

CHAPTER II

REVIEW OF LITERATURE

- 2.1 Introduction
- 2.2 Literature on organised retail outlets and customer satisfaction
- 2.3 Literature on organised retail outlets and service quality
- 2.4 Literature on customer preference towards organised retail outlets
- 2.5 Literature on customer relationship management in organised retail outlets
- 2.6 Literature on service quality and customer retention in organised retail outlets
- 2.7 Literature on service quality and infrastructure in organised retail outlets

CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction:

The researcher reviewed many earlier researches pertaining to the topic service quality in organised retail stores. The review has been collected from various sources like books, reports, journals, published and unpublished thesis, and E-resources. The researcher has presented a few of the most relevant researches carried out in various countries in the field of present study.

Service quality has been defined by Lehtinen (1982) in his research in terms of physical quality, interactive quality and corporate (image) quality. They also suggested that when compared with the other two quality dimensions, corporate quality tended to be more stable over time. Thereafter, in 1983 Gronroos elaborated service quality as both technical and functional, the first signifies what the customer gets and the latter how the customer receives the service. When a customer assessed service quality, the company's profile or image acts a 'filter'. If a company had a positive image, it is easier to overlook smaller mistakes in its service delivery, to regard them as temporary disturbances.

A detailed review of past research studies revealed that, these studies have six important segments on the basis of various factors impacting on service quality in organised retail outlets. These past research studies comprises of both national and international level.

1. Literature on organised retail outlets and customer satisfaction.
2. Literature on organised retail outlets and service quality.
3. Literature on customer preference towards organised retail outlets and service quality.
4. Literature on customer relationship management in organised retail malls and service quality.
5. Literature on service quality and customer retention in organised retail malls and service quality.
6. Literature on service quality and infrastructure in organised retail malls.

2.2 Literature on organised retail outlets and customer satisfaction:

Sohel, et al., (2014) opines in their study that, retail chain store owners and managers should focus on four major elements – responsiveness, product quality, physical design and pricing policies, if customer satisfaction is to be treated as a strategic variable. It is found that responsiveness and product quality were most important to customers followed by price and physical design. Location didn't have a significant effect on customer satisfaction.

Krishnan (2013) the study focused on identifies the impact of various factors on customer satisfaction in selected consumer durable white goods. That overall quality; usage experience, pre sales, after sales service, sales person's behaviour, repair, reliability, customer service and product compatibility were independent variables and were found statistically significant and had positive impact on customer satisfaction and worthiness, responsiveness, warranty, loyalty programs; competitive prices were the factors that had negative impact on customer satisfaction.

Rao, et al., (2013) in their study conducted on consumer behaviour in small scale retail stores in the three regions viz., Coastal Andhra, Telangana and Rayalaseema, it was found that the customers were satisfied with the services, facilities, merchandise goods and the services of the sales personnel in small scale retail stores. Among the factors of ambience, most respondents were satisfied with lighting, orderly placement of the products and cleanliness maintained by the small scale retailers. Among the sales promotion techniques, display of the products, discounts offered and credit facility secured a high rating. Interestingly, the respondents rated small scale retailers better as compared to the big retailers in many factors that contributed to their satisfaction.

Jhamb, et al., (2012), the study depicts that infrastructure, economic growth and changing demographics of consumers are the major driver of organised retail in India. The location of the retail store, management style and adequate salaries to personnel enhance the effectiveness of retail business and are important factors for retailers' success.

Dinesh Kumar, et al., (2012), studies revealed that organised retail outlets provide better quality of service, product range as compared to the unorganised retail outlets. Most of the customers are satisfied with the quality of service provided by the

organised retail outlets. They are satisfied with self-service, product price, visual merchandising, home delivery and fast checkout. They feel that the store layout is easily accessible to find the products. Some of the respondents are not satisfied with parking facility and variety of modes of payment.

