Empirical Evaluation of Customer Loyalty in Malaysian Retail Outlets

Muhammad Khalilur Rahman[1]

Abstract

Customer loyalty is one of the important approaches for retailers to improve competitive edge. Despite the importance of customer loyalty, some of the retail stores have lack on service quality, product quality, price strategy as well as customer satisfaction whereas needs a comprehensive work to explain how customers develop loyalty to a particular store. This study aims to evaluate the retail customer loyalty from hypermarkets in Kuala Lumpur, Malaysia and sets out to determine what influence customers to shop continuous. A survey of 200 respondents was conducted and reliability test is measured to present the constructs whereas descriptive analysis and Pearson correlation is used to analyze the research questions. The overall findings confirm the importance of customer loyalty, need to upgrade strategic tool: customer service quality, product quality, price strategy, store attributes and customer satisfaction to remain competitive. These strategic goals may provide retailers with direction in strategy formulation and gaining competitive advantage.

Introduction

Many developed nations are operating hypermarkets in a mature market where growth opportunities of the Malaysian hypermarkets are very slow and intense competitions are very high (Abu & Roslin, 2008). Hence, due to that very reason they cannot satisfactorily fulfill their customers' wants and needs.

---

[1] Graduate School of Business, Faculty of Business and Accountancy, University of Malaya, 50603 Kuala Lumpur, Malaysia. E-mail: abd_khalil2@yahoo.com

Hypermarkets in Malaysia are rapidly growing from the recent decades (Heng, Yeong, Siong, Shi, & Kuan, 2011), in which many hypermarkets are putting in strenuous efforts to develop the customers' loyalty through the customers' satisfaction for earning long-term sales revenue, but most of them still have numerous problems to satisfy their customers' needs. To make matters worse, the hypermarket business has been characterized with the growing competitions, market analysis and customers' expectations (Gomez, McLaughlinb, & Wittinkc, 2004). There are different types of products and services which are offered by hypermarkets, but the customers have different purchase experience of retail outlets. Hence, taking this into account, this research is sought to identify and analyze the customers' satisfaction and loyalty with their shopping experience at three different hypermarkets: Giant, Tesco and Carrefour are the prominent hypermarket in Malaysia.

In the previous study, majority of the researchers motivated to examine whether service quality, product quality, store attributes, pricing and geographical location were correlated significantly with the customers' satisfaction and loyalty in different sectors. Up to now, there is no sufficient study that has been conducted to investigate the core dimensions and importance of the customers' satisfaction and loyalty in retail marketing strategy in the Malaysian hypermarket context. It is critically challenging for every business firm or retail industries to build the customers' loyalty through the customers' satisfaction, because of lower customer patronage due to switching to lower costs and increased competition. Many hypermarkets in Malaysia now have been acting in a preemptive manner to identify the actual customers' satisfaction through providing goods or services, but there is an acute lack of evidence to prove that customers are not fully satisfied (Gomez et al., 2004).

The hypermarkets have so many management problems and lack of retail marketing strategies which are not capable to satisfy the customers' needs and wants(Pettigrew, Mizerski, & Donovan, 2005). They have problems in product quality, service quality and pricing strategy and so on endlessly. For example, there are some products which grossly lack cleanliness and freshness. Customers do not feel comfortable with their feelings in shopping of goods or services in a particular hypermarket, especially when the hypermarket is not well organized in its pricing system to enable their consumers to easily locate the price on the products. The pricing tag of goods is problematic and confusing to the customers, because some of the pricing tags of the products are not pasted properly on the storage rack.

Some outlets are not maintained correctly as they are quite dirty and disorganized. They also lack the employee's opportunity; customer's benefit and insufficient customer service counter which profusely contribute to this undesirable situation. In the proper sense of the words the hypermarket is not customer friendly.

