

**THE IMPACT OF RELATIONSHIP MARKETING  
AND ITS INFLUENCE ON CUSTOMER LOYALTY**

**SITI AMINAH BINTI MOHAMAD**

**UNIVESITI UTARA MALAYSIA**

**2011**

**THE IMPACT OF RELATIONSHIP MARKETING  
AND ITS INFLUENCE ON CUSTOMER LOYALTY**

**A thesis submitted to the Postgraduate Studies College of Business  
in partial fulfillment of the requirements for the degree  
Master of Science (Management)  
University Utara Malaysia**

**By**

**SITI AMINAH BINTI MOHAMAD**

© Siti Aminah binti Mohamad, 2011 All right reserved



**KOLEJ PERNIAGAAN**  
*(College of Business)*  
Universiti Utara Malaysia

**PERAKUAN KERJA KERTAS PROJEK**  
*(Certification of Project Paper)*

Saya, mengaku bertandatangan, memperakukan bahawa  
*(I, the undersigned, certified that)*

**SITI AMINAH BINTI MOHAMAD (806141)**

Calon untuk Ijazah Sarjana

*(Candidate for the degree of)* **MASTER OF SCIENCE (MANAGEMENT)**

telah mengemukakan kertas projek yang bertajuk

*(has presented his/her project paper of the following title)*

**THE IMPACT OF RELATIONSHIP MARKETING AND ITS  
INFLUENCE ON CUSTOMER LOYALTY**

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek  
*(as it appears on the title page and front cover of the project paper)*

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

*(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).*

Nama Penyelia : **MR. MOHAMAD ZAINOL ABIDIN B. ADAM**  
*(Name of Supervisor)*

Tandatangan :  
*(Signature)*

Tarikh : **10 FEBRUARY 2011**  
*(Date)*

# Permission to Use

---

In presenting this thesis in partial fulfillment of the requirements for the postgraduate degree from the Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that the permission for copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in his absence, by the Assistant Vice Chancellor, College of Business, Universiti Utara Malaysia. It is understood that any copying or publication or use of this thesis or parts of thereof for financial gain not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or make other use of material in this thesis, in whole or in part, should be addressed to:

Assistant Vice Chancellor  
College of Business  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman  
Malaysia

# Abstract

---

*Relationship Marketing is related to customers loyalty. The objective of this study is to examine whether factors such as Trust, Commitment, Communication, Conflict Handling and Switching Cost have significant relationship on customer loyalty. A total number of 268 respondents participate in this study. A total of 300 questionnaires were distributed to students from Universiti Utara Malaysia. All the five factors had significant relationships with customer loyalty. The Pearson correlations analysis that was conducted showed that "Commitment" is the highest influencing factor towards Customer Loyalty. This is followed by Communication, Conflict Handling, Trust and Switching Cost. The analysis on this study also found that four independent variables which are Trust, Commitment, Communication, and Conflict Handling had moderate relationship with Customer Loyalty. Only, Switching Cost factor had a small relationship with customer loyalty. Customer loyalty is an essential element in long-term planning. The Mobile Telecommunication Service Providers in Malaysia should build strategies to enhance customer loyalty.*