Beneke (2012) his research considers which aspects of retail service quality impact upon customer satisfaction and, ultimately, pays dividends in terms of generating store loyalty amongst urban shoppers in the middle to upper market segments. The results from the analysis concluded that two constructs, namely Physical Aspects and Personal Interaction, had a direct relationship with Customer Satisfaction.

Gupta (2012) found in her study that store attributes like convenient operating hours and accessibility were the factors which lead to customer loyalty and not store appearance. Similarly, product attributes like freshness of the product and availability of products range according to the pocket were major determinant of loyalty.

Mokgabudi (2011) in this detailed study researcher investigated that the effect of shopping malls on consumer behaviour, and the study concluded that the choice of preferred malls was not a rational decision based on pricing but on compromise of satisfying economic, social and psychological needs. Given the role of marketing mix strategies on shopping malls performance, the mixed findings from previous studies, there is a need to review, update, and extend our understanding of the specific marketing mix i.e. place mix dimension.

Navreem, et al., (2011) finds that the comparison of various things like price, availability of products, overall staff behaviour between Big Bazaar and Reliance Mart. The major features of retail outlets that influence the customers and make it a place of attraction are price, availability, delivery time and value for money. They also concluded that products such as eatables, trendy apparels and branded products were frequently available in Big Bazaar. The overall behaviour of staff members was approximately similar in Big Bazaar and Reliance Mart. Further, difference was observed in prices of various products in Big Bazaar and Reliance Mart.

Thenmozhi, et al., (2011) research finds that Retail Service Quality factors like Store Merchandise, Access, Problem solving, and Personal Interaction have a significant impact on customer satisfaction and factors like Problem Solving and Personal Interaction have a significant impact on customer loyalty in retail outlets.

Krishna (2010), in his study shows that services offered by organised retail units have positive impact and are significant in building customer satisfaction, also the Service Quality dimensions are crucial for customer satisfaction in retailing – a burgeoning sector with high growth potential and opportunities in fast growing economies like India.

Nilawan (2008) in his study find the level of customer's satisfaction towards the existing service of Metro Mall at Sukhumvit Station. The study concludes that food and beverage shops, reasonable compared with the product quality, modern decoration, and location of mall, word of mouth, availability of discounts coupons and prompt and attentive services of sales persons were the main factors influencing customers on visiting Metro Mall at Sukhumvit Station.

Anderson, et al., (2006), in their research found a positive relationship between customer satisfaction at the company level and Tobin's q (a long-run measure of financial performance) for organised department stores and supermarkets.

Wong and Sohal (2006) study reveals that good understanding of the quality of services will probably motivate the customers to end-up with purchase decision at the respected stores. Different people have different perspective of providing quality of service to customers. The delivery of good quality service always creates faith in the minds of the customer. Therefore, service quality can be considered as one of the parameter to understand the overall psychology of the customer. This enables the company to judge their performance & if any difficulty is observed, sort out it by providing appropriate solution.

Tuli and Mukherjee (2004) opines from their study that service quality emerged as an important determinant of customer satisfaction and service quality had a significant impact on behavioural intentions of customers.

Bloemer, et al., (1998) defined store satisfaction as the outcome of the subjective evaluation that the chosen alternative the store meets or exceeds expectations. This definition is based on the expectancy disconfirmation paradigm. According to this paradigm, satisfaction results when customer expectations confirm the perceived store performance. Dissatisfaction occurs when customer expectations disconfirm the perceived store performance. Store loyalty is being increasingly recognised as the ultimate objective of the store satisfaction measures. It is argued that higher the

customer satisfaction, more will be the loyalty of customers to a store and higher the customer protection from competition. While there has been debate as to whether different degrees of satisfaction have a stronger influence over the obtainment of loyalty, it is generally accepted that customer loyalty is determined to a large extent by customer satisfaction.

