CHAPTER – V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

This chapter presents the summary of the research study, summary of findings, suggestions, limitations, scope for future research and conclusion.

5.1. Summary of the Research Study

This quantitative research study aims to bring out the dimensions of relationship marketing and its influence on customer satisfaction and loyalty. The research design used in this research study is both correlation survey research design and cross sectional research design. This research study uses both primary and secondary sources of data. The target population (universe) of this research study is customers of telecommunication Industry at Chennai. Simple random sampling (A type of probability sampling) is used in this research study to invite the participation of respondents.(Telecom subscribers of Chennai)

The researcher had collected data from 555 (N = 555) customers of six major telecommunication operators at Chennai. The researcher had used questionnaire method to collect data from the respondents. Pilot study was carried out among 100 respondents in Chennai (during December 2011 and January 2012) before the actual collection of data. Data was collected from customers during February 2012 to July 2012.

Data were analyzed using Statistical Package for Social Sciences (SPSS 16.0 version) and Analysis of Moment Structure Software (AMOS 20.0 version).

The various statistical tests used in this research study are:

(a) Descriptive Statistics.
(b) Confirmatory Factor Analysis.
(c) Cronbach Alpha Coefficient.
(d) Independent Samples t-Test with Levene’s Test for Equality of Variances.
(e) One way analysis of variance.
(f) Karl Pearson’s Correlation Coefficient.
(g) Multiple Regression
5.1 SUMMARY OF FINDINDS

5.1.1. Findings Pertaining to Demographic Variables

- Less than three - fifth (57.1 %) of the respondents are postgraduates, 22.9% of the respondents are having professional educational qualification and 20.0% of the respondents are undergraduates, 57.1% of the respondents are postgraduates.

- Three - fifth (60.0%) of the respondents are males and remaining 40.0% of the respondents are females.

- Less than half (47.6%) of the respondents are having age between 25-35 years, 19.8% of the respondents are having age less than 25 years, 17.8% of the respondents are having age between 35 - 45 years and 14.8% of the respondents are having age above 45 years.

- Half (52.3%) of the respondents are unmarried and remaining 47.7% of the respondents are married.

- One - third (33.0%) of the respondents are doing business, 30.3% of the respondents are working in private sector, 19.5% of the respondents are working as government employees and 17.3% of the respondents are working as professionals.

- Less than three - fifth (57.3%) of the respondents are earning below Rs. 5 lakhs, 22.5% of the respondents are earning Rs. 5 lakhs to Rs. 10 lakhs and 20.2% of the respondents are earning above Rs.10 lakhs as their annual income.

- 25 % of the respondents are using Airtel as their telecommunication service provider, 22.9 % of the respondents are using the telecommunication services from Aircel, 20.2 % of the respondents are using telecommunication services of Vodafone, 10.8 % of the respondents got the telephone connection from BSNL, 10.5 % of the respondents are using telecommunication services of Reliance network, and 10.6 % of the respondents are using the telecommunication services from Tata Teleservices.
Less than three - fourth (73.5%) of the respondents are using prepaid connections and remaining 26.5% of the respondents are using the postpaid connection.

More than two - fifth (42.3%) of the respondents are using the telecommunication service for two to five years, 29.0% of the respondents are using the telecommunication service for more than five years and 28.6% of the respondents are using the telecommunication service for less than two years.

5.1.2. Descriptive Analysis of Perception of Customers towards Relationship Marketing

- Mean responses given by the customers of telecom services shows that the customers are trusted towards their telecom services.
- Mean responses given by the customers of telecom services shows that the customers are satisfied towards commitments given by their telecom services.
- Mean responses given by the customers of telecom services shows that the customers are more empathized with their telecom services.
- Mean responses given by the customers of telecom services shows that the customers are more satisfied towards communication.
- Mean responses given by the customers of telecom services shows that the customers are more satisfied towards service quality provided by the service provider.
- Mean responses given by the customers of telecom services shows that the customers are more satisfied towards emotional elements.
- Mean responses given by the customers of telecom services shows that the customers are more satisfied towards customization.
- Mean responses given by the customers of telecom services shows that the customers are satisfied towards corporate social responsibility.
- Mean responses given by the customers of telecom services shows that the customers are satisfied with the services provided by the telecom service providers.
Mean responses given by the customers of telecom services shows that the customers are loyal to the telecom service providers.