# Abstrak

---

*Pemasaran Perhubungan adalah berkaitan dengan kesetiaan pelanggan. Objektif kajian ini adalah untuk menguji samaada factor-faktor kepercayaan, komitmen, komunikasi, pengendalian konflik dan kos penukaran mempunyai kesan berpengaruh terhadap kesetiaan pelanggan. Seramai 268 pelajar di Universiti Utara Malaysia menjadi respondendalam kajian ini. Sebanyak 300 soal selidik diedarkan kepada pelajar di Universiti Utara Malaysia. Keputusan kajian menunjukkan kelima-lima pembolehubah bebas mempunyai pengaruh terhadap kesetiaan pelanggan. Korelasi Pearson analisis yang dilakukan menunjukkan bahawa faktor "Komitmen" mempunyai pengaruh yang tinggi terhadap kesetiaan pelanggan. Ini diikuti dengan faktor komunikasi, pengendalian konflik, kepercayaan dan kos penukaran. Analisis dalam kajian ini mendapati bahawa empat pembolehubah bebas yakni kepercayaan, komitmen, komunikasi, dan pengendalian konflik hubungan sederhana terhadap kesetiaan pelanggan. Cuma, faktor kos penukaran mempunyai hubungan yang kecil terhadap kesetiaan pelanggan dalam syarikat penyedia ragkaian telekomunikasi. Kesetiaan pelanggan merupakan elemen penting dalam perancangan jangka panjang. Syarikat penyedia ragkaian telekomunikasi di Malaysia perlu membina kesetiaan pelanggan yang baik kepada pelanggan sama ada daripada pihak pengurus, pemasar dan semua kakitangan yang berkaitan dengan sektor perniagaan kerana tindakan ini akan mendapat manfaat dan keuntungan kepada syarikat tersebut.*

# Acknowledgement

---

Praise and gratitude be given to Allah the Almighty for giving me such a great strength, patience, courage, and ability to complete this project.

First and foremost, I would like to express my sincere gratitude and appreciation to my supervisor, Haji Mohamad Zainol Abidin bin Adam, Senior Lecturer, College of Business, Universiti Utara Malaysia, for his intelligent guidance and helpful advice during the whole process of completing this study. He has really been my center of motivation and guidance. Completion the project will be quite impossible without his continuous assistance.

Secondly, I would also like to express my sincere gratitude to my father, Mohamad bin Omar, my mother, Rahmah binti Daud, all of my siblings who had given their full support, encouragement and understanding during my study in this lovely University. A special thanks to all respondents of this study especially for their kind assistance and support throughout the data collection process. My appreciation is also dedicated to all my friends and everyone who has helped either directly or indirectly in the completion of this project.

Last but not least, I am truly grateful to Allah the Almighty for the inspiration that had enabled me to pursue my study. May Allah S.W.T rewards the kindness of everyone that I had mentioned above.

**Siti Aminah binti Mohamad**  
**Master of Science in Management**  
**University Utara Malaysia**

# Table of Contents

---

<b>CONTENT</b>	<b>PAGE</b>
Permission to Use .. .. .	ii
Abstract .. .. .	iii
Abstrak .. .. .	iv
Acknowledgement .. .. .	v
Table of Contents .. .. .	vi
List of Tables .. .. .	xi
List of Figures.. .. .	xiii

## **CHAPTER 1: INTRODUCTION**

1.0 Chapter Introduction .. .. .	1
1.1 An Overview of Customer Loyalty .. .. .	2
1.2 An Overview of Mobile Telecommunication Industry in Malaysia	3
1.3 Problem Statement .. .. .	8
1.4 Research Questions .. .. .	8
1.5 Research Objectives .. .. .	9
1.6 Significance of the Study .. .. .	10
1.7 Scope of the Study .. .. .	11
1.8 Research Contributions .. .. .	12
1.8.1 Academic Contributions .. .. .	12
1.8.2 Industrial Contributions .. .. .	12



1.9	Theoretical Framework	..	..	..	..	..	..	13
	1.9.1	Dependent Variable	..	..	..	..	..	14
	1.9.2	Independent Variable	..	..	..	..	..	14
1.10	Chapter Summary	..	..	..	..	..	..	16

## **CHAPTER 2: LITERATURE REVIEW**

2.0	Chapter Introduction	..	..	..	..	..	..	17
2.1	Customer Loyalty	..	..	..	..	..	..	17
2.2	Trust	..	..	..	..	..	..	28
2.3	Commitment	..	..	..	..	..	..	32
2.4	Communication	..	..	..	..	..	..	35
2.5	Conflict Handling	..	..	..	..	..	..	37
2.6	Switching Cost	..	..	..	..	..	..	40
2.7	Relationship Marketing	..	..	..	..	..	..	42
2.8	Chapter Summary	..	..	..	..	..	..	43

