



Antecedents and Consequences of Customer Satisfaction and Loyalty: An Empirical Study of Popular Cafe in Mandalay, Myanmar

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Abstract

This research aims to examine the factors influencing customer satisfaction and loyalty towards the popular cafe in Mandalay, Myanmar. The researcher applied the factors, including perceived customer to employee interaction, perceived service quality, and perceived value. The sample size of this study is 400, and questionnaires are distributed at Mingalar Mandalay Complex. In this study, the researcher applied non-probability sampling methods, including purposive and convenience sampling techniques. The researcher also used the five-point Likert scale, designed as research instruments. To test the hypotheses, the researcher used both simple linear regression and multiple linear regression to analyze and calculate the data. Based on the research finding, the researcher found that perceived service quality significantly influenced perceived value and perceived customer to employee interaction, and perceived value significantly influenced customer satisfaction except for perceived service quality. Furthermore, perceived value and customer satisfaction significantly influenced customer loyalty.

Keywords: cafe, perceived customer to employee interaction, perceived service quality, customer satisfaction, customer loyalty

Introduction

Nowadays, it can be assumed that coffee is the second most consumed beverage as the accelerated consumption growth experienced by coffee markets in Southeast Asia. People, especially for the students and working people, are addicted to drinking coffee more and more. Therefore, caffeine becomes one of the parts of their daily routine (Ratini, 2017). The cafe market is incredibly competitive as there are many coffee shops and cafes in Mandalay. The fact of having many universities and companies in Mandalay, customer demand is also high for coffee in Mandalay. However, for cafes, customer satisfaction and loyalty play the most critical role.

People cannot refuse coffee consumption despite knowing the disadvantages of caffeine. Therefore, many coffee brands are trying to attract people to

consume their products. Moreover, some

brands want to be differentiated among the others according to the sights of some cafes. The customers also prefer a convenient and relaxing environment, so the cafe has to provide the environment that their customers are willing to use.

According to Oliver (1997), the core weapon for every business's success is having a resource called customer loyalty. However, it is not easy to maintain customer loyalty more than to earn. In the cafe industry, there are many well-known international brands like Gloria Jean's, Gongcha, Amazon, Coffee bean, etc. as well as local coffee houses such as Goffee-Coffee, Tea Black, Little Mushroom, Nova, Unique, and so on. In Mandalay, the excellent reputation and image of the local coffee houses significantly influence people. Therefore, Gloria Jean's need to build and maintain the loyalty to achieve sustainable market growth in this



competitive market.

In order to maintain customer loyalty to Gloria Jean's, the possible variables that can influence customer loyalty are perceived customer to employee interaction, perceived service quality, perceived value, and customer satisfaction.

Research objective

1. To study the influence of perceived service quality on perceived value.
2. To study the influence of perceived customer to employee interaction, perceived service quality, and perceived value on customer satisfaction.
3. To study the influence of perceived value and customer satisfaction on customer loyalty.

Theory

Perceived customer to employee interaction

Perceived customer to employee interaction is a kind of personal interaction happening between customers and service staff during the service delivery process (Lin and Mattila, 2010). According to Moore et al. (2005), perceived customer to employee interaction means that customers often evaluate interaction quality of service employees from initial contacts to final service such as asking the information, requesting help, or getting a service. Furthermore, perceived customer to employee interaction quality is conceptualized as the customers' perception of how the service is delivered during service encounters (Lemke et al., 2011).

Perceived service quality

Cronin and Taylor (1992), Zeithaml, Berry, and Parasuraman (1994) defined perceived service quality as a measurement to examine the correlations among all the relevant constructs and use the concept of post-perception in our study. Service quality is the perceived quality of customers' intangible products obtained by customers (Parasuraman, Zeithaml, and Berry, 1994). According to Wu and Mohi (2015), perceived service quality is an essential strategy for

restaurant and cafe success. Therefore, perceived service quality is based on evaluations of customers' expectations of service performing with their actual performance experiences.