The retail sector is growing rapidly despite of economic slowdown and intensified competition (Li & Green, 2010;Abu & Roslin, 2008). In particular, the modern retail marketing industry has been contributing to the service sectors. In fact, today's retail sector is booming worldwide(Heng et al., 2011) and as a result, retail marketing strategies or marketing tactics are very important for retailers to satisfy customer's wants and needs.In 1990, minimarkets and other traditional markets were replaced by supermarket (Leow, Bahron, & Kong, 2011). However, hypermarkets are playing a vital role in the food distribution sector (Lu & Lukoma, 2011). In a modern world, people prefer a different life style, thus, traditional markets have slowly gone by and replaced by hypermarkets. Nowadays, customers prefer hypermarket to traditional market for their fundamental grocery needs as a hypermarket not only provide foods but also modern household equipment and appliances for the shoppers or households (Lu & Lukoma, 2011). The past studies have focused on many service sectors such as healthcare centers, medical tourism centers, banks and beauty care establishments, etc. but there are no sufficient empirical researches on hypermarkets in Malaysia. This study is focused on a hypermarket setting on improving the customers' satisfaction and loyalty towards the retail marketing strategy.

Effective retail marketing strategy is very important to maximize customers' satisfaction and loyalty(Heng, et al., 2011) but there is no comprehensive and empirical research on hypermarkets in Malaysia. Therefore, the justification of this study is to measure the customers' satisfaction and loyalty level of prominent three hypermarkets (Giant, Tesco and Carrefour) in Malaysia. In addition, this study is very significant, because very few people have done research to examine customers' satisfaction and loyalty on hypermarkets in Malaysia. This research will help us to test the hypothesis that Malaysian hypermarkets always provide maximum satisfaction and loyalty to customers. Furthermore, this research will contribute to improve the appropriate management strategy of hypermarket and will also assist future researchers to use as supporting material for them in conducting research in Malaysia.

For an effective management policy of Malaysian hypermarkets, this study will help in determining the service quality, product quality, pricing strategy, store attributes and geographical location.

Finally, customers' satisfaction and loyalty is a major aspect of retail marketing strategy in Malaysian hypermarkets, but researchers have given little attention in this area, thus, this study will contribute to fill this gap by conducting an empirical study on hypermarket in Malaysia. This research also contributes to examination of the customers' need and wants as well as the customers' satisfaction and loyalty in Malaysian hypermarkets setting.

Retail Marketing and Strategy in Malaysia

Retailing covers the trade activities which involve in selling goods and services to customers for their family and personal use (Berman & Evans, 2004). Retail is a sales agreement of goods or services that occur to individuals or firms to end users. Retailers are a part of an integrated marketing communication or supply chain. Usually, retailers purchase products in large quantities from manufacturers or wholesalers after which they then sell to customers to earn revenues. Retail marketing consisted of the selling activities of products and services directly to customers through marketing channels such as shopping malls, stores, vending machines, kiosks and other modes of sales(Gagliano & Hathcote, (1994; Wilson, 2012). In addition, retail marketing is the point of sale promotional activities of products or services which is undertaken by retailers to promote purchase awareness (Sandilands, 2012).

Retail strategy is a marketing plan that focuses on product offer, product discount, promotion and service to customers. Retail strategy demonstrates how best to display products in retail outlets and how to attract consumers' interest with promotion, discounts, arrangement of placements and signs. Retail strategy is a plan to use to satisfy needs of the retailers' target markets and the retailers' plan to build and secure a sustainable competitive advantage (Berman & Evans, 2004). Retail marketing is very important for small retailers to struggle against large chain stores. The common components of marketing mix (product, price, place and promotion) are very important for the viable success in retail marketing. The retail sector in Malaysia has undergone a continuous and marked change over the decades. Retail environment in Malaysia is wide-ranging from supermarkets, departmental store and mini markets, provision stores, convenience stores, medical halls, pharmacies and petrol kiosks (Dick & Basu, 1994;Ibrahim, et al., 2013).