Parasuraman, et al., (1985) in their detailed study suggested that services are intangible, heterogeneous, and inseparable, it is difficult to measure service quality objectively. Over the years, many researchers have proposed and evaluated alternative service quality models and instruments for measuring service quality. Among these models, SERVQUAL is the most prominent and the most widely used. The authors of this model proposed that the consumer's opinion of quality is formed by an internal comparison of performance with expectations. Good service quality means that the customers' perceptions of service performance meet or exceed their expectations of what the service firm should provide. Through in-depth interviews and focus group discussions with firms in four different service industries and they identified five determinants of service quality which include tangibles, reliability, responsiveness, assurance and empathy.

Tafadzwa, et al., concluded in his study that customer satisfaction and customer loyalty in four big retail stores in King William's Town, South Africa. Mall intercept was used as the survey method. The results indicated that holistically, customers were satisfied and loyal to the retail stores. However, the study identified one significant area of customer dissatisfaction which was the queuing time. In addition, the study identified that courtesy was an area of concern for customer satisfaction.

2.3 Literature on organised retail outlets and service quality:

Chavan, et al., (2015) research work revealed six factors of service quality in retail sector as physicality, reliability, dependability, responsiveness, assurance, empathy. The six service quality attributes had Eigen values greater than 1 and Cranach's alpha greater than 0.700, they were considered adequate and reliable in explaining variations in customer satisfaction. And they opine that the practicing managers in retail sector should standardize these factors of service quality to assure all customers of equal value irrespective of where they experience the service.

Rode, et al., (2015), the findings of their study reveals that, the service quality of both the type of retail stores has compared using five service quality dimensions i.e. tangibility, reliability, responsiveness, assurance & empathy (SERVQUAL model). The researcher has observed that majority of the customers were satisfied with the service quality offered by the organised retail store as compared to unorganised retail stores in Latur city.

Sathiyabama, et al., (2015) study reveals that reliable service, assurance and price are the important factor that influencing retailer's service. From the customer perspective quality service may retain in the customer mind and it reflects as cognitive behaviour on the repeated buying behaviour so the consumer retention can be achieved only through a memorable service quality compared to other competitors.

Nair & Nair, (2013) finds in their study that the perception of service quality was influenced by various natures among various customers and some of the general factors like personal interaction, physical aspects on which customer perception remained constant and common.

Phiri et al., (2013) their research paper "Customers' expectations and perceptions of service quality: the case of pick n pay supermarket stores in Pietermaritzburg area, South Africa, that customers have higher expectations for service quality in food retail supermarkets than is anticipated. Gap 5, which is a gap between customers' Expected Service and customers' Perceived Service, was identified.

Sangvikar et al., (2012) study identifies that organised retail sector is growing rapidly and consumers are shifting to shopping in organised retail stores. Thus, understanding of shoppers' behavior is the key to success for the retailers. Marketers will have to understand the consumers' shopping behavioral dimensions that will help them to tap the consumer in a better way.

Kumar, et al., (2012) revealed that the management needs to improve service quality in areas of policy and reliability. Improvement in customer satisfaction would mean that it is gaining competitive advantage.

Vishva (2012) study revealed some important factors such as product quality, purchase convenience, store service, payment convenience are important for customer's point of view in evaluating service quality provided by organised food retail stores of Rajkot city. There is a strong indication that customers change the way

they evaluate a firm's service as increase in customer expectations and more availability of different service providers. It became essential for service providers to acquire understanding of overall service quality provided by them as well as which factors consider more importantly by customers in evaluating services.

Azhagan, et al., (2011) study shows that organised retail sector offers a variety of services to the customers. Most of the customers prefer organised retail sector because of more tangibles and empathy towards its customers. In order to retain and attract new customers, the organised retail sector should improve customer's service level and should provide assurance towards its customer.

Raja, et al., (2011) in their research they found that the most critical challenge for a business is the improvement of service and product quality and they also explained that perception of retail service quality varies across different cities, the retailers can meet the customer expectations based on the factors drive them.

Chandan et al., (2010) findings of their study concludes that customers consider fast billing, parking facility and long hours of operations as prime services and key factors in retail service quality.

Mohanty's et al., (2006) survey brings out on the buyers/the shoppers approach the distributor for getting customer service, while experiencing the role of technology usage in client services. However, typically the retailers are able to meet the expectations of the purchasers.

