Can Retailer Really Retain? The Nexus Between Brand Image, Customer Retention and Retailer Behavior

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ABSTRACT
Purpose/Objectives: This study strived to explain the relationship between the dimensions of retailer behavior and their impact on brand image and customer retention. Retailer’s roles in the pursuit of customer satisfaction have been extensively studied, the two dimensions, however, of retailer behavior, namely, interactive services and satisfactory behavior, have not been empirically tested yet. Moreover, the literature reviews also suggested that there is dearth of research on the relationship of retailer and marketing objectives of the company in the local context. This research endeavors to pave the way for further research in this regard.

Design/Methodology/Approach: With firm basis in positivist philosophy, this research has taken quantitative approach and explanatory strategy. The data is collected from the sample size of 300 having non-probability sampling technique. Survey method is utilized with questionnaire by development of the reliable instruments.

Findings: empirical results show that there is positive impact of interactive services and satisfactory attitude of the retailer on brand image and customer retention. When compared, satisfactory behavior has more impact on both, brand image and customer retention, than interactive services.

Originality/Value: There is fewer research on role of retailer behavior in achieving marketing objectives in the local context, and in general, the individual dimensions of retailer behavior are not tested on different marketing goals. This study has intended to accomplish both the objectives. Moreover, this study may help local marketers to pay extra heed towards selection and training of retailers to augment brand image and customer retention.

Keywords: Interactive services, satisfactory behavior, Retailer’s behavior, brand Image, Customer Retention.

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INTRODUCTION

Consumers usually tend to be satisfied with brands that provide good services as well as satisfactory quality. In today's era consumers do not only focus on product quality, instead they focus on many factors which includes physical, psychological, environmental and behavioral factors. Retailer's behavior influences consumers to repurchase a brand or from brand's store. Not just that, it also impacts brand image and customer retention. According to (Kotler & Keller, 2009) brand image is a set of beliefs consumers have in their minds regarding a brand. For a firm, popular and approved brand image is more like an asset; whereas, store image and brand image have a linkage. Store itself is a brand and customers tend to have an its image in their mind(Szymanski & Henard, 2001). At the time of purchase from a brand store, customer constructs a picture regarding it; the picture indicates or reflects the eagerness of consumer towards a brand. If the store-image is positive, customers will be willing to try it. Whereas, the buying process is a blend of mental and physical exercise that happens on almost every day basis(TekÎn, Yiltay, & Ayaz, 2016). Hence, it is captivating to study the link within what is bought, why is it bought, and where is it bought. In this regard, brand assumes an imperative part in consumer's important decision based action. In this fast-moving world and such high and competitive market where there is a wide range of products and one brand usually differs very little from the other one in price or quality, a customer might have different images related to a brand. In such situation, the decision of customer and his/her retention primarily depends upon the mental brand-image constructed in his/her mind(TekÎn et al., 2016). When customers feel satisfied by a brand, they tend to go on buying it, hence customer loyalty is generated. Factors that affect customer loyalty and retention generally focus on customer satisfaction and switching barrier (Gerpott, Rams, & Schindler, 2001; Lee & Cunningham, 2001). But consumer needs fulfilment is not the only factor that attracts consumers towards a brand; other factors may also impact. In this regard, the concept of switching barriers was introduced (Jones, Mothersbaugh, & Beatty, 2000). Buying expectation indicates possibility that purchaser will purchase or will intend to purchase an item or favor it in future. An expansion in purchasing desire implies an extension in the probability of buying(Dodds, Monroe, & Grewal, 1991; Schiffman & Kanuk, 2007). Several writers have discovered that there is a favorable connection between consumer need fulfillment and consumer faithfulness (Vinhas Da Silva & Faridah Syed Alwi, 2006; Yang & Peterson, 2004). Customer satisfaction is what one expects before buying and consumer observation after buying, buyer is satisfied when they get more than what was expected and dissatisfied when they are unable to find at least the expected; impartial state, however, is when they find brands at par with their expectations(Bearden & Teel, 1983; Churchill & Surprenant, 1982; Oliver, 1980). In this regard, consumption value is a major indicator in anticipating consumer purchase intention (Chai Wen & Mohd Noor, 2015). In terms of services, customers evaluate service quality by the behavior of the staff personnel (Bove & Johnson, 2000; Sergeant & Frenkel, 2000). Poor services in retailing results in a failure to convince buyers to use or purchase a product(Berry, Seiders, & Grewal, 2002). Customers tend to choose such stores for shopping that give them overall satisfactory shopping experience i.e. store attributes as well as satisfactory retailing experience. Purchase pattern of a consumers from a retail outlet depends upon the time they spend in the store, number of articles they buy during a visit, category of articles; and store exchanging behavior(Ghosh, Tripathi, & Kumar, 2010). Customer loyalty and customer satisfaction depends on retailers' or staff personnel's relationship-building attitude and qualities. In retailing, purposes are usually related to remaining in the store, to repurchase from the store, to buy more in future and to prescribe the store to others (J. Baker, Parasuraman, Grewal, & Voss, 2002; Hightower, Brady, & Baker, 2002).