In Malaysia, the structure of food retailing has changed drastically over the last few years and before this only retail format were the traditional markets, mini-markets and grocery stores. Modern retail outlets such as supermarkets and hypermarkets are dominating the local retail food trade(Yeng & Mat, 2013). This is because of the various external forces such as increased number of competitors, customer behaviors, technological advancement, legislative framework and changes in societal status.

Methodology

Data Collection

The primary data was collected through self-administered questionnaire. The questionnaires were distributed directly to respondents to fill up the level of agree and disagree. To support the information, secondary data was also conducted in this research.

Data Editing and Coding

Data editing was used to identify omission, ambiguities and errors in the responses. In this survey, it was done before data analysis. The data omission was conducted while the respondents failed to answer a single question of the questionnaire. Ambiguities took place when the respondents' answer was not clear for meaning, for example, it had more answer for one question and the error in response was happened due to inconsistence from the respondents answer and lack of cooperation. Generally, data coding involves the categorizing and numbering of responses. The data coding was assign after the data collection and data analysis.

Data Preparation and Data Analysis

After collecting all questionnaires were used to data analysis. The findings were evaluated by using descriptive analysis, frequency distribution, validity and reliability as well as Pearson correlation.

Findings and Discussion

Demographic Information

In this survey, the findings revealed from 200 respondents, in which female (60%) are greater than male (40%). The frequency distribution among marital status indicates that most of the participants in this study were married (67%) than single (33%). The Malay participants contribute the most to the research findings which consist of 87 respondents at 43.5%, followed by 57 respondents for Chinese at 28.5%, 46 respondents for Indian at 23% and 10 participants for other races at 5%. The frequency for age revealed that the range of 20 to 30 years contribute most of the research findings which 107 participants at 53.5% followed by 38 respondents were in the age 41-50 years at 19%, 30 participants in the range of 31-40 years old at 15% and range of below 20 was 25 respondents at 12.5%. In terms of respondents profile based on occupation the participants were employed with 118 respondents at 59% which followed by 82 people for unemployed 41%. The frequency for visiting hypermarkets, 68% respondents visited twice per week and 32% respondents visited once a week. The income per month for the respondent in this Study, range of below RM1000 with the total130 persons at 65%, followed by the range between RM1001 to RM3000 equivalent to 35 persons at 17.5%, 25 person of respondent under RM3001 to RM4000 at 12.5%, 10 persons of the respondent were above RM 4000 at 5%.

Reliability Analysis

Reliability test is conducted to ensure that the instrument measures are consistent and stable over time (Cavana,et al., 2001). Sekaran (2003) posited that the reliability measurement suggests stability and consistency of the mechanism. Consequently, this method indicates reliability through examining the internal consistency of the research questionnaires which are posed in Likert scale (Nor, 2009). Generally, all researchers target of high reliability of the question variables or items. The cronbach's alpha test are seen in Table 1 shows range frm 0.915 to 0.783 which is deemed to be indicative of higher scale reliability. Cronbachs alpha should be 0.6 for exploratory researh and above 0.7 for confirmatory research (Nunally, 1978). The study Hair et al. (1992) posited that Cronbach's alpha is very important and commonly used method measuring reliability in which the range of chronbach's alpha should become from 0.0 to 1.0, where higher value pointing higher reliability among the indicators.

Table 1: Review of the Whole Dimension

Dimension	Number of Items	Cronbach's Alpha
Retail customer service quality	7	0.915
Retail product quality	6	0.817
Retail price strategy	6	0.830
Retail store attributes	6	0.788
Retail customer satisfaction	5	0.821
Retail customer loyalty	6	0.783

Validity Analysis

The study by Ping (2004) recommended that validity indicates the consistency. The validity test is carried out to ensure that the instrument is tapping the right concept (Cavana et al., 2001). In most studies, factor analysis was used to reduce a large number of related variables to a more manageable number. The measurement that has been used in this study is based on Guttman's rules of thumb (Table 2).