Parikh (2006) is of the opinion that "As organised retailing develops in India, retail stores in India will have to improve the quality of their services significantly in order to compete successfully in the global marketplace. It is, therefore very important to know how customers evaluate service quality and what can be done to measure and improve it."

Kaul (2005) reveals that the consumers satisfied with the stores' service quality are most likely to remain loyal. Service quality is being increasingly perceived as a tool to increase value for the customer; as a means of positioning in a competitive environment to ensure consumer satisfaction, retention and patronage. Despite its strategic importance, Indian retailers did not have an appropriate instrument to measure service quality. This study examined the Retail Service Quality Scale (RSQS) developed in the U.S. for applicability to Indian retail. This scale had been

found appropriate in a variety of settings across different countries such as South Africa and Singapore, and across a variety of store types such as supermarkets, department stores and hyper stores.

Binta et al., (2002), investigated the customer rating of importance of several attributes associated with super market shopping. The researcher also reviewed the satisfaction rating of attributes. The results suggested that since retail format had become very standardised, corporate reputation was rated high and might be a source of sustainable competitive advantage. Accessibility was considered important, as was quality of service, especially the friendliness and efficiency of check out personnel.

Ravi Kumar et al., (2002) opined in their study that consumer's shopping experience is significantly higher in organised retail stores than in the conventional retail stores and in the area of quality and price reasonability of the visual merchandise, consumers rated organised retail stores higher than the conventional retail stores.

Siu, et al., (2001) from their study, they developed RSQS and applied in a departmental store chain in Hong Kong to explore its usefulness and concluded that six service quality dimensions were identified viz. reliability, personal interaction, problem solving, physical appearance, promises and policy.

Mehta, Subhash, et al., (2000) in their research they found that, service quality in retailing is different from any other product/service environment on account of the unique nature of retail service, improvements and measurements of quality in retailing cannot be approached in the same way as that of the services perspective. In retail service, it is necessary to look at quality from the perspective of services as well as goods and derive a set of items that accurately measure this construct.

Donthu, et al., (1998) studied the effect of the cultural orientation of consumers on their service quality expectations and found that consumers varied in both their overall expectations with regard to service quality and their expectations of each of the service quality dimensions as a result of cultural orientation.

Boshoff, et al., (1997) in their detailed study in South African retail environment found that the RSQS instrument suitable for studying retail quality of South African retail industry comprising department stores, speciality stores and hypermarket that offers a mix of goods and services.

Dabholkar (1996), Opines that in his detailed study the retail environment today is changing more rapidly than ever before and it is categorised by escalating competition from both domestic and foreign companies, a series of mergers and acquisitions, and more sophisticated and demanding customers who have great expectations related to their consumption experiences (Sellers, 1990; Smith, 1989). Consequently, retailers today must differentiate themselves by meeting the needs of their customers better than their contenders. There is general agreement that a basic retailing approach for creating competitive advantage is the delivery of high service quality (e.g., Berry, 1986; Hummel and Savitt, 1988; Reichheld and Sasser, 1990).

2.4 Literature on customer preference towards organised retail outlets:

Jothilatha, et al., (2015) in their study that the main reason for the customers to opt for organised retail outlets was the availability of all under one roof. It is also suggested that the ambience of the retail outlets should be a major concern for the retail owners. Streamlined customer care activities will also help in maintaining customer satisfaction.

Atulkar, et al., (2014) the study shows that, some of the specific elements like product information, customer involvement, atmosphere, customer attributions and choices play important roles during various stages of customer decision process. So customer are now showing preference for shopping malls, enable them to shop variety of products under one roof with shopping experience in terms of ambience and entertainment.

Chaturvedi, et al., (2013) study reveals that the average customers prefer to purchase from organised retail outlets. Also it was found that most of the respondents are satisfied with the quality, price and product range of goods provided by organised retail outlets. In this study it was found that customers want to spend more at organised retail outlets.