## **CHAPTER 3: METHODOLOGY**

3.0	Chapter Introduction	..	..	..	..	..	..	44
3.1	Research Design	..	..	..	..	..	..	44
3.2	Questionnaire Design	..	..	..	..	..	..	45
3.3	Sampling Design	..	..	..	..	..	..	49
	3.3.1	Population	..	..	..	..	..	49
	3.3.2	Sampling Technique	..	..	..	..	..	50

3.3.3	Sample size	..	..	..	..	..	..	..	51
3.4	Data Collection Technique	..	..	..	..	..	..	..	51
3.5	Hypotheses Testing	..	..	..	..	..	..	..	52
3.6	Pilot Test	..	..	..	..	..	..	..	54
3.6.1	Validity of Study Instrument Testing	..	..	..	..	..	..	..	54
3.6.2	Reliability of Study Instrument Testing	..	..	..	..	..	..	..	54
3.7	Data Analysis Techniques	..	..	..	..	..	..	..	56
3.7.1	Reliability Coefficient..	..	..	..	..	..	..	..	57
3.7.2	Frequency Distribution	..	..	..	..	..	..	..	57
3.7.3	Pearson Correlation	..	..	..	..	..	..	..	58
3.7.4	Multiple Regression Analysis..	..	..	..	..	..	..	..	58
3.8	Chapter Summary	..	..	..	..	..	..	..	59

#### **CHAPTER 4: FINDINGS**

4.0	Chapter Introduction	..	..	..	..	..	..	..	60
4.1	Demographic Characteristics of the Respondents	..	..	..	..	..	..	..	61
4.1.1	Gender of Respondents	..	..	..	..	..	..	..	61
4.1.2	Age of Respondents	..	..	..	..	..	..	..	61
4.1.3	State of Origin of Respondents	..	..	..	..	..	..	..	62
4.1.4	Race / Ethnic groups of Respondents	..	..	..	..	..	..	..	64
4.1.5	Religion of Respondents	..	..	..	..	..	..	..	64
4.1.6	Program in University Utara Malaysia of Respondents	..	..	..	..	..	..	..	65

4.2	Descriptive Statistics of Data Collection	..	..	..	..	..	..	66
4.2.1	Current Mobile Telecommunication Service of Respondents							66
4.2.2	Account Status of Mobile Telecommunication Service of Respondents	..	..	..	..	..	..	67
4.2.3	Monthly Money Spent on Mobile Telecommunication Service of Respondents	..	..	..	..	..	..	68
4.2.4	Choosing Current Mobile Telecommunication Service of Respondents	..	..	..	..	..	..	69
4.3	Mean and Standard Deviation of Data Collection	..	..	..	..	..	..	71
4.3.1	Trust	..	..	..	..	..	..	72
4.3.2	Commitment	..	..	..	..	..	..	73
4.3.3	Communication	..	..	..	..	..	..	74
4.3.4	Conflict Handling	..	..	..	..	..	..	75
4.3.5	Switching Cost	..	..	..	..	..	..	76
4.3.6	Customer Loyalty	..	..	..	..	..	..	77
4.4	T-test of Data Collection	..	..	..	..	..	..	78
4.5	Hypotheses Testing of Data Collection	..	..	..	..	..	..	80
4.5.1	One-way Analysis of Variance	..	..	..	..	..	..	80
4.5.2	Correlation Analysis	..	..	..	..	..	..	84
4.6	Regression Analysis of Data Collection	..	..	..	..	..	..	90
4.6.1	Regression Analysis on Coefficient of Determination ( $R^2$ )	..	..	..	..	..	..	90
4.6.2	Regression Analysis of Durbin-Watson Test	..	..	..	..	..	..	92
4.6.3	Regression Analysis of ANOVA	..	..	..	..	..	..	93
4.6.4	Regression Analysis of Coefficient	..	..	..	..	..	..	94
4.7	Chapter Summary	..	..	..	..	..	..	95