Table 2: Guttmann's Rules of Thumb

Coefficient Size	Strength of Association
0.71-1.0	Very Strong
0.61-0.70	Strong
0.41-0.60	Moderate
0.20-0.39	Weak
0-19	Very Weak

Retail customer service quality has a total Pearson correlation of 0.166, 0.384, 0.164, 0.265 and 0.257 with retail product quality, price strategy, store attributes, customer satisfaction and customer loyalty. Next, four of the dimensions (0.603, 0.248, 0.464 and 0.728) were significant with retail product quality at the significant level of 0.05 and 0.01. Next, retail price strategy has a significant relationship with the other three dimensions (0.171, 0.407, and 0.472) as all of the significant value is below 0.01. Based on the 'Guttmann's Rules of Thumb', all constructs of this research have a strong correlation (Table 3).

Table 3: Correlation of Retail Outlets Dimensions

Dimension	Relationship	RSQ	RPQ	RPS	RSA	RCS	RCL
RSQ	Pearson Correlation	1					
	Sig.(2-tailed)						
RPQ	Pearson Correlation	0.166*	1				
	Sig.(2-tailed)	0.042					
RPS	Pearson Correlation	0.384**	0.603**	1			
	Sig.(2-tailed)	0.000	0.000				
RSA	Pearson Correlation	0.164*	0.248**	0.172**	1		
	Sig.(2-tailed)	0.021	0.022	0.030			
RCS	Pearson Correlation	0.265**	0.464**	0.407**	0.522**	1	
	Sig.(2-tailed)	0.010	0.000	0.000	0.000		
RCL	Pearson Correlation	0.257**	0.728**	0.472**	0.310**	0.541**	1
	Sig.(2-tailed)	0.016	0.000	0.000	0.000	0.000	

Footnote: RSQ= Retail Service Quality, RPQ= Retail Product Quality, RPS= Retail Price Strategy, RSA= Retail Store Attributes, RCS= Retail Customer Satisfaction, RCL= Retail Customer Loyalty
*Significance level at $p>0.05$; **Significance level at $p>0.01$

Retail Service Quality

Table 4 presents the respondents' perception on service quality of Malaysian hypermarkets. The examination of the results reveals the respondents' attributes of service quality in Malaysian hypermarkets. The average score of mean and standard deviation is moderately good with a mean of 3.64 and standard deviation is 0.882 which indicates that most of the consumers incline to perceive value on service quality at hypermarkets. Hence, the highest mean value is 3.95 for the construct of "product display is important" which followed by "staff's courteousness is important" with mean 3.81. The lowest mean is 3.49 of the construct "sales personnel skills are important" which followed by the "price tag on products is important" with the mean value 3.50. So, the respondents are more likely to state that the Malaysian hypermarket of their preferred choice is service quality because the standard deviation of the service quality is less varied.

Table 4: Retail Service Quality

Statements	Mean	Std. Deviation	Skewness	Kurtosis
Products display is important.	3.95	0.793	-0.567	0.537
Staff's courteousness is important.	3.81	0.827	-0.655	0.824
Product warranty/guaranty is important.	3.60	0.931	-0.074	-0.633
Sales personnel's skills are important.	3.49	0.895	-0.201	0.036
Wider range of products offer is important.	3.55	0.858	-0.418	0.403
Price tag on products is important.	3.50	1.007	-0.620	0.318
Sufficient number of payment counter is important.	3.59	0.863	-0.908	1.227
Average score	**3.64**	**0.882**		

Retail Product Quality

According to above table 5 illustrates the product quality of Malaysian hypermarkets where each of the items of product quality is investigated. The result shows that in terms of product quality of Malaysian hypermarket context, respondents are more likely feels that "different qualities product offer is important" (mean= 3.83) followed by "product reliability is important" (mean=3.70). The lowest mean value for the construct is 2.97 whereas respondents feel that "innovative product is important" for Malaysian hypermarket setting business. Hence, all items of the variables are slightly above 3, except the item "innovative product is important". Consequently, all respondents tend to feel that Malaysian hypermarket of their preferred choice is product quality based on the mean score of the constructs. The most consistent response from the respondents is that "product reliability and different product offer are important" since the standard deviation of these two items are less varied.