Perceived value

Perceived value is a "cognitive trade-off between perceived quality and sacrifice" (Dodds et al., 1991, p. 316). Zeithaml (1988) claimed that the perceived value is the consumer's overall assessment of a product's utility based on perceptions of what is received and what is given. So, perceived value is the quality that the consumer gets for the price paid, and value is what the consumer gets for what he/she gives. Moreover, the perceived value was described as the total representation of the value of consumption-related interaction (Zeng et al., 2009). The main contributors towards consumer loyalty are perceived value, which CSR's success depends mainly on. Lastly, along with Jamrozy et al. (2016), the perceived value is specified as an assessment of the customer from the expenses paid to obtain particular goods and services and benefits found from certain goods or services.

Customer satisfaction

Along with the aspect of Baron and Kenny (1986), customer satisfaction is the client's happiness, also related to their former experiences and given by the supplier. Besides, Heskett et al. (1997) claimed that customer satisfaction is an essential attitude of customer loyalty. Customer satisfaction is also defined as the reflection of a person's judgment of a product's perceived performance in relationship to expectations (Kotler and Keller, 2012). Likewise, Ali (2016) described that customer satisfaction is the evaluation a customer makes of a characteristic of a product or service, and that

provides a positive result obtained from consumption.

Customer loyalty

Oliver (1999) stated that customer loyalty is how consumers are enclosed or committed to products, services, brands, or organizations. Cronin, Brady, and Hult (2000) also characterized that customer loyalty is a factor to remain loyal to a service provider or



continue engaging in transactions with that provider as well as to recommend the service provider to other consumers. Loyalty is stated through a strong commitment to repurchase or continuous purchase of a product or service (Han et al., 2018). It means that in a competitive market, when the competitors offer some environmental issues, the customer is in the position of buying the same brand or brand series, and so he/she is in the loyal position of that brand or brand series.

Related Literature review

Perceived service quality and perceived value Elise, Mostafa & Sharif (2020) found out that perceived service quality and perceived value have significant relationships in three to five-star hotels. Moreover, Bushra & Mamoun (2018) studied the roles of service quality and perceived value in banks to better understand, and the researcher found perceived service quality exerted the strongest effect on perceived value.

Similarly, Lee (2019) learned about the impact of exhibition service quality on general attendees' satisfaction through distinct mediating roles of perceived value. The perceived value is both directly and indirectly affected by the effects of perceived service quality factors (Shang & Kyriaki, 2019). As a consequence, this makes customers repurchase again in the service industry.

Perceived customer to employee interaction and customer satisfaction

Alhelalat et al. (2017) claimed that customer to employee interaction quality substantially influences customers' attitudes and satisfaction with restaurants. In an appropriate service environment such as cafe' stores, it is forecast that interaction quality which customers perceive in cafe' stores, including perceived customer to employee interaction significantly influences customers' satisfaction. The research results projected the positive effects of the perceived customer to employee interaction on customer satisfaction and were supported. According to Wu and Liang (2009), also in luxury-hotel restaurants, the perceived customer to employee interaction quality significantly affected

customer satisfaction.

Perceived service quality and customer satisfaction

Bitner's (1990) path analysis pointed out that perceived service quality affects customer satisfaction and customer satisfaction also affects customers' recollected perceptions of service quality. Cronin and Taylor (1992) also studied to explore the relationship between service quality and customer satisfaction and found

that perceived service quality is an antecedent to customer satisfaction. The decline in coefficients is proof that the impact of perceived service quality on customer loyalty is somewhat supported by customer satisfaction. Liu and Jang (2009) analyzed service quality and found that perceived service quality, obtained from friendly and helpful employees, was positively related to customer satisfaction.

Moreover, Hong and Victor (2009) studied service quality, customer satisfaction, and behavioral intentions in fast-food restaurants and highlighted that perceived service quality directly and positively influences consumer satisfaction. Because service quality is a component of satisfaction, and service quality evaluation of a product or a service encounter leads to an emotional satisfaction assessment.

Perceived value and customer satisfaction

According to Ali et al. (2018), Ryu and Han (2010), increasing the perceived value contributes to the customer's pleasant experience resulting in an increased level of satisfaction in restaurants and cafes. Moreover, an increased level of satisfaction, in turn, makes sure customer loyalty.