Narayana, et al., (2013) study found that the “growth of Indian organised retail market is mainly due to the change in the consumer’s behaviour. This change has come in the consumer due to increased income, changing lifestyles, and patterns of demography which are favourable. Now the consumer wants to shop at a place where he can get food, entertainment and shopping all under one roof. This has given Indian organised retail market a major boost.”

Singh (2013) in his study revealed that “in retailing perceived service quality is having a significant influence on purchasing and repurchasing decisions, positive word of mouth as well as on complaining behaviour in retailing”.

Talreja, et al., (2013) concluded in their study that customers like to buy fruits & vegetable from air-conditioned supermarkets because of its quality products but due to the high prices they still feel conservative to buy these kinds of products either from the local mobile vegetables seller or from the nearest sabji market. The study further revealed that proximity was a major comparative advantage of unorganised outlets.

Deepika, et al., (2012), opined in their study that consumer’s choice for modern retail formats vary as their income level increases. Young consumers are more inclined to shop from modern retail formats as compared to older ones. Consumers’ prefer modern retail formats due to its significant product attributes like improved quality, variety of brands and assortment of merchandise and store attributes like parking facility, trained sales personnel and complete security. The retention strategies, promotional strategies, growth and improvement strategies, pricing strategies and competitive strategies are the major contributors for the growth of organised retailing and play an important role in enhancing the sales of retail formats.

Jhon, et al., (2012), finds in their study “the customer perception of retail service quality is an essential segment to the emerging and the current retailers in the market as the study reveals that perception of service quality influenced by the various nature with various customers even some of the general factors like personal interaction, physical aspects are the dimensions of the customer perception remains constant and common to all the customer on a majority basis so the retail outlets have to frame their own strategies, in order to attract the customers on a longer basis.”

Jhamb, et al., (2012) found through the study that consumers in the category of no tax payers prefer to shop from discount stores and convenience stores. Low tax payer consumers having income between 2 to5 Lakhs prefer to shop from malls and convenience stores. On the other hand, the high tax payer consumers having income of more than 5 Lakhs prefer malls and speciality store. As the income increases there is a tendency to buy more from malls.

Neelotpaul (2012) found that shopping mall image is the most important attractive dimension of shopping mall to consumers. Stores in shopping malls must offer a variety of international and national brands, quality products at affordable prices, provide excellent services through well behaved and mannered staff, and keep a continuous supply of stocks. This will enhance the attractiveness and may build a positive brand image of the mall among the consumers which will lead to consumers patronizing the mall. The other attractive dimension of significance is entertainment. Shopping malls can provide suitable place for the visitors to rest, fun corners for children, movie theatres, and restaurant. This will help the consumers to add an element of fun and excitement in their shopping activity and make the shopping mall more attractive. The other dimension that makes shopping malls attractive to consumers are convenience of shopping, ambience of the mall, security at the mall, lifestyle of consumers, reduced shopping time, architecture of the mall, and rewards associated with the purchase at malls.

Samridhi, et al., (2012) finds that among the seven service quality dimensions, 'Appearance' (with the largest value) was the most important and the best predictor, followed by problem solving & policy, convenience, interaction quality, reliability, personal attention and inspiring confidence were the other service quality factors affecting the perception of Indian shoppers.

Sangvikar, et al., (2012) revealed in their study is that the customers prefer retail outlets because of price discount, followed by variety of products in the store and convenience to the customer and departmental stores are most popular amongst consumers. Customers purchase behaviour varies with price and availability of products and customers spending pattern shrinks due to poor quality of products.

Singh & Agarwal, (2012) study found that customer's preferences for grocery shopping were gradually shifting from local kirana stores to organised convenience stores. Brand choice and credit card facilities were the main determinants which influenced preferences from kirana to organised retail. Payment through credit cards increased purchases from organised retail stores.

Srivastava (2012) in his study found that the overall customers' perception across urban and suburban was not varied. The customers were ready to pay higher prices for branded goods across the urban and suburban areas. They gave priority to purchase

grocery from nearby shops while for purchasing of apparel they liked to travel some distance. The outcomes of the study showed that the exposure of marketing strategy through electronic and print media made the customers more choosy and knowledgeable.