5.1.3. Findings Pertaining to Confirmatory Factor Analysis of Variables of the Research Study

- All the goodness of fit indices pertaining to trust construct (Chi-square / degree of freedom = 4.347, Goodness of fit index (GFI) = 0.924, Adjusted goodness of fit index (AGFI) = 0.906, Root mean square error of approximation (RMSEA) = 0.089 and Expected cross validation index (ECVI) = 0.330) are within the suggested cut-off values. Hence, trust construct shows good fit to the sample data.

- All the goodness of fit indices pertaining to commitment construct (Chi-square / degree of freedom = 3.822, Goodness of fit index (GFI) = 0.927, Adjusted goodness of fit index (AGFI) = 0.901, Root mean square error of approximation (RMSEA) = 0.071 and Expected cross validation index (ECVI) = 0.181) are within the suggested cut-off values. Hence, commitment construct shows good fit to the sample data.

- All the goodness of fit indices pertaining to empathy construct (Chi-square / degree of freedom = 4.389, Goodness of fit index (GFI) = 0.909, Adjusted Goodness of Fit Index (AGFI) = 0.891, Root mean square error of approximation (RMSEA) = 0.109 and Expected cross validation index (ECVI) = 0.152) are within the suggested cut-off values. Hence empathy construct shows good fit to the sample data.

- Goodness of fit indices pertaining to communication construct (Chi-square / degree of freedom = 2.635, Goodness of fit index (GFI) = 0.901, Adjusted Goodness of Fit Index (AGFI) = 0.896, Root mean square error of approximation (RMSEA) = 0.106 and Expected cross validation index (ECVI) = 0.129) are within the suggested cut-off values. Hence, communication construct shows good fit to the sample data.
All the goodness of fit indices pertaining to service quality construct (Chi-square / degree of freedom = 3.582, Goodness of fit index (GFI) = 0.918, Adjusted Goodness of Fit Index (AGFI) = 0.907, Root mean square error of approximation (RMSEA) = 0.068 and Expected cross validation index (ECVI) = 0.102) are within the suggested cut-off values. Hence, service quality construct shows good fit to the sample data.

Goodness of fit indices pertaining to emotional element construct (Chi-square / degree of freedom = 3.126, Goodness of fit index (GFI) = 0.901, Adjusted Goodness of Fit Index (AGFI) = 0.889 Root mean square error of approximation (RMSEA) = 0.445 and Expected cross validation index (ECVI) = 0.222) are within the suggested cut-off values. Hence, emotional element construct shows good fit to the sample data.

All the goodness of fit indices pertaining to customization construct (Chi-square / degree of freedom = 3.025, Goodness of fit index (GFI) = 0.906, Adjusted Goodness of Fit Index (AGFI) = 0.896, Root mean square error of approximation (RMSEA) = 0.395 and Expected cross validation index (ECVI) = 0.142). Hence, customization construct shows good fit to the sample data.

Goodness of fit indices pertaining to corporate social responsibility construct (Chi-square / degree of freedom = 3.892, Goodness of fit index (GFI) = 0.909, Adjusted Goodness of Fit Index (AGFI) = 0.898, Root mean square error of approximation (RMSEA) = 0.434 and Expected cross validation index (ECVI) = 0.211). Hence, corporate social responsibility construct shows good fit to the sample data.

All the goodness of fit indices pertaining to customer satisfaction construct (Chi-square / degree of freedom = 3.286, Goodness of fit index (GFI) = 0.912, Adjusted Goodness of Fit Index (AGFI) = 0.901, Root mean square error of approximation (RMSEA) = 0.149 and Expected cross validation index (ECVI) = 0.214). Hence, customer satisfaction construct shows good fit to the sample data.
Goodness of fit indices pertaining to customer loyalty construct (Chi-square / degree of freedom = 3.244, Goodness of fit index (GFI) = 0.914, Adjusted Goodness of Fit Index (AGFI) = 0.902, Root mean square error of approximation (RMSEA) = 0.164 and Expected cross validation index (ECVI) = 0.149). Hence, customer loyalty construct shows good fit to the sample data.