According to other service marketing researchers, the indirect influence of the perceived value on the behavioral intention via satisfaction was provided. Furthermore, in several industries, it was supported that customer satisfaction plays a mediating role between the perceived value and loyalty. Perceived value had a significant and positive effect on customer



satisfaction, and the hypothesis was supported. Perceived valued services were more likely to be satisfied as customers would like to be loyal to the products directly if they perceived the services as valuable as satisfaction.

Perceived value and customer loyalty

Cronin et al. (2000) discovered that an attitudinal concept of loyalty is a behavioral intention, which was directly affected by the perceived value. In addition, Brodie et al. (2009), Gallarza and Gil (2006), and Hutchinson et al. (2009) defined that customer loyalty can be mentally recognized as the outcomes of the perceived value. Overall, the stated surveys have suitably highlighted the perceived value as an essential determining factor of loyalty in the service industry, like hotels.

El-Manstrly (2016) also found that customers' perception of value positively and significantly affected customer loyalty. Furthermore, the perceived value has a strong influence ahead of the satisfaction for new customers who switch from competitors for the reason that customers have accumulated shopping experience and perceived value awareness. Customer experience, leading to perceived value, will establish customer loyalty in the presence of other important aspects that are considered critical by customers. For example, things that feel positive and comfortable experience (Keshavarz et al., 2017).

Customer satisfaction and customer loyalty

Along with Oliver (1980), a concept is known as confirmation-of-expectation,

which asserts that satisfaction promotes loyalty. Also, the hotel industry's surveys showed that there is a positive relationship between customer satisfaction and loyalty. In the case of customer loyalty, particularly for service providing industry such as a restaurant or a café, customer satisfaction is the most significant variable than other variables (Han et al., 2018). Furthermore, one research was established that less than 40 percent of the hotel guests who rated a particular service as satisfactory were more likely to

return, while 90 percent of them who rated a high rank of satisfaction intended to come back. So, customer satisfaction has a direct positive effect on customer loyalty.

Conceptual framework

A conceptual framework is critical for analyzing the related concepts and theories for identifying the statements of problems and research issues. The purpose of a conceptual framework is to organize the concepts consistent with this study by planning the relationships between independent and dependent variables. Based on the four theoretical frameworks about customer loyalty, the researcher established the conceptual framework to examine how the various antecedents influence customer satisfaction and loyalty in the cafe industry. Variables (perceived customer to employee interaction, perceived service quality, perceived value) are chosen to evaluate the factors affecting customer satisfaction and loyalty towards Gloria Jean's Coffee, Mandalay, Myanmar.

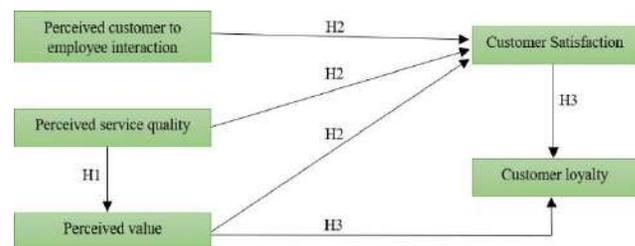


Figure 1: The Conceptual Framework



Research Hypothesis

Hypothesis 1

H1o: Perceived service quality is not statistically significant influence on perceived value.

H1a: Perceived service quality is statistically significant influence on perceived value.

Hypothesis 2

H2o: Perceived customer to employee interaction, perceived service quality, and perceived value are not statistically significant influence on customer satisfaction.

H2a: Perceived customer to employee interaction, perceived service quality, and perceived value are statistically significant influences on customer satisfaction.

Hypothesis 3

H3o: Perceived value and customer satisfaction are not statistically significant influence on customer loyalty.

H3a: Perceived value and customer satisfaction are statistically significant influence on customer loyalty.

Research Methodology

In this study, the researcher mentions various points related to respondents and sampling procedures, such as the target population, sampling unit, sample size, and sampling techniques. The dependent variable is customer loyalty, and independent variables are perceived customer to employee interaction, perceived service quality, perceived value, and customer satisfaction.

It is well studied as a research case to illustrate this study. Zikmund (2013) stated that descriptive research can attain the segments and goal markets, and likewise, it can settle the extent of particular need, perception, mindset, and opinion of the chosen respondents. Descriptive research is frequently used to get to the bottom of the frequency with which something appears or the relationship between two variables. To present

the responses to the questions of who, what, where, when, and how, Burns & Bush

(2014) indicated the descriptive research. Similarly, descriptive research includes gathering quantitative data for responding to the research questions (Hair et al., 2017). According to Cooper & Schindler (2014), in descriptive research, the researcher tries to explain a subject matter by creating the outline of a group of issues, people, or circumstances.