Research problem

Customer retention and satisfaction depend upon many factors, one of them is the service quality a
retailer or its staff personnel provide. If customers are satisfied by a brand store, chances are that they will go on buying that brand. On the contrary, if the retailers fail to satisfy a customer, it can create a negative image in the mind of the latter regarding the brand as well as the store. Generally, retailers do not tend to focus on interacting with their consumers and creating interpersonal relationships, instead they are more prone to focus on generating sales only. The role of retailer behavior in the pursuit of customer loyalty and satisfaction has been researched extensively, dimensions of retailer behavior however, have not been empirically tested separately and it is yet to be studied what role these dimensions play in customer retention and brand image. The purpose of this examination is to observe the effect of retailer behavior on brand image and customer retention through quantitative approach.

**Research objectives**

1. To investigate the relationship between retailer behaviour and consumer retention.
2. To know the relationship between retailer behaviour and brand image.
3. To find out the impact of interactive services and satisfactory behaviour of retailer on brand image.
4. To measure the impact of interactive services and satisfactory behaviour of retailer on customer retention.

**LITERATURE REVIEW**

Customer satisfaction is an important way of gaining customer retention. The purchase intention of consumers depends on the service quality brand store personnel provide to their customers (Grönroos, 2001). The behavior of the store brand personnel/retailers has a direct impact on the brand image and customer retention. If a brand store image is good, consumers will assume the brand in a positive way. Usually, when consumers are unaware of any brand, they use store image as a sign for purchasing (Vahie & Paswan, 2006).

**Retailer behavior**

Consumer loyalty in retailing depends on the connection retailers construct with their consumer through constant communication (Khare, Parveen, & Rai, 2010). Customer expectation of any service depends on the performance and quality of the service and how efficiently the firm serves its customers. The service quality is vital for increasing loyalty and communication with consumers. The quality desire and consumer loyalty depend on benefit, work force correspondence with them. In such manner, the part of retailer is the key in building relationship with consumer (Khare et al., 2010). Retailers have understood that their profit and growth depends on customer satisfaction and loyalty and they can gain it by providing different commutation channels and different shopping channels to the consumers (Grewal, Levy, & Kumar, 2009).