5.1.4. Findings Pertaining to One Way Analysis of Variance

- There is significant variation between respondents educational qualification with respect to trust at 5% level of significance.
- Significant variation is found between respondents educational qualification with respect to commitment at 1% level of significance.
- There is significant variation between respondents educational qualification with respect to empathy at 5% level of significance.
- Significant variation is found between respondents educational qualification with respect to communication at 5% level of significance.
- There is significant variation between respondents educational qualification with respect to service quality at 5% level of significance.
- Significant variation is found between respondents educational qualification with respect to emotional element at 1% level of significance.
- There is no significant variation between the respondents educational qualification with respect to customization.
- Significant variation is found between respondents educational qualification with respect to corporate social responsibility at 1% level of significance.
- There is significant variation between respondents educational qualification with respect to customer satisfaction at 5% level of significance.
- No significant variation is found between respondents educational qualification with respect to customer loyalty.
There is no significant variation between respondents age with respect to trust.
No significant variation is found between respondents age with respect to commitment.
There is no significant variation between respondents age with respect to empathy.
No significant variation is found between respondents age with respect to communication.
There is no significant variation between respondents age with respect to service quality.
No significant variation is found between respondents age with respect to emotional element.
There is no significant variation between respondents age with respect to customization.
No significant variation is found between respondents age with respect to corporate social responsibility.
There is no significant variation between respondents age with respect to customer satisfaction.
No significant variation is found between respondents age with respect to customer loyalty.
There is significant variation between respondents occupations with respect to trust at 5% level of significance.
Significant variation is found between respondents occupations with respect to commitment at 5% level of significance.
There is no significant variation between respondents occupations with respect to empathy.
No significant variation is found between respondents occupations with respect to communication.
There is significant variation between respondents occupations with respect to service quality at 5% level of significance.
Significant variation is found between respondents occupations with respect to emotional element at 1% level of significance.
 There is significant variation between respondents occupations with respect to customization at 5% level of significance.

 No significant variation is found between respondents occupations with respect to corporate social responsibility.

 No significant variation is found between respondents occupations with respect to customer satisfaction.

 No significant variation is found between respondents occupations with respect to customer loyalty.

 There is significant variation between respondents annual income occupations with respect to trust at 1% level of significance.

 Significant variation is found between respondents annual income with respect to commitment at 5% level of significance.

 There is significant variation between respondents annual income with respect to empathy at 1% level of significance.

 Significant variation is found between annual income occupations with respect to communication at 1% level of significance.

 There is significant variation between respondents annual income with respect to service quality at 1% level of significance.

 Significant variation is found between respondents annual income with respect to emotional element at 1% level of significance.

 There is significant variation between respondents occupations with respect to customization at 1% level of significance.

 Significant variation is found between respondents annual income with respect to corporate social responsibility at 1% level of significance.

 Significant variation is found between respondents annual income with respect to customer satisfaction at 5% level of significance.

 There is no significant variation is found between respondents annual income with respect to customer loyalty at 5% level of significance.

 There is no significant variation between respondents longevity with respect to trust.

 No significant variation is found between respondents longevity with respect to commitment.
There is no significant variation between respondents longevity with respect to empathy.

No significant variation is found between longevity occupations with respect to communication.

There is no significant variation between respondents longevity with respect to service quality.

Significant variation is found between respondents longevity with respect to emotional element at 1% level of significance.

There is no significant variation between respondents longevity with respect to customization.

No significant variation is found between respondents longevity with respect to corporate social responsibility.

Significant variation is found between respondents longevity with respect to customer satisfaction at 1% level of significance.

There is no significant variation is found between respondents longevity with respect to customer loyalty.

5.1.5. Findings Pertaining to t-Test

There is no significant difference between respondents gender with respect to trust.

No significant difference is found between respondents gender with respect to commitment.

There is no significant difference between respondents gender with respect to empathy.

No significant difference is found between respondents gender with respect to communication.

There is no significant difference between respondents gender with respect to service quality.

No significant difference is found between respondents gender with respect to emotional element.
There is no significant difference between respondents' gender with respect to customization.

No significant difference is found between respondents' gender with respect to corporate social responsibility.