Urvashigupta (2012), study observed that due to the changing demographics, increase in DINKS families, urbanisation, and awareness due to electronic media especially internet the customers have multiple options to choose from modern organised retail outlets to neighbourhood shops. Majority of the consumers are visiting organised formats for variety, easy availability, cleanliness with additional facility of entertainment for children and convenient parking facility and restaurant etc.

Goel, et al., (2011), research says that there are six major factors that consumer preferences as far as retail store concerned. These factors include availability and variety, ambience, discounts and price, quality products and promotion.

Ramanathan, et al., (2011), reveals that due to the recent changes in the demographic system of consumers, and the awareness of quality conscious consumption, consumers preferred to buy different products both from the organised and unorganised retail outlets.

Saxena (2011), this detailed study explores that the retail location has long been considered as an important strategic business decision for a number of reasons. First, consumers' store choice decisions are influenced greatly by accessibility of retail locations according to spatial interaction models, which denote the relationship between a consumer's perception of utility and characteristics of a destination. In today's highly competitive environment, choosing the correct site location for a retail outlet ranks amongst the top factors in determining that outlet's success or failure. Maximizing sales is a primary objective for retailers, hence, finding the perfect site location that will facilitate both footfall and growth, is of key importance.

Praomita, et al., (2009) study found that customer patronage to grocery stores is positively related to location, helpful, trustworthy salespeople, home retail, cleanliness, offers and quality and negatively related to travel convenience. Kiranas do well on location but poorly on cleanliness, offers, quality, and helpful trustworthy salespeople. The converse is true for organised retailers.

Tendai, et al., (2009) observed in their study that the influence of in-store shopping environment on impulsive buying among consumers. In-store background music, store display, scent, in-store promotions, prices, shop cleanliness, shop density or congestion and store personnel are the major factors for in-store shopping environment.

Mathew, et al., (2008), in this study the author finds about the impact of organised retailing on traditional retailing. With the increase in number of various formats for shopping like malls, departmental stores, hypermarkets etc. the Indian consumer's preferences are changing towards and that's the reason foreign investors like the king of retail Walmart also came into the Indian retail ground in collaboration with Bharti (Since FDI is not allowed in India in retail sector). There is a huge untapped market is present in India right now which contains a number of opportunities for retailers.

Kumarkar, et al., (2007) in his article define "Shopping mall: Driving Force in organised Retailing". Advocated mall is the latest format in the organised retailing, a significant development has occurred in last couple of year due to change in consumer profile and spending behaviour, increasing youth population with more purchasing power and less time is looking for shopping a long with entertainment as one stop option.

Mishra, et al., (2007) study found that changing consumption patterns trigger changes in retail styles of consumers, for consumers, the shopping mall or variant of organised retail format is the preferred type of retail store, due to convenience and variety.

Shishma Kushwaha (2007) found in her study that the customers are influenced by the west due to their exposure to media. The social networking sites and internet as a whole has changed the shopping pattern and behaviour of the customers.

Babu, et al., (2006) reveals that the changing demographics, increase in dual income but no kids families, urbanisation, and awareness due to electronic media especially internet the customers have multiple options to choose from modern retail outlets to neighbourhood shops. Majority of the consumers are visiting organised formats for variety, easy availability, and cleanliness with additional facility of entertainment for children and convenient parking facility and restaurant etc. In case of unorganised outlets immediacy of the store, credit and bargaining facility balance the some other

families. Unlike higher age groups who prefer to visit Kirana stores, the younger generation has more inclination towards organised retail stores.

Ilter, et al., (2006), study focused on the expectations, experiences, and perceptions of high school girls to see what attracts them to the malls. The aim was to identify image attributes of participants, ideal shopping malls, shopping motive, and expectations of high school girls. Six factors related with the mall itself that shaped the girls. Experience and perceptions were important for their selection of favorite malls were short listed: merchandising, entertainment, atmosphere, locations and accessibility, security and personal service.