**CHAPTER 5: DISCUSSION, RECOMMENDATIONS AND CONCLUSION**

5.0 Chapter Introduction .. .. . 96

5.1 Discussion .. .. . 96

5.2 Recommendations .. .. . 107

5.3 Limitation of Study .. .. . 108

5.4 Conclusion .. .. . 109

**REFERENCES** .. .. . 110

**APPENDIX A**

**APPENDIX B**

# List of Tables

---

<b>TABLES</b>	<b>PAGE</b>
Table 3.1: Summary of the Questionnaire Design .. .. .	47
Table 3.2: Reliability Test for Pilot Test .. .	54
Table 4.1: Gender of Respondents .. .. .	60
Table 4.2: Age of Respondents .. .. .	61
Table 4.3: State of Origin of Respondents .. .. .	62
Table 4.4: Race / Ethnic Groups of Respondents .. .. .	63
Table 4.5: Religion of Respondents .. .. .	64
Table 4.6: Respondents' Program in University Utara Malaysia ..	64
Table 4.7: Current Mobile Telecommunication Service of Respondents	66
Table 4.8: Account Status of Mobile Telecommunication Service of Respondents .. .. .	67
Table 4.9: Monthly Money Spent on Mobile Telecommunication Service of Respondents .. .. .	68
Table 4.10: Choosing Current Mobile Telecommunication Service of Respondents .. .. .	70
Table 4.11: Mean and Standard Deviation of Items Measuring Trust ..	71
Table 4.12: Mean and Standard Deviation of Items Measuring Commitment .. .. .	72

Table 4.13:	Mean and Standard Deviation of Items Measuring Communication	..	..	..	..	..	..	73
Table 4.14:	Mean and Standard Deviation of Items Measuring Conflict Handling	..	..	..	..	..	..	74
Table 4.15:	Mean and Standard Deviation of Items Measuring Switching Cost	..	..	..	..	..	..	76
Table 4.16:	Mean and Standard Deviation of Items Measuring Customer Loyalty	..	..	..	..	..	..	77
Table 4.17:	Independent Samples Test between Gender and Customer Loyalty	..	..	..	..	..	..	78
Table 4.18:	Independent Samples Test between Program in UUM and Customer Loyalty..	..	..	..	..	..	..	79
Table 4.19:	One-Way ANOVA	..	..	..	..	..	..	82
Table 4.20:	Rules of Thumb about Correlation Coefficient Size	..	..	..	..	..	..	83
Table 4.21:	Correlations (Trust and Customer Loyalty)	..	..	..	..	..	..	84
Table 4.22:	Correlations (Commitment and Customer Loyalty)	..	..	..	..	..	..	85
Table 4.23:	Correlations (Communication and Customer Loyalty)	..	..	..	..	..	..	86
Table 4.24:	Correlations (Conflict Handling and Customer Loyalty)	..	..	..	..	..	..	87
Table 4.25:	Correlations (Switching Cost and Customer Loyalty)	..	..	..	..	..	..	88
Table 4.26:	Model Summary	..	..	..	..	..	..	90
Table 4.27:	ANOVA	..	..	..	..	..	..	92
Table 4.28:	Coefficients	..	..	..	..	..	..	93

# List of Figures

---

<b>FIGURES</b>					<b>PAGE</b>
Figure 1.1:	Malaysia Telecommunications Revenue, 2008	..	..	..	6
Figure 1.2:	Theoretical Framework	..	..	..	15
Figure 2.1:	Conceptualizations of Customer Loyalty	..	..	..	22
Figure 2.2:	The Ladder of Customer Loyalty as a Function of Total Customer Experience	..	..	..	24

# 1

## INTRODUCTION

---

### 1.0 CHAPTER INTRODUCTION

Marketing is one of the important elements in business. It is also the core discipline for successful business management today. Marketing is the process that seeks to influence voluntary exchange transactions between a customer and a marketer. The marketing process involves communication and requires a mechanism or system to carry out the exchange of the marketer's product for something of value (Zikmund & d'Amico, 2000). It is concerned with the way the products are presented to the market in terms of their packaging and distribution.