**Brand image and Customer retention**

“An image is the finding of mental exercise based on few selected impressions among the flood of the total impression and it is developed through creative process of the organization” (Jones & Reynolds, 2006). The benefits of an image can elaborate into practical, experimental and representative benefits (Keller, 1993). Any company whose image gets continuous public demand have great chances of success and earning market sharing (Park, Jaworski, & MacInnis, 1986). Moreover, some observation-based studies suggest that promising image gains loyalty, brand equity (Kandampully & Suhartanto, 2000) purchase behavior and brand performance (Faircloth, Capella, & Alford, 2001; Hsieh, Pan, & Setiono, 2004).
Consumer maintenance directly affects profit making, engaged consumer produces more income than ordinary consumer. If the customers get what they want then surely, they will prefer to buy the product (Bennett & Rundle-Thiele, 2004). Based on preceding experience, consumers tend to choose the similar service provider and buy that same service. Repurchase-intention depends on the persons' judgement regarding a similar firm that fulfils their need and an evaluation of present service circumstances (McDougall & Levesque, 2000). Customer repurchase expectation indeed depends upon the value which is received in the past deal (Kaynak, 2003) like proper performance standard (benefits), competitiveness and cost contemplations (Kumar, 2002). Future buying purpose additionally has a notable association with consumer loyalty (Durvasula, Lyonski, Mehta, & Tang, 2004). Customer loyalty is "an agreement to provide facilities after purchasing the product, make customer to re buy or do not switch the brand" (Oliver, 1997). Perceived quality has a positive impact on consumer's repurchase intention (Choi & Kim, 2013; L. Y. Wu, Chen, Chen, & Cheng, 2014) thus, findings from Choi and Kim, Wu and Chen demonstrate that consumers recognize high product quality and it results into strong repurchase intention. The quality service and customer satisfaction are directly proportional to each other (Naeem, Akram, & Saif, 2009; Parasuraman, Zeithaml, & Berry, 1988). On the whole, the future buying intention of consumers depend on the service gained from preceding occurrence and contacts, with relationship benefits, being a mediator for desires of future advantages (Ariffin, Yusof, Putit, & Shah, 2016).

Retailer Interactive Service & Satisfactory Attitude

Customer reliability and retail success are influenced by factors like retail image and store positioning. Store image is essential to retailers, as it highlights interaction with their targeted customers (Birtwistle, Clarke, & Freathy, 1999). Consumers use store image as a sign for purchasing when they are not familiar with a brand (Collins-Dodd & Lindley, 2003; Vahie & Paswan, 2006), whereas, buying behavior of customers is influenced by service quality of a store (Carrillat, Jaramillo, & Mulki, 2009). Attitude of employee is necessary because of the physical components of service and the reliance consumers feel on the firms' worker to resolve their issues (Sharma & Stafford, 2000). Retailers could make their brand image by creating interesting relationship with quality of their service (Ailawadi & Keller, 2004). Service quality is theorized in a contrast with perception of services customers and expectation regarding services they received. In previous theories, it is mentioned that services should relate to the needs of customer. However, things have changed now; the number of dimensions we increase in the service quality, the more it will improve and makes its impact sound (Grönroos, 2001). In this regard, trust is one of the most important ingredients of business. Customer trust is based on an organization's delivery of desired outcome. It helps to build and grow long term relationship with customers (Moorman, Deshpandé, & Zaltman, 1993), whereas organization's image is a mixture of different entities like feelings, ideas, attitude and experience with organization. All of them remains in the mind of a customer and builds either positive or negative impact. An organization should manage customer satisfaction and customer loyalty by providing gradual increase in better services, behavior and attitude (Bravo, Montaner, & Pina, 2009). The findings of (Setiawan & Sayuti, 2017) show that there is a constructive and notable impact of service quality, customer trust and corporate image on customer satisfaction and customer loyalty.

Retailer behavior and Brand Image

Retailers are aware of advantages of any brand image and they can earn enough profits to shape their shops as brands (Luijten & Reijnders, 2009). They use several techniques to maintain their chain: they connect to brand in different way, especially when they are under same name. Retail sector is well aware that it can also improve brand image by simply sharing the name (Burt & Sparks, 2002). It also
helps towards increasing attitude of store and retailers (Semeijn, van Riel, & Ambrosini, 2004; Vahie & Paswan, 2006). Store resemblance, store truth worthiness and store fulfillment impact the acknowledgment of increase in sales of store (S. Wu & Chen, 2010). Customers use signals such as the physical atmosphere of a store (P. S. Richardson, Jain, & Dick, 1996), arrangement and show of a gathering or level of administration (Semeijn et al., 2004). Retailer's brand image is taken as more dimensional, according to studies that usually combine relations identified with store or to the corporate picture of a retailer, for example, cost (Birtwistle et al., 1999; Chowdhury, Reardon, & Srivastava, 1998; Collins-Dodd & Lindley, 2003; Martenson, 2007) ethics, notoriety, social obligation (Birtwistle et al., 1999; Gupta & Pirsch, 2008), store atmosphere (Chowdhury et al., 1998; Martenson, 2007; Mazursky & Jacoby, 1986) and nature of client benefit (Birtwistle et al., 1999; Collins-Dodd & Lindley, 2003; Gupta & Pirsch, 2008). Besides, building up the differentiation from retail stores, brand stores can also retain consumers (Hoch, 1996; P. Richardson, Jain, & Dick, 1996).