This research used non-probability sampling to find the sampling unit. The non-probability sampling technique is the probability of each case being selected from the unknown population (Saunders et al., 2000). The researcher also applied purposive and convenience sampling techniques to reach the target population who are willing to answer and the most available to complete the whole questionnaire, as there is only one branch in Mandalay. Sekeran (1992) mentioned that convenience sampling is the sampling method used to gather information from people who are the most conveniently available, and it can also be called accidental or haphazard sampling.

Brislin (1970) also proved that the unique questionnaire generated the use of the standard translation and back-translation procedures to ensure linguistic equivalence. Thus, the questionnaires were translated from English to the Burmese language to be answered more conveniently for the respondents in this study.

According to Sekaran (2003), the population is the entire group of people and/or events in which the researcher intends to explore. Then, the population is kind of representative of an entire group of people,

companies, hospitals, and stores to share some sort of characteristics. Similarly, the target population is a specific group, which is relevant to the research (Zikmund, 2003). In this research, the researcher was interested in identifying the antecedents and consequences of customer satisfaction and loyalty of a popular cafe. Therefore, this research's target population is the ones who have experienced purchasing at Gloria Jean's Coffee in Mandalay, Myanmar.

The sample size is the total number of people that the researcher is willing to collect the data. Even though



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larger samples will provide more reliable results, it is sometimes unnecessary to sample all the whole target population to obtain reliable outcomes (Kotler & Keller., 2012). According to Sekaran & Bougie (2013), the sample size is required to set up to represent the sample group within the population. To determine the sample size, the researcher needs to consider the factors, which are the confidence level to analyze what that the market wants and the budget. Therefore, assuming a proper sample size would provide an accurate result of the research.

In this study, the researcher designed sample size by using references from four previous empirical studies conducted by Hapsari, Clemes, and Dean (2017), Thielemann, Ottenbacher, and Harrington (2018), and Tran (2020).

First of all, Hapsari, Clemes, and Dean (2017) intended the impact of service quality, customer engagement, and selected marketing constructs on airline passenger loyalty using the sample size of 250

respondents. Likewise, Thielemann, Ottenbacher, and Harrington (2018) studied “Antecedents and consequences of perceived customer value in the restaurant industry” by distributing 103 respondents. In addition, Tran (2020) investigated “The role of servicescape and social interaction toward customer service experience in the coffee stores. The case of Vietnam” with the sample size of 385 respondents.

According to Copper & Schindler (2006), the more the sample size, the estimation precision is improved, and the error range is reduced. Therefore, based on the three mentioned previous studies, the researcher decided to apply 400 respondents as the sample size for conducting this research.

In this study, the researcher has applied the questionnaires as the research instrument to collect the data of customer loyalty towards Gloria Jean’s Coffee in Mandalay, Myanmar. According to Hair et al. (2017), a questionnaire is a kind of framework consisting of a collection of questions and scales prepared to distribute primary raw data from the respondents. In this study, the questionnaire was divided into seven parts:

screening questions, perceived customer to employee interaction, perceived service quality, perceived value, customer satisfaction, customer loyalty, and demographic factors.

There is only one question in the screening part whether respondents have been visited Gloria Jean’s Coffee. For the perceived customer to employee interaction, perceived service quality, perceived value, customer satisfaction, and customer loyalty, the five-point Likert scale is applied as 1= strongly disagree, 2= disagree, 3= normal, 4= agree, and 5= strongly agree. This demographic part includes the respondents’ general information, namely gender, age level, income level, and education level.

Data collection

To achieve specific research objectives, data have to be systematically collected for the purpose of gathering information. In this study, the researcher applied a source of information that is primary data by directly distributing the questionnaire to respondents at Gloria Jean’s Coffee, located in the Mingalar Mandalay Complex. From September 9 - October 6, the researcher supplied a survey to collect the data. The target population of this study is the customers of Gloria Jean’s Coffee who have experienced Mandalay, Myanmar.