In marketing, keeping existing customers is equally important as well as finding new ones. Effective marketers work to build long-term relationships with their customers. This concept is referred to as relationship marketing. The term of relationship marketing is used to communicate the idea that a major goal of the marketing, whether the product is a good or a service (Zikmund & d'Amico, 2000). The relationship marketing or



The contents of  
the thesis is for  
internal user  
only

# References

---

- Adamson, I., Chan., K. & Handford, D. (2003). Relationship marketing: customer commitment and trust as a strategy for the smaller Hong Kong corporate banking sector. *International Journal of Bank Marketing*, 21(6/7), 347-358.
- Allen, N.J. & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Aydin, S. & Ozer, G. (2005). The analysis of antecedents of customer loyalty in the Turkish mobile telecommunication market. *European Journal of Marketing*, 39(7/8), 910-925.
- Aydin, S., Ozer, G. & Arasil, O. (2005). Customer loyalty and the effect of switching cost as a moderator variable. *Journal of Marketing Intelligence & Planning*, 23(1), 89-103.
- Ball, D., Coelho, P.S. & Machas, A. (2004). The role of communication and trust in explaining customer loyalty: An extension to the ECSI model. *European Journal of Marketing*, 38(9/10), 1273-1293.
- Bansal, H.S., Irving, P.G. & Taylor, S.F. (2004). A three component model of customer commitment to service providers. *Journal of the Academy of Marketing Science*, 32(3) 234-50.
- Beatty, S.E, Mayer, M., Coleman, J.E., Reynolds, K.E.& Lee, J. (1996). Customer-sales associate retail relationship. *Journal of Retailing*, 72(3), 223-47.

- Boohene, D.R. & Agyapong, G.K.Q. (2011). Analysis of the Antecedents of customer loyalty of telecommunication industry in Ghana: the case of Vodafone (Ghana). *International Business Research*, 4(1), 229-240.
- Bruhn, M. & Grund, M. (2000). Theory, development and implementation of national customer satisfaction indices: the Swiss Index of Customer Satisfaction (SWICS). *Total Quality Management*, 11(7), 1017-28.
- Caceres, R. C., & Paparoidamis, N. G. (2007). Service quality, relationship satisfaction, trust, commitment and business-to business loyalty. *European Journal of Marketing*, 41(7/8), 836-867.
- Calonius, H. (1988). A buying process model. *Proceedings of the XVII Annual Conference of the European Marketing Academy on Innovative Marketing, University of Bradford*, 86-103.
- Chaudhuri, A. & Holbrook, M. (2001). The chain of effects from brand trust and brand effect to brand performance: the role of brand loyalty. *Journal of Marketing*, 65(2), 81-93.
- Chen, J.V., Ross, W. & Huang, S.F. (2008). Privacy, trust, and justice considerations for location-based mobile telecommunication service provider. *International Conference on Pacific Rim Management*, 10(4), 30-45.
- Claycomb, C. & Martin, C.L. (2001). Building customer relationships: an inventory of service providers' objectives and practices. *Journal of Marketing Intelligent and Planning*, 19(6), 385-399.
- Day, G.S. (2000). Managing market relationship. *Academy of Marketng Science*, 28(1), 24-30.