Retailer behavior and customer retention

There is a complex connection between brand and store and its influence on loyalty behavior is a central and ever-growing topic (Ailawadi & Keller, 2004). It looks even more undefined when it comes to retailer behavior that claims the rank of brand while also booming the company name (Ailawadi & Keller, 2004). It is a vehicle for building purchaser dedication even if its effect regarding customer fulfillment has not been endorsed (P. Richardson et al., 1996). Improving stores profitability attracts customers and increases loyalty (Ailawadi & Harlam, 2004) identically, nature of items is a critical viewpoint influencing a brand's execution (Aaker & Aaker, 2004). Customer loyalty is affected by service quality and performance of an organization and so they are directly related to each other (D. A. Baker & Crompton, 2000). Assessment of the service organization affects the service quality (Parasuraman et al., 1988) and depends on the service personnel behavior (Bowers, Swan, & Koehler, 1994). Fulfillment of service can be determined by communication between customers and the service staff (Grönroos, 2001). A model proposed by (Seth, Deshmukh, & Vrat, 2005) recommends that service quality relies on communication between service provider and receiver. Individual's communication with service employees can either make the shopping experience satisfying or disappointing (Fitzsimmons & Fitzsimmons, 2004).

RESEARCH METHODOLOGY

Research design

This study is based on positivist philosophy. Quantitative approach has been utilized with explanatory strategy. Survey method was used to gather the data. Non-probability comfort examining procedure was utilized to gather information from a sample of 300 customers.

Theoretical Framework:

![Theoretical Framework Diagram]
Instrument selection

Independent variables:
1. Interactive Services
2. Satisfactory Attitude

Dependent Variables:
1. Brand Image
2. Customer Retention

The instruments for each variable were developed with proper CDE (Construct, dimension and elements) analysis. The pilot testing was performed for reliability testing.

Instrument Reliability

Cronbach Alpha:

The variables, interactive services, satisfactory attitude, brand image and customer retention have good internal consistency, with Cronbach alpha coefficients of 0.86, 0.85, 0.87 and 0.85 respectively.

Inter Item consistency:

All the items of all four variables were checked in them inter item consistency and there is no negative value, which shows that items measure the same underlying characteristic.

Multi collinearity:

Two independent variables were tested for multi collinearity issue and their correlation is below 0.7 which shows they are highly correlated and can be taken as separate independent variables.

Hypothesis

1a: There is positive impact of interactive services of the retailer on brand image.
1b: There is positive impact of satisfactory behavior of retailer on brand image.
1c: There is more impact of satisfactory behavior of retailer than interactive services on brand image.
2a: There is positive impact of interactive services of the retailer on customer retention.
2b: There is positive impact of satisfactory behavior of retailer on customer retention.
2c: There is more impact of satisfactory behavior of retailer than interactive services on customer retention.

RESULTS

Customer Retention

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<tr>
<th>Table. 1 Descriptive Statistics</th>
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<td>Customer Retention</td>
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<td>Satisfactory Attitude</td>
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<td>Interactive Services</td>
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The relationship among Customer Retention, Satisfactory attitude and Interactive facilities was examined utilizing Pearson feature short time connection coefficient. Preparatory investigations were performed to guarantee no infringement of the suspicions of typicality, linearity and homoscedasticity. There is a strong positive relationship of Customer Retention with Satisfactory Attitude and Interactive Services as well. Values for Satisfactory Attitude 0.662 & Interactive Services 0.714 p-value less than 0.005 showing that the Satisfactory Attitude and Interactive Services highly increase the Customer retention.