Finding

According to the result of this study, the researcher found that 212 respondents were male (53%), which is higher than 188 females (47%). Then, 60.3% of the respondents were 21-30 years old for the age group, and the nationality of 361 respondents (90.3%) were Myanmar. The majority of the respondents’ education status is a graduate degree, accounting for 56.8%. Moreover, the researcher also observed that most respondents were those who have income 400,001 or more, and the occupation of 189 (47.3%) respondents was student. Hypothesis testing In this research, three hypotheses were analyzed from objectives and research questions to study antecedents and consequences of customer satisfaction and loyalty of Gloria Jean’s Coffee in Mandalay.



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Table 1: The Summary of Hypothesis Test Results

Hypothesis	Level of significance	Standardized Beta Coefficient value	Result
H1 ₀ : Perceived service quality is not statistically significant influence on perceived value. -Perceived service quality	.000	.846	Rejected H1 ₀
H2 ₀ : Perceived customer to employee interaction, perceived service quality, perceived value are not statistically significant influence on customer satisfaction. -Perceived customer to employee interaction	.000	.246	Rejected H2 ₀
-Perceived service quality	.314	.044	Failed to reject H2 ₀
-Perceived value	.000	.674	Rejected H2 ₀
H3 ₀ : Perceived value and customer satisfaction are not statistically significant influence on customer loyalty. -Perceived value	.000	.702	Rejected H3 ₀
-Customer satisfaction	.001	.170	Rejected H3 ₀



Conclusion

Nowadays, the cafe industry is competitive as the mature status of the market. Therefore, customer loyalty becomes critical in this industry. This research aimed to explore the influence of perceived customer to employee interaction, perceived service quality, perceived value, and customer satisfaction on customer loyalty towards Gloria Jean's Coffee in Mandalay.

The data and information were collected from the ones who have experience of foods and drinks in Gloria Jean's in Mandalay. The sample size of this research is collected from 400 respondents. The researchers applied non-probability involving purposive and convenience sampling techniques to collect data from the sampling units. The descriptive analysis to test all research hypotheses based on both Simple and Multiple Linear Regression analysis was used in this research. According to the researcher's findings, perceived service quality has a significant influence on perceived value. With the exception of perceived service quality, perceived customer to employee interaction, and perceived value considerably influenced customer satisfaction. Moreover, customer loyalty is significantly influenced by both perceived value and customer satisfaction.

Recommendation

Along with the data analysis, this study can assist the management and marketing teams of Gloria Jean's Coffee in Mandalay to understand which factors might be the most influential on customer loyalty,

which is the key to every business. Identifying the target segmentation of highly specific prospects is the most critical thing for Gloria Jean's marketing team.

Based on the investigation of hypothesis 1, the beta of perceived service quality is .846 and strongly affected on perceived value. Therefore, Gloria Jean's should provide enough parking and make the customer not to wait too long to attract more customers. Moreover, the decoration and design should help to attract more new customers.

According to hypotheses 2 and 3, perceived value saw the highest beta .674 and .702, respectively. The researchers would like to recommend training the employee to get the same formula to be constancy for the taste and improve the better one. Furthermore, the excellent location and the reasonable price can help gain more market share and more customers. Gloria Jean's Coffee should offer unique features that distinguish this from other cafes, which means adding new coffee tastes to the menu.

Future study

This research concentrated on antecedents and consequences of customer satisfaction and loyalty of Gloria Jean's Coffee. The researcher would like to offer several suggestions for future studies.

Firstly, the researcher applied only four variables in this study: perceived customer to the employee, perceived service quality, perceived value, and customer satisfaction to study customer loyalty. There are also various options to choose independent variables, like image, price, and food quality, to enhance customer loyalty for further study.

Next, in accordance with this research, it has a limitation in gathering the information and data from Mandalay, Myanmar only. Other studies can modify the different geographic area's capacity to realize the overall perception of Gloria Jean's in another target area because customer loyalty can be different along with cultures.

Lastly, the researcher emphasized only one branch in Mandalay. Thus, future studies can focus on other branches in Yangon and other states in Myanmar. As the researcher highlighted on one brand in this study, further studies can concentrate on other brands.

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