- De Wulf, K., Oderkerben-Schroder, G. & Iacobucci, D. (2001). Investment in consumer relationship: a cross-country and cross-industry exploration. *Journal of Marketing*, 65(4), 33-51.
- Dick, A.S. & Basu, K. (1994). Customer loyalty toward an integrated conceptual framework. *Journal of The Academy of Marketing Science*, 22, 99-113.
- Dimitriadis, Z.S. (2006). Customer satisfaction, loyalty and commitment in service organizations: some evidence from Greece. *Management Research News*, 29(12), 782-800.
- Donio', J., Massari, P., & Passiante, G. (2006). Customer satisfaction and loyalty in a digital environment: an empirical test. *Journal of Consumer Marketing*, 23(7), 445-457.
- Duffy, D.L. (2003). Commentary internal and external factors which effect customer loyalty. *Journal of Consumer Marketing*, 20(5), 480-485.
- Dwyer, F.R., Schurr, P.H. & Oh, S. (1987). Developing buyer-seller relationship. *Journal of Marketing*, 51(1), 11-27.
- Ehigie, B.O. (2006). Correlates of customer loyalty to their banking: a case study in Nigeria. *International Journal of Bank Marketing*, 24(7), 494-508.
- Evans, K.R., Christiansen, T. & Gill, J.D. (1996). The impact of social influence and role expectations on shopping center patronage intentions. *Journal of the Academy of Marketing Science*, 26(3), 208-18.
- Fehr, B. (1999). Laypeople's conceptions of commitment. *Journal of Personality and Social Psychology*, 76(1), 90-103.

- Ganesoan, S. (1994). Determinants of long term orientation in buyer-seller relationships. *Journal of Marketing*, 58 (1), 1-99.
- Geyskens, I. & Steenkamp, J.B. (1995). An investigation into the joint effects of trust and interdependence on relationship commitment. *EMAC Proceedings*, 351-71.
- Gomez, B. G., Arranz, A. G., & Cillan, J. G. (2006). The role of loyalty programs in behavioral and effective loyalty. *Journal of Consumer Marketing*, 23(7), 387-396.
- Gronroos, C. (1998). Marketing services: the case of a missing product. *The Journal of Business & Industrial Marketing*, 13(4/5), 322-33.
- Gronroos, C. (2004). The relationship marketing process: communication, interaction, dialogue, value. *Journal of Business & Industrial Marketing*, 19(2), 99-111.
- Gundlach, G.T., Achrol, R.S. & Mentzer, J.T. (1995). The structure of commitment in exchange. *Journal of Marketing*, 59, 78-92.
- Gwinner, K.P., Gremler, D.D. & Bitner, M.J. (1998). Relational benefits in services industries: the customers' perspective'. *Journal of the Academy of Marketing Science*, 26 (2), 101-14.
- Hair, J. F., Money, A. H., Samouel, P. & Page, Mike. (2007). *Research Methods for Business*, John Wiley & Sons Ltd. England.
- Hansen, H., Sandvik, K. & Selnes, F. (2003). Direct and indirect effects of commitment to a service employee on the intention to stay. *Journal of Service Research*, 5(4), 356-68.
- Hauser, J.R., Simester, D.I. & Wernefelt, B. (1994). Customer satisfaction incentives. *Marketing Science*, 13(4), 327-50.

- Heide, J.B. & John, G. (1988). The role of dependence balancing in safeguarding transaction-specific assets in conventional channels. *Journal of Marketing*, 52, 20-35.
- Izqueierdo, C. Cilian, J. & Gutierrez, S.S. (2005). Impact of customer relationship marketing on firm performance: Spanish case. *Journal of Service Marketing*, 19(4), 234-244.
- Jones, T., Fox, G.L., Taylor, S.F. & Febrigar, L.R. (2010). Service customer commitment and response. *Journal of Services Marketing*, 24(1), 16-28.
- Kantsperger, R. & Kunz, W.H. (2010). Consumer trust in service companies: a multiple mediating analysis. *Journal of Managing Service Quality*, 20(1), 4-25.
- Kim, M., Kliger, D. & Vale, B. (2003). Estimating switching cost: the case of banking. *Journal of Financial Intermediation*, 12(1), 99-117.
- Kumar, N., Scheer, L.K. & Steenkamp, J.B.E.M. (1995). The effects of perceived interdependence on dealer attitudes. *Journal of Marketing Research*, XXXII, 348-56.
- Lim, K. & Razzaque, A.M (1997). Brand loyalty and situational effects: An interactionist perspective. *Journal of International Consumer Marketing*, 9(4), 95-115.
- Linton, I. (1993). *Building Customer Loyalty*. Pitman Publishing: London.
- Liu, A.H. (2006). Customer value and switching costs in business services: developing exit barriers through strategic value management. *Journal of Business & Industrial Marketing*, 21(1), 30-37.