**Table. 2**

<table>
<thead>
<tr>
<th>Pearson Correlation</th>
<th>Customer Retention</th>
<th>Satisfactory Attitude</th>
<th>Interactive Services</th>
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<tr>
<td>Customer Retention</td>
<td>1.000</td>
<td>.662</td>
<td>.714</td>
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<tr>
<td>Satisfactory Attitude</td>
<td>.662</td>
<td>1.000</td>
<td>.681</td>
</tr>
<tr>
<td>Interactive Services</td>
<td>.714</td>
<td>.681</td>
<td>1.000</td>
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**Sig. (1-tailed)**

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<th></th>
<th>Customer Retention</th>
<th>Satisfactory Attitude</th>
<th>Interactive Services</th>
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<td>Customer Retention</td>
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<td>Satisfactory Attitude</td>
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<td>Interactive Services</td>
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**Interpretation: Table.2**

From the above table named as model summary, the value of R Square is 0.568 which means that Interactive Services and Satisfactory Attitude are explaining 56.8% variance in Customer Retention.

**Table. 3**

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<th>Model Summary</th>
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<tr>
<td>a. Predictors: (Constant) Interactive Services, Satisfactory Attitude</td>
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<tr>
<td>b. Dependent Variable: Customer Retention</td>
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</table>

**Interpretation: Table.3**

From the above table we can see that the beta value for Interactive Services is greater (0.491) which means that interactive Services makes the strongest unique contribution to explain the Customer Retention, when the variance explained by all other variables in the model is controlled for. The beta value for Satisfactory attitude is slightly lower (0.328) indicating that it made less of a unique contribution.
The relationship among Brand Image, Satisfactory attitude and Interactive facilities was examined utilizing Pearson feature short time connection coefficient. Preparatory investigations were performed to guarantee no infringement of the suspicions of typicality, linearity and homoscedasticity. There is a strong positive relationship of Brand Image with Satisfactory Attitude and Interactive Services as well. Values for Satisfactory Attitude 0.591 & Interactive Services 0.563 p-value less than 0.005 showing that the Satisfactory Attitude and Interactive Services highly affect the Brand Image.

From the above table named as model summary, the value of R Square is 0.397 which means that Interactive Services and Satisfactory Attitude are explaining 39.7% variance in Brand Image.

From the above table we can see that the beta value for Satisfactory Attitude is greater (0.388) which
means that Satisfactory Attitude makes the strongest unique contribution to explain the Brand Image, when the variance explained by all other variables in the model is controlled for. The beta value for Interactive Servicers is slightly lower (0.298) indicating that it made less of a unique contribution.

**DISCUSSION**

Based on the findings and empirical evidence, all the hypotheses are accepted. The first hypothesis of our study indicates that there is a positive impact of interactive services of the retailer on brand image, corroborate with the findings of (Khare et al., 2010) in which they have underlined the importance of retailer behavior as one of the most important factors of service quality. It is not just about purchasing a product from a specific store, instead it is about the communication with retailer, therefore customers tend to focus on the interactive services of retailer while choosing a store for shopping. In this regard, retailer should know the inclinations and choices of their clients. The results demonstrate that relationship with customer is the fundamental part of service quality and hence it supports the theory of (Berry & Gresham, 1986) for keeping up store loyalty 'relationship in retailing' is an important factor. The second hypothesis of our study demonstrates that there is a positive impact of satisfactory behavior of retailer on brand image which corroborate with the earlier studies conducted by (Beatty, Mayer, Coleman, Reynolds, & Lee, 1996; Brown, Widing, & Coulter, 1991; Darian, Tucci, & Wiman, 2001; Kim & Jin, 2002; Macintosh & Lockshin, 1997) that the assessment of the retailing services by customers is influenced by the sales personnel behavior. The outcome indicated that in the service quality dimension clients gave value to retailers as an essential determinant instead of the organizations policies and strategies. For the growth and managing relationship between the clients and service staff personnel, personal attention and interaction with clients in the services portray a crucial part. Even if a brand is popular and successful but the services of the staff personnel is not interactive and satisfactory clients tend to move towards another brand making a negative image in their mind. The third hypothesis of our study shows that there is higher impact of satisfactory behavior of retailer than interactive services on brand image, an idea supported by the findings of (Setiawan & Sayuti, 2017) which indicates that for enhancing customer satisfaction and influencing them to become loyal towards the services, the nature of services, purchasers trust and brand image play a crucial part.