No significant difference is found between respondents' gender with respect to customer satisfaction.

There is no significant difference between respondents' gender with respect to customer loyalty.

There is no significant difference between respondents' marital status with respect to trust.

No significant difference is found between respondents' marital status with respect to commitment.

There is no significant difference between respondents' marital status with respect to empathy.

No significant difference is found between respondents' marital status with respect to communication.

There is significant difference between respondents' marital status with respect to service quality at 5% significant level.

No significant difference is found between respondents' marital status with respect to emotional element.

There is no significant difference between respondents' marital status with respect to customization.

No significant difference is found between respondents' marital status with respect to corporate social responsibility.

No significant difference is found between respondents' marital status with respect to customer satisfaction.

There is no significant difference between respondents' marital status with respect to customer loyalty.

There is significant difference between types of customers with respect to trust at 1% level of significance.

Significant difference is found between types of customers with respect to commitment at 1% level of significance.
There is significant difference between types of customers with respect to empathy at 1% level of significance

Significant difference is found between types of customers with respect to communication at 1% level of significance.

There is significant difference between types of customers with respect to service quality at 1% significant level.

Significant difference is found between types of customers with respect to emotional element at 1% level of significance.

There is significant difference between types of customers with respect to customization at 1% level of significance.

Significant difference is found between types of customers with respect to corporate social responsibility at 1% level of significance.

Significant difference is found between types of customers with respect to customer satisfaction at 1% level of significance.

There is significant difference is found between types of customers with respect to customer loyalty at 1% level of significance.

5.2.6. Findings Pertaining to Correlation Analysis.

Positive significant correlation exist between Customer satisfaction and Trust ($r = 0.666$). This shows that trust leads to customer satisfaction.

Positive significant correlation exist between Customer satisfaction and Commitment ($r = 0.732$). This shows that commitment showed by the telecom services leads to customer satisfaction.

Positive significant correlation exist between Customer satisfaction and Empathy ($r = 0.692$). This shows that Empathy improves customer satisfaction.

Positive significant correlation exist between Customer satisfaction and Communication ($r = 0.653$). This shows that good Communication improves customer satisfaction.
Positive significant correlation exist between Customer satisfaction and service quality (r = .707). This shows that good quality in services improves customer satisfaction.

Positive significant correlation exist between Customer satisfaction and Emotional element (r = .601). This shows that good relationship in emotional element improves customer satisfaction.

Positive significant correlation exist between Customer satisfaction and Customization (r = .646). This shows that Customization leads to Customer satisfaction.

Positive significant correlation exist between Customer satisfaction and corporate Social responsibility (r = .685). This shows that social responsibility improves Customer satisfaction.

Commitment, Quality, Customer focus and Social responsibility serves as significant predictors of Customer Satisfaction.

Positive significant correlation exist between Customer loyalty and Trust (r = .670). This shows that trust leads to customer loyalty.

Positive significant correlation exist between Customer loyalty and Commitment (r = .687). This shows that commitment showed by the telecom services leads to customer loyalty.

Positive significant correlation exist between Customer loyalty and Empathy (r = .653). This shows that Empathy improves customer loyalty.

Positive significant correlation exist between Customer loyalty and Communication (r = .625). This shows that good Communication improves customer loyalty.

Positive significant correlation exist between Customer loyalty and service Quality (r = .694). This shows that good Quality in services leads to customer loyalty.

Positive significant correlation exist between Customer loyalty and Emotional element (r = .572). This shows that good relationship in emotional element improves customer loyalty.
Positive significant correlation exist between Customer loyalty and Customer focus \((r = .590)\). This shows that Customer focus leads to Customer loyalty.

Positive significant correlation exist between Customer loyalty and corporate Social responsibility \((r = .631)\). This shows that corporate social responsibility improves Customer loyalty.

Trust, Commitment, Quality and corporate Social responsibility serves as significant predictors of Customer Loyalty.

5.3. Suggestions

Certain suggestions emerge from the observation and findings of the study. The researcher would like to submit some suggestions which could be considered by the telecom service providers. The Suggestions are:

The telecom service provider need to focus on commitment, service quality, customization and corporate social responsibility among the customers in order to enhance the customer satisfaction and trust, commitment, service quality and corporate social responsibility to improve customer loyalty.

