But no study has been done in the telecom sector to analyze its service quality and Complaint Redressal system. Therefore, the above study was undertaken to research the factors relating to service quality in the telecom industry.
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