The analysis of this study also demonstrates that customer satisfaction and customer loyalty is affected by service quality, purchasers trust and brand image. The results are also supported by the previous studies conducted by (Sureshchandar, Rajendran, & Anantharaman, 2002) and (Ribbink, van Riel, Liljander, & Streukens, 2004) that recognize strong connection between service quality and customer satisfaction. The study conducted by (Hu & Huang, 2011) expresses that service quality has a strong impact on customer satisfaction. (Akbar & Parvez, 2009) in their investigation conducted on a telecommunication company in Bangladesh recognize remarkable and definite impact of service quality on customer satisfaction. (Gounaris, Stathakopoulos, & Athanassopoulos, 2003) in their study on online shoppers in Greece retailing industry found that service quality has notable effect and positive connection with customer satisfaction. The forth hypothesis of our study indicates there is a positive impact of interactive services of the retailer on customer retention, this is supported by the research conducted by (Berry et al., 2010) who highlight that the power shift from retailers to consumers has forced retailers to bring innovation and changes as per the demand and need of consumers. As per our study, retailers pay too little attention on building relationship with customers and pay more attention towards value-based part, however focusing on consumers throughout the consumption stage is likely to benefit both clients and retailer. Customers tend to be more satisfied and revisit the store where service personnel are aware of the consumer shopping behavior, and the kind of services customers like inferable only through interaction between clients and service personnel. The study from (Khare et al., 2010) identified that even if retail store does not have an inventory of many popular brands but if the interactive services of the retailer and staff personnel are satisfactory,
customers may visit more frequently. The fifth hypothesis of our study shows that there is a positive impact of satisfactory behavior of retailer on customer retention supported by the study of (Jones & Reynolds, 2006) in which they have underlined the importance of retailer interest in customers repurchase intention. The results of our study also highlight retailer's interest as an essential part in customers repurchases intention. Customer retention, loyalty and positive word of mouth are affected by retailer interest.

The services of retailer influence customers to revisit the store in future. The sixth hypothesis of our study predicted that there is higher impact of satisfactory behavior of retailer than interactive services on customer retention. In the study conducted by (Banerjee, 2008) on Indian retailing store identified that the Indian customers like to build a bond and relationship with retailers as majority of the communication has a long-term intention that leads consumers to visit a store again in future. Whereas in the research conducted by (Kim & Jin, 2002), the key element in quality dimension of retail services was the personal attention of retailer for the American clients and physical attributes (products) were important for the Korean clients. As per our study consumers are attracted towards such stores where their needs and wants are satisfied regarding the product as well as services. If the retailer or staff personnel are aware of the preferences and choices of consumers and guide them proper regarding product, consumers tend to be satisfied with the store and its performance. To guide consumers, satisfying them and being aware of their choices and preferences should be the key factors. If a retail store is successful in maintaining these factors, consumers are more satisfied with them and are most likely to revisit the store.

CONCLUSION

Interaction with the consumers and giving personal attention to them while they visit a store create a positive image in their mind regarding store and brand. Customers decide to revisit a store if the service provided by retailer are satisfactory and interactive. The services a brand store provides have positive impact on the brand image therefore brands should be careful while choosing a store for their stock. If a brand store satisfies the clients, the clients will stick to that brand and will possibly visit other stores of that brand as well. In congruence with previous research (Khare et al., 2010) this study finds that the behavior of the retailer plays a significant role in making customers loyal and satisfied. When customers share interpersonal relationship with the retailers and service personnel, they are likely to frequently visit that store. When the service staff gives personal attention, and handles customer complaints by being empathic the chances of positive and long-term relationship increase (Jones & Reynolds, 2006).

FUTURE RESEARCH

Future research can be conducted on the influence of retailer's behavior on consumers to shift towards online shopping. The impact of different strategies used by retailers especially the fixed price strategy on consumers. Future research can be conducted on the importance of interpersonal relationship and discounts provided to customers. Will consumers be satisfied if the retailers provide the best service quality and do not give any incentives or discounts to the consumers?

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