Mohammed Ismail (2006), finds in his research paper titled on “Shopping malls attractiveness: a segmentation approach” that six mall attractiveness factors from the shoppers’ perspective such as comfort, entertainment, diversity, mall essence, convenience, and luxury. It also arrived at three mall shopper dimensions, specifically, relaxed shoppers, demanding shoppers, and pragmatic shoppers. Each segment was profiled in terms of mall attractiveness attributes, demographics and shopping behaviour. In this study, a survey of university staff and principal component factor analysis were used to identify shopping mall attractiveness factors. Segmentation approach using K-means cluster analysis was also used to segment mall shoppers due to the identified factors.

Ajaz, et al., (2004) revealed that almost all income groups get benefited through organised retail purchases. Most of the consumers opined that they tend to gain in terms of low pricing when they shop with corporate organised retailers. Thus from the consumers’ perspective, expansion of organised retailing is more preferred as different malls and corporate retailers compete with each other resulting in reduced prices with reasonable quality products.

Zahorik (1992) from their detailed study they argue that modeling perceived quality as an influencing factor of customer loyalty will provide significant diagnostic ability to any framework that includes customer loyalty as a dependent construct.

2.5 Literature on customer relationship management in organised retail outlets:

Ravindra, et al., (2013) research study found that accessibility; infrastructure and shops in the mall are the three factors which attract customers towards organised retail

outlets. Location and customer relationship management are another important factors identified by the customers because they want to reduce the time, energy and reduce costs involved in shopping from a retail store.

Bajaj (2007) study found that, in general retail in organised sector, the pressing need now is to focus on what drives loyalty programmes, what customers actually prefer, and what the future is likely to bring. Most retailers accept that they need to build relations and have adequate knowledge about customers, and that should be centrally recorded so that it is available to employees when they need it. Today's dynamic business environment provides ample alternatives to customer to shop at every stage from "kirana" store retail format to the organised retail store format, so much so that they may buy from one store today and shift to another tomorrow. Not that they think that the earlier store was bad, but it is the luxury of variety which customers enjoy.

Meera, et al., (2003) reveals in their research paper that the customers don't take a single second when it comes to change the preference and break the loyalty for an organisation, in such a situation it the CRM of the organisation which will compel the customers to visit the retail outlet again and again.

2.6 Literature on service quality and customer retention in organised retail outlets:

Zaman, et al., (2012) their study on the effect of customer trusts on customer loyalty and customer retention: A Moderating Role of Cause Related Marketing. And they concluded that the customer trust, customer loyalty and cause related marketing have a positive association but surprisingly the customer trust and customer retention have negative association in Pakistani context. Hence, customer trust is the pivotal characteristic of each and every relationship.

Ghosh, et al., (2010) recommends the various strategies for retailers in designing their outlets that would meet the expectations of shoppers and thus motivate them towards store patronage decisions. The outcomes of the study reveal that cross-merchandise, private-label brands, fun and entertainment, effective sales personnel and technology adoption are the strategies recommended for retailers.

Miranda, et al., (2005) revealed in their study that the shoppers' intention to remain loyal to their "primary store" was in fact influenced by several other reasons such as frequent buyer-reward schemes, travel distance, preference for an in-store

delicatessen, and size of the average grocery bill, store signage and the level of sale assistance.

Reichheld, et al., (2000) concluded in their study retention of existing customers is five times more profitable than adding new ones. The results indicate that customer's perceived value is an important indicator of customers' continued intention and so are the loyalty incentives provided by the store. Customers value convenience more than enjoyment. Organised retailers can increase customer retention by focusing their strategies in making customer experience more value and convenience.

Nordstrom et al., (1976) suggested that the change in ownership resulted in altered patterns of customer loyalty. Alteration of any market variable is likely to upset the probability of continued loyalty. Retailer ownership was shown to be a significant influence on customer loyalty. In particular, a change in ownership had an impact on brand and source selections. A change in the marketing structure variable, ownership had a significant effect on behavioural patterns of customers. This effect was reflected in a shifting of loyalty patterns among members of the experimental group.