Table 5: Retail Product Quality

Statements	Mean	Std. Deviation	Skewness	Kurtosis
Different qualities product offer is important.	3.83	0.784	-0.428	0.394
Product durability is important.	3.60	0.859	-0.114	0.298
High quality food product offer is important.	3.50	0.902	-0.010	-0.131
Accurate product information is important.	3.49	0.835	-0.199	0.298
Product reliability is important.	3.70	0.784	-0.539	0.690
Innovative product is important.	2.97	1.225	-0.122	-0.834
Average score	**3.51**	**0.898**		

Retail Price Strategy

Table 6 describe and examine the descriptive statistics for each items of the price strategy of Malaysian hypermarkets. The result shows that in terms of price strategy of Malaysian hypermarkets context, the highest mean is "affordable price is important" (mean = 4.17) followed by "reasonable price is important" with mean equal to 4.11. The lowest mean value for the constructs is "quantity discount on product purchase is important" with mean equal to 3.17. Apparently, all items of the constructs are above 4, except the item of "quantity discount on product purchase is important" and all of the standard deviation of each item of the variables is close to 1.00 which indicated its consistency. The most reliable answer from the respondents is that "product variety offer at different prices is important" since standard deviation is less varied.

Table 6: Retail Price Strategy

Statements	Mean	Std. Deviation	Skewness	Kurtosis
Affordable price is important	4.17	0.851	-0.665	-0.472
Price discount is important	4.00	0.895	-0.557	-0.369
Reasonable price is important	4.11	0.952	-0.816	0.093
Promotional price is important	4.00	0.871	-0.509	-0.365
Product variety offer at different prices is important	4.05	0.831	-0.609	-0.178
Quantity discount on product purchase is important	3.17	1.187	-0.710	-0.291
Average score	**3.92**	**0.931**		

Retail Store Attributes

Table 7 describes the descriptive statistics for each of the items of the construct store attributes in Malaysian hypermarkets. The result of the construct revealed that the higher mean is 3.70 (cleanness and freshness are important), followed by mean 3.66 (store decoration is important). The lowest mean value of the variable is 2.47 (location is important). Hence, all items of the variables are 3.50 except location and standard deviations are close to 4. Apparently, it can be said that the most consistent answer from the respondents is "store decoration is important" since the standard deviation is less varied of the construct.

Table 7: Retail Store Attributes

Statements	Mean	Std. Deviation	Skewness	Kurtosis
The store attributes at hypermarket is important	3.60	0.963	-0.573	0.337
Impressive music in the store is important	3.62	0.851	0.075	-0.701
Car parking facilities is an important attributes	3.54	0.890	0.047	-0.473
Cleanness and freshness are important	3.70	0.845	-0.371	0.281
Store decoration is important	3.66	0.798	-0.374	0.603
Location is important	2.47	1.171	-0.488	-0.454
Average score	**3.43**	**0.920**		

Retail Customer Satisfaction

According to table 8 illustrated the descriptive statistics of customer satisfaction of Malaysian hypermarkets for each of the constructs. The result shows that in terms of customer satisfaction, respondents felt "overall I feel satisfied when I shop in hypermarkets" (mean=3.90), followed by "I think I have the right decision by choosing hypermarkets" (mean= 3.76). The lowest mean value for the item is 2.84 (I think hypermarket is capable to satisfy customer's needs). However, all items of the variables are slightly close to 4, and most of the standard deviation of the construct is 1.00.

Consequently, based on the mean score of the constructs, all respondents agree that customer satisfaction is the important issue and it is an antecedent of customer loyalty in setting Malaysian hypermarket and the most consistent findings from the respondents is that "overall I feel satisfied when I shop in hypermarkets" as the standard deviation of the construct is less varied.