- Mascarenhas, O.A., Kesavan, R. & Bernacchi, M. (2006). Lasting customer loyalty: a total customer experience approach. *Journal of Consumer Marketing*, 23(7), 397-405.
- McIlroy, A. & Shirley, B. (2000). Building customer relationship: do discount cards work?. *Journal of Managing Service Quality*, 10(6), 347-355.
- McMullan, R. & Gilmore, A. (2008). Customer Loyalty: an empirical study. *European Journal of Marketing*, 42(9/10), 1084-1094.
- Metcalf, L.E., Frear, C.R. & Krishnan, R. (1992). Buyer-Seller Relationship: an application of the IMP interaction model. *European Journal of Marketing*, 26(2), 27-46.
- Moorman, C., Deshpande, R. & Zaltman, G. (1993). Factors affecting trust in the market research relationship. *Journal of Marketing*, 57(1), 81-101.
- Moorman, C., Zaltman, G. & Deshpande, R. (1992). Relationship between providers and users of market research: the dynamics of trust within and between organizations. *Journal of Marketing Research*, 29(2), 314-28.
- Morgan, R.M. & Hunt, S.D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20-38.
- Naceur, J. & Azaddin, K. (2005). A customized measure of service quality in the UEA. *Managing Service Quality*, 15(4), 374-88.
- Naoui, F.B. & Zaiem, I. (2010). The impact of relationship quality on client's loyalty: An application in the parapharmaceutical industry. *International Journal of Pharmaceutical and Healthcare Marketing*, 4 (2), 137-156.

- Narayandas, D. (2005). Building loyalty in business markets. *Harvard Business Review*, September, 131-40.
- Ndubisi, N.O. (2006). Effect of gender on customer loyalty: a relationship marketing approach. *Journal of Marketing Intelligence and Planning*, 24(1), 48-61.
- Ndubisi, N.O. (2007). Relationship marketing and customer loyalty. *Journal of Marketing Intelligence and Planning*, 25(1), 98-106.
- Ndubisi, N.O. & Chan, K.W. (2005). Factorial And discriminant analyses of the underpinnings of relationship marketing and customer satisfaction. *International Journal of Bank Marketing*, 23(3), 542-27.
- Nguyen, T.H., Sherif, J.S & Newby, M. (2007). Strategies for successful CRM implementation. *Information Mnagement & Computer Security*, 15(2), 102-115.
- Norizan, K. & Nor Asiah, A. (2010). The effect of perceived service quality dimensions on customer satisfaction, trust, and loyalty in e-commerce settings. *Asia Pacific Journal of Marketing and Logistics*, 22(3), 351-371.
- Oliver, R.L. (1999). Whence customer loyalty. *Journal of Marketing*, 63(4), 33-44.
- Palmatier, R.W., Dant, R.P., Grewal, D. & Evans, K.R. (2006). Factors influencing the effectiveness of relationship marketing: a meta-analysis. *Journal of Marketing*, 70(4), 136-53.
- Palmer, A., McMahon-Beattie, U. & Beggs, R. (2000). A structural analysis of hotel sector loyalty programmes. *International Journal of Contemporary Hospitality Management*, 1, 54-60.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1985). A conceptual model of service quality and its implications for future research. *Journal Of Marketing*, 49(4), 41-51.