In order to attract and retain post paid customers the company should offer customized plans to suit various customer segments. The telecom service provider should also segment their customers based on their usage and revenue, deploy relationship managers to serve the customer in a better way. Modern customer relationship management tools should be used in order to understand the customer complaints.
5.4. Limitations

1. The study was limited to major telecom service providers at Chennai city alone. So the findings cannot be generalized.

2. Although the instrument that have been used to measure the dimensions of relationship marketing are generic to the service sector as a whole and they have been designed to suit the telecom service Industry in particular, their applicability to other industries in service sector needs to be probed.

3. The data source of the study was obtained from the customers of Chennai city. The perception, attitude, and behaviour of the rural and urban people may vary to considerable extent. It needs to be tested whether these instruments can be used as such for semi urban areas and rural areas or with certain modifications.

4. The results pertain only to the respondents of the study namely the customers of telecom service providers of Chennai. Generalization to wider populations cannot be ascertained without proper validations.

5.5. Academic and Managerial Implications

The present study makes both academic and practical contributions and suggests several applications for the research. Our academic contribution is to offer a significant advance to the current literature of relationship marketing we explore the nature of relationship marketing and then develop a conceptual model of relationship marketing with eight dimensions namely: Trust, Commitment, Communication, Empathy, Emotional Element, Customization, Service Quality & Corporate Social Responsibility and outcome variables such as Customer Satisfaction & Customer Loyalty. Though some of the ideas expressed in this conceptual model maybe familiar to marketers, its value is in integrating these various notions to provide a more compressive picture of relationship marketing. It also provides empirical evidence on the testable scale that is, both reliable and valid. Our conceptualization and empirical findings are encouraging.
For marketing practitioners our findings validate the long held belief that relationship marketing is a critical success factor for business performance. Firms wishing to improve their relationships with customers need constantly to monitor their behaviour and internal processes. In addition to aiding in the monitoring process, the eight dimensions of relationship marketing and outcome variables can also serve training needs by helping human resource managers develop appropriate training program that can help to improve the staffs understanding of the activities involved in developing the relationship marketing. Furthermore top management can use this framework to develop relevant and effective marketing strategies and tactics. Functional managers can also use the framework to set clear policies that develop and consider relationship marketing as necessary and essential business process rather than a burden on the staff. Changing the corporate cultural and rewards systems accordingly reinforces behaviour that creates strong relationship marketing, and should also be considered.

5.6. Directions for the Future Research

Based on the study conducted by the researcher, the followings areas for future research are recommended.

The study can be extended to rural as well as wider geographical area. This research concentrated on selected dimensions of relationship marketing. There are lot of other dimensions, such as conflict handling, reciprocity, bonding, shared values etc., also available for research study. Such dimensions can be considered for the future research.

The relationship dimensions can also be applied to other service and manufacturing organizations taking large sample size. Future research can consider customer expectation, attitude and behaviour of telecom subscribers.
5.7. Conclusion

The customers and employee are the pillars on which a relationship is built. At present, the demands and expectations of the customers are significantly increasing day by day. A healthy work culture and proper customer oriented attitude on the part of employees can have a positive effect on strengthening of customer relationship. This could be made possible by motivating employees but also in improving the performance skill through proper well defined customer relationship oriented training program.

The rise of social media, always-on mobile connectivity and volatile economic conditions are reshaping marketing. These changes pose significant reputation and financial risks and opportunities; they also require companies to deploy relationship marketing to deepen their interaction with valuable customers while measuring the value of these relationships throughout the customer lifecycle.

Trust is the life-force of successful relationship marketing, and trust is developed and strengthened through relevant communications through relevant channels at relevant times. The most effective relationship marketing capabilities must be wedded to overall customer strategy, deployed quickly and adjusted efficiently in response to changing conditions.

As completion has increased, customers have become more demanding. As a result, companies had to look harder at how they can better meet the expectations of their customers. This means getting to know them better, keeping them loyal, and ensuring customer satisfaction.

In conclusion, the result of this study make a contribution to the services marketing literature by demonstrating that the dimensions of relationship marketing such as trust, commitment, empathy, service quality, customization and communication might influence customer satisfaction and customer loyalty.