Table 8: Retail Customer Satisfaction

Statements	Mean	Std. Deviation	Skewness	Kurtosis
Hypermarkets satisfy my expectation	3.74	0.693	-0.482	1.088
I have the right decision on hypermarkets	3.76	0.673	-0.114	-0.072
Overall I feel satisfied to hypermarkets.	3.90	0.645	-0.290	0.364
I shop regularly at hypermarkets.	3.61	0.790	-0.071	-0.204
Hypermarketssatisfy customer's needs	2.84	0.751	-0.407	-0.592
Average score	**3.57**	**0.710**		

Retail Customer Loyalty

According to Table 9 describe the descriptive statistics for each of the customer loyalty items investigated. The result brought out that in terms of customer loyalty, respondents argue that "I will continue to shop at hypermarket" (mean=3.71), followed by "I am willingly to buy more products from hypermarket" (mean- 3.63). The lowest mean score for this variable is 2.74 (If hypermarket raise price even then I will not switch to other stores). Hence, all items of the variables are slightly above 3.50 and standard deviations of the constructs are near to 1.00 except "If hypermarket raise price even then I will not switch to other store". Consequently, all respondent feel that customer loyalty is important for hypermarkets context. The most consistent finding from the respondents is that "I am willing to buy more products from hypermarket" since, the standard deviation is less varied.

Table 9: Retail Customer Loyalty

Statements	Mean	St. Deviation	Skewness	Kurtosis
I will continue to shop at hypermarket	3.71	0.741	-0.349	0.542
I will influence others to shop at hypermarket	3.44	0.808	-0.015	-0.095
I am a loyal customer of hypermarket	3.31	0.784	-0.006	0.592
Hypermarket is the first choice for me	3.35	0.747	-0.271	0.758
I am willing to buy more products form hypermarket	3.63	0.728	-0.703	1.103
If hypermarket raise price even then I will not switch to other stores	2.74	1.119	-0.036	-0.712
Average score	**3.36**	**.821**		

Conclusion and Recommendations

This research found that Malaysian hypermarkets have a big potential to be extended. Malaysian hypermarkets received more female customers than male customer and this is a sign that hypermarkets are offering more female products compare to male. Hypermarkets are suitable in serving the married customers due to the product and foods. Therefore, married customers in this study are still loyal and they want to buy all of the fresh food in one place. The profits and sales for hypermarkets are only supported by the consumer. Attractive promotion by reducing actual price is important. In terms of income of the consumers, the lower income level consumers have not similar commitment as like middle and higher level income consumers. Middle and higher income consumers have a less commitment towards the hypermarkets. This is because, higher education level consumer can make the consumer more demand and they are easy to switch to the other outlets due to the better choice with better goods and services. The study Ibrahim et al. (2013) stated that good service can be having helpful, knowledgeable and courteous salespeople.Ccustomers' preferences are affected by the perception of variety within a selection and the store itself. That isthe reason why consumers go to hypermarkets, because of the employees who are willing to help customer andso friendly.In this study, all strategic tools are essential for strengthening the customer-firm relationship.

Recommendations

Hypermarket should present an overall store image instead of just everyday low pricing as a promotional tool. It should offer high value proposition in loyalty program instead of just a standard loyalty program without any differentiation. Importantly, pricing is important for the retailer as a key differentiator in order to motivate shoppers to continue their patronage to the store. The evaluation of the measurements of retail customer loyalty of hypermarkets, there is a lot of improvement that they should focus on the employees of Malaysian hypermarkets which should be more helpful in service their consumers as it will affect the long term relationship with the hypermarkets. Through a goodrelationship with the customer, the consumer will slightly put trust and this will motivate them to be a loyalcustomer.Furthermore, it is important for hypermarkets to organize an attractive sales promotion because promotion will help to build patronage and store traffic (Carpenter & Moore, 2008; Ibrahim et al., 2013; Yeng & Mat, 2013). Finally, hypermarkets must have some creativity in order to be the first choice of consumers which the consumers are mostly attracted to point-of-purchase variables includes product display, point-of-purchase displays, price display and signs (Turley & Cheabat, 2002; Ibrahim et al., 2013). A significant percentage of total sales in hypermarkets may come from point of purchase displays as customers tend to believe these are special bargains and they want to buy something from the display.