- Perrier, J., Filiatrault, P. & Ricard, L. (1992). Why do customers switch? The dynamic of satisfaction versus loyalty. *Marketing in Commercial Banking Personality and Social Psychology*, 55(4), 557-79.
- Pritchard, M.P. & Howard, D.R. (1997). The loyal traveler: examining a typology of service patronage. *Journal of Travelers Research*, 35 (4), 2-11.
- Ranaweera, C. & Prabhu, J. (2003). The influence of satisfaction, trust and switching barriers on customer retention in a continuous purchasing setting. *International Journal of Service Industry Management*, 14(4), 374-95.
- Rawley, J. & Dawes, F. (1999). Customer loyalty- a relevant concept for libraries?. *Library Management*, 20(6), 345-351.
- Reichheld, F.E & Sasser, W.E. (1990). Zero defections: quality comes to service. *Harvard Business Review*, 68(5), 10-105.
- Ross, W.H., Chen, J.V. & Huang, S.F. (2007). Adapting different media types to trust development in the supply chain. *International Journal of Management & Enterprise Development*, 4(4), 373-86.
- Rousseau, D., Sitkin, S., Burt, R. & Camerer, C. (1998). Not so different at all: a cross-discipline view of trust. *Academy of Management Review*, 23, 393-404.
- Rundle-Thiele, S. (2006). Look after me and I will look after you!. *Journal of Consumer Marketing*, 23(7), 414-420.
- Schotema, R. P. (2001). *Customer Relationship Marketing*, Vieweg: Germany.

- Schurr, P.H. & Ozanne, J.L. (1985). Influence on exchange processes: buyer's preconceptions of a seller's trustworthiness and bargaining toughness. *Journal of Consumer Research*, 11(4), 47-938.
- Sekaran, U & Bougie, R. (2010). *Research Methodology for Business*. United Kingdom: John Wiley & Sons Ltd.
- Shy, O. (2002). A quick and easy method for estimating switching cost. *International Journal of Industrial Organization*, 20, 71-87.
- Snape, E. & Redman, T. (2003). An evaluation of a three component model of occupational commitment: dimensionality and consequences among United Kingdom human resource management specialists. *Journal of Applied Psychology*, 88(1), 153-9.
- Too, L.H.Y., Souchon, A.L. & Thirkell, P.C. (2001). Relationship marketing and customer loyalty in a retail setting: a dyadic exploration. *Journal of Marketing Management*, 17(3-4), 287-319.
- Uncles, M.D., Dowling, G.R. & Hammnd, K. (2003). Customer loyalty and customer loyalty programs. *Journal of Consumer Marketing*, 20(4), 294-316.
- Wang, Y.S., Lin, H.H. & Luam, P. (2006). Predicting consumer intention to use mobile services. *Information Systems Journal*, 16(2), 157-79.
- Wetzels, M., Ruyter, K. & Birgelen, M. (1998). Marketing service relationships: the role of commitment. *Journal of Business and Industrial Marketing*. 13 (4/5), 406-423.
- Wilson, D.T., Soni, P.K. & O'Keefe, M. (1995). Modeling customer retention as a relationship problem. Report #13-1995, *Institute for the Study of Business Markets*, University Park, PA.

Zikmund, W. G. & d'Amico, M. (2000). *Marketing*. South- Western College Publishing: U.S.A.

Zineldin, M. (2006). The loyalty of loyalty: CRM, quality and retention. *Journal of Consumer Marketing*, 23(7), 430-437.

<http://en.wikipedia.org/wiki/Customer> from Wikipedia, Customer. (Retrieved August 9, 2010).

<http://schools-wikipedia.org/wp/t/Telecommunication.htm> from Wikipedia, Telecommunication.(Retrieved August 9, 2010).

<http://www.csustan.edu/manage/harris/industry4.html> from Telecommunication Industry. (Retrieved August 9, 2010).

<http://www.wikinvest.com/industry/Telecommunications> from Wikinvest, Telecommunications. (Retrieved August 9, 2010).

[http://en.wikipedia.org/wiki/Telecommunications\\_service\\_provider](http://en.wikipedia.org/wiki/Telecommunications_service_provider) from Wikipedia, Telecommunication Service Provider. (Retrieved August 9, 2010).

[http://www.idc.com/research/viewfactsheet.jsp?containerId=IDC\\_P6105&sectionId=null&elementId=null&pageType=SYNOPSIS](http://www.idc.com/research/viewfactsheet.jsp?containerId=IDC_P6105&sectionId=null&elementId=null&pageType=SYNOPSIS) from International Data Corporation (IDC). (Retrieved August 9, 2010).