2.7 Literature on service quality and infrastructure in organised retail outlets:

Kumar (2014) the study has identified the variables influencing customer satisfaction. It can be understood consumer promotional tool, customer services at malls and high variance in explaining towards services offered by mall retailers at shopping mall at Bangalore. The retailers should see in implementing the activities of shopping mall employees and loyalty programs variables for enhanced satisfying to go for shopping to build a long-term relationship with services provided by mall retailer to customers. Shopping malls retailers should take in to consideration and understanding the customers touch points related to services offered by shopping malls. Even through the mall retailer were making adequate efforts there are some factors where the salient or unsatisfied services levels are make clear and improve some measures those levels to bridge the gap to build long term relationship enhances customers' satisfaction and offers a pleasant shopping experiences when the customers are visiting shopping malls. Today 'customers are God'; services offered by mall retailers play a major role in meeting customers' expectations and perception make comfortable, better shopping in malls.

Purvesh (2014), in this detailed study the researcher examined the statements like; Modern-looking equipment and fixtures; the layout which makes it easier for customers to find what they need; the layout which makes it easier for customers to move around; insistence on error-free sales transactions (relating to billing, returns, etc.) and records; convenient parking; acceptance of all major credit cards is indicating that super markets in Gujarat State are fulfilling the expectations of the customers. It further indicates that the perception of the consumers towards organised super market is good and that super markets are succeeding in its mission of replacing the traditional stores in India and the layout at the super market makes it easier for customers to find what they need, some of the customers are not satisfied with the materials associated with this supermarkets' service (such as shopping bags, loyalty cards and catalogues) because they are not visually appealing. So the organised retail outlets should improve better shelves and space management, clear electronic sign posts, clean walkways and aisles, lighting, promotional islands, etc. for improving overall shopping experience of customers. Shopping bags, loyalty cards and catalogues should be made visually appealing. Provision for children's area, food courts, and adequate parking space, security, and ATM facilities could provide hassle free shopping experience for customers. They found these results are found with the help of RSQS model.

Kameshwar, et al., (2012) study identified the core and peripheral attributes of organised retail outlets and then ranking is done in the order of preference of customers. Location, accessibility, parking facility, security at parking, outing, credit card payment, customer assistance and complaint handling are the attributes of prime importance from customer's viewpoint among the peripheral ones. In core attributes priority is given to variety and assortment, merchandise, billing and delivery system, price, discounts and gifts. The expectation of the customers and the performance of retail outlets has wide gap in variety and assortment, billing and delivery system, parking facility, fresh vegetables, complaint handling. The retail outlet management should ensure that appropriate merchandise mix is planned to meet the needs of customer in terms of product lines, product items, and product units. More numbers of billing counters may be installed to reduce the wait time for billing during rush hours. Alternate parking facility may be provided to the customers near to the outlet to overcome the issue of insufficient parking space. Strong supply chain, direct

purchasing of fresh vegetables from farmers and monitored storage of vegetables may minimize the complaints of fresh vegetables. Trained staffs in sufficient number can be employed to handle the complaints of customer. Break shifts may be given to staffs to handle the extra rush at peak hours of operation.

Shivakumar (2012) opined that a majority of ‘Mumbaikars’ do prefer to shop at shopping malls as it is a convenient place to buy anything they desire. Most respondents expressed that the shopping malls are just not a place to shop due to its constant availability, but has also created an ideal environment for social interaction for people of all ages. Also shopping malls offer excellent parking facilities, create value for money, credit / debit card facilities, and so on. As a result, higher customer traffic is attracted towards shopping malls, thanks to shopping malls for bringing about an overall development in Mumbai.

Having reviewed the existing literature, it is evident that there is a research gap and the research on the present topic selected by the researcher has not been conducted. Hence, the researcher has conducted the study on selected topic and has presented the same in the ensuing chapters.