References

Abu, N. K., & Roslin, R. M. (2008). Indentifying Service Quality Dimensions by Understanding Consumer Preferences in the Malaysian Grocery Retail Sector. Unitar E-Journal, 4(2), 57-67.

Berman, B., & Evans, J. R. (2004). Retailing Management: a strategic approach (Edition, 9th ed.). Upper Saddle River, New Jersey, 07458: Pearson Education, Inc.

Carpenter, J. M. (2008). Demographics and Patronage Motives of Supercenter Shopper in the United States. International Journal of Retail & Distribution Management, 31(1), 5-16. http://dx.doi.org/10.1108/09590550810846965.

Dick, AS & Basu, K. (1994). Customer loyalty: toward an integrated framework. Journal of the Academy of Marketing Science, 22(2), 99-113.

Gagliano, K. B., & Hathcote, J. (1994). Customer expectations and perceptions of service quality in retail apparel specialty stores. Journal of Services Marketing, 8(1), 60-69. http://dx.doi.org/10.1108/08876049410053311.

Gomez, M.I., McLaughlinb, E.W., & Wittinkc, D.R. (2004). Customer Satisfaction and Retail Sales Performance: An Empirical Investigation. Journal of Retailing, 80, 265–278.

Hair, J.F., Anderson, R.E., Tatham, R.L., & Black, W.C. (1992). Multivariate Data Analysis (3rd ed.). New York: Macmillan.

Heng, K.C., Yeong, K.S., Siong, L.C., Shi, T.Y., & Kuan, Y.M. (2011). Customers' Perceptions of the Marketing Mix and the Effect on Malaysian Hypermarkets' Brand Loyalty. Research Project Submitted in Partial Fulfillment of the Requirement for the Degree of Bachelor of Commerce. Malaysia,University Tunku Abdul Rahman.

Leow, K.L., Bahron, A., & Kong, V. (2011). Organizational Commitment in the Hypermarket Industry: Today, Tomorrow and to Come. International Journal of Business and Information, 6(2), 160-181.

Li, M., & Green, R. D. (2010). A Mediating Influence on Customer Loyalty: The Role of Perceived Value. Journal of Management and Marketing Research, 1-12.

Lu, P. H., & Lukoma, I. G. (2011). Customer Satisfaction towards Retailers: ICA, ICA NARA and Coop Forum. Master Thesis in Business Administration 15 ECTS, Master of International Management, Gotland University, 19(1), 22-42.

Nunnally, J.C. (1978). Psychometric Theory (2nd Edition). New York, NY: McGraw Hill.

Nor, A. (2009). Statistical Methods in Research. Petaling Jaya: Pearson Malaysia Sdn. Bhd.

Ping, R. A. (2004). On Assuring Valid Measures for Theoretical Models Using SurveyData. Journal of Business Research, 57, 125-141.

Pettigrew, S., Mizerski, K., & Donovan, R. (2005). The three "big issues" for olde Supermarket Shoppers. Journal of Consumer Marketing, 22(26), 306–312.

Sekaran, U. (2003). Research Methods for Business: A Skill Building Approach (4th ed.). New York: John Wiley and Sons, Inc.

Sandilands, T. (2012). The Difinition of Retail Marketing. Retrieved July 14th, 2012, from http://smallbusiness.chron.com/definition-retail-marketing-40196.html.

Turley, LW & Chebat, JC. (2002). Linking retail strategy, atmospheric design and shopping behavior, Journal of Marketing Management, 18, 125-144.

Wilson, S. (2012). Definition of Retail Marketing. Retrieved July 14th, 2012, from http://www.ehow.com/about_6401557_definition-retail-marketing.html.