

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF RELATIONSHIP MARKETING
PRACTICES ON CUSTOMER LOYALTY IN
PANN THITSAR TEXTILE TRADING CO., LTD**

AYE SU NANDAR

MBA II 49

MBA 23rd BATCH

DECEMBER, 2019

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ACADEMIC YEAR (2017 – 2019)

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A Thesis submitted to the Board of Examiners in partial fulfilment of the requirements for
the degree of Master of Business Administration (MBA).

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DECEMBER, 2019

ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Relationship Marketing Practices on Customer Loyalty in Pann Thitsar Textile Trading Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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DECEMBER, 2019

ABSTRACT

This study aims to investigate the effect of relationship marketing practices on relationship quality, which in turn increase customer loyalty towards Pann Thitsar Textile Trading Co., Ltd. The data are collected from 117 wholesale customers of Pann Thitsar Textile Trading Co., Ltd. with structured questionnaires. Findings of the study reveal that except from expertise of seller, all four of relationship marketing practices: combination, service quality, perceived value, customization are key practices to get relationship quality in terms of satisfaction, trust and commitment. The analysis confirms the relationship marketing practices have the positive and significant effect on relationship quality and customer loyalty of the customers in Pann Thitsar Textile Trading Co., Ltd. Relationship quality is driving force to maintain customer loyalty towards Pann Thitsar Textile Trading Co., Ltd. Relationship quality can be built up through providing good communication, good quality of services, perceived benefits, competence of sellers and customized products for customer's unique needs effectively.

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CHAPTER 1

INTRODUCTION

The business organizations today, regardless of large or small are touched by global competitions somehow. The industry of textile in Myanmar has become more and more competitive between the local firms and the foreign firms. To make more profits, textile trading companies need to keep more loyal customers. Today, the sales are highly volatile and seasonal and to fulfill the requirements, there are many strategies to keep the customers. Relationship marketing can be regarded as one of the most effective and efficient strategy to retain the customers. The significant development in marketing thinking and practice in recent years has been the breakthrough of relationship marketing. The company can achieve the long term relationship between stakeholders such as employees, suppliers, customers, competitors and others who affect company's business by implying relationship marketing.

Relationship marketing now becomes interesting area for businesses. Today in fast growing business world more competition requires more performance which pinpoint need to develop strong relationship. Ndubisi (2006) said that now firms are striving for more firm customer relationships to gain competitive advantage to serve and keep customers away from competitors. For sustaining and increasing sales and profits, customer loyalty considered as backbone for firms. Organizations have started to improve qualities and services to maintain existing customers as well as gain more new customers through relationship marketing tactics.

This study is to examine the effect of relationship-marketing on customer loyalty in Pann Thitsar Textile Trading Co.,Ltd. The theory of relationship marketing proves that to attract customers, it is very important to build a strong customer relationship, as well as encourage customer loyalty. The importance of relationship marketing is obviously effective for the business. It is obvious that relationship marketing is a strategy made to promote customer loyalty and long-term relationship (Tracy Harwood, 2008). Many market researchers suggested that relationship marketing can help companies achieve higher returns from customers (Steve Baron, 2010).

Consequently, business owners in Myanmar are coming to realize the importance of a customer-oriented business strategy to build the sustainability of their competitive edge

and maintaining a stable revenue level. It is becoming industry-wide belief that the best core marketing for the future is to retain existing customers by heightening customer loyalty (Lee, 2001). Relationship-marketing generate loyal customer relationships by building trust and commitment with external stakeholders (Morgan & Hunt, 1994). Considering, the major importance of relationship in today business, it makes to be sensible to understand how the relationship-marketing are performed in practice and how this type of marketing take effect.

Radical and forward-thinking companies and marketing managers are recognizing that it is possible for them to have a relationship with their consumers and that the need for defining, understanding, and measuring this relationship has become apparent and timely. One of the major reasons that firms devote themselves to customer relationships is because it is costlier to acquire new customers than to retain existing customers. Therefore, this study is aimed to develop and exam an analytical model regarding the relationship-marketing practices on customers of Pann Thitsar Textile Trading Co.,Ltd on reviewing literature and theories about relationship-marketing. The company will be able to retain loyal customers who bring long-term profit and create competitive advantages and maintaining existing customers is much cheaper than marketing expenses to attract new customers by applying relationship marketing practices.

1.1 Rationale of the Study

In a competitive marketplace (offline) and marketpace (online) where businesses fight for customers, for many companies providing textile products, customer satisfaction, trust and commitment are seen as key differentiators and increasingly has become core elements of business strategy. Customers are the most important great value of a company. If the companies fail to make the customers satisfied, it leads to ruin the trust and loyalty of customer, reduce the number of loyal customers. Successful relationship marketing factors and successful of relationship quality, including: trust, commitment and satisfaction will lead to successful organizations due to increase customer retention (Hennig-Thurau, 2000). To become a successful organization or business, establishing long-term relationship with customers is very important.

In general, the concept of relationship marketing concerns about finding, developing and maintaining customer relationships through establishing long-term

successful relationships. According to Lin, J.S.C., & Wu, C.Y. (2011), the main concern in relationship marketing was the impact of relationship quality on customer's retention; they found a significant impact of customer's satisfaction, trust and commitment on retaining customers as well as increasing the opportunity of more product usage in the future. Customer loyalty is an important goal for many businesses in today's extremely competitive market environment, as many competing business firms are spending massive time and money on developing long-term, cooperative relationship. The importance of relationship marketing has aroused from focusing on the customer lifetime value (CLV), and not the value of only a single transaction. As many marketing researchers considered relationship marketing as the most prominent and flourishing business ever (Juscus, 2010).

As this is the era of intense competition in every aspect, the business organizations are facing challenges in the forms of customer demands, make profits within a thin margin and competitive among the competitors in the industry. For these reasons, every business firm emphasizes more to orient taking customer care. Many firms fail to care about customer loyalty and cannot be sustainable in Myanmar. Customers feel very easy to switch to another firm as there is no strong relationship between the firms and their customers. Relationship marketing is a wise strategy to keep customer loyalty, sustainable relationship as good as possible with the customers. Several studies in past decade have indicate that relationship-marketing has a positive impact on firms' business performance and Halimi et.al. (2011) found that relationship-marketing helps decision makers and marketers take accurate decisions to enhance customer loyalty found by. In addition, Raza, A., & Rehman, Z. (2012) stated that relationship-marketing has become an integral part of the industry and most importantly in the service actor.

Good relationship marketing may be one of the smart approach to help the firm survives. Generally, relationship marketing involves communication, service quality, perceived value, expertise of seller and customization. Many firms are always striving to make a difference that attracts customers. By these means, business can differentiate from its competitors in customers' opinions. It is obvious that relationship marketing develops bonds between customers and the business. These bonds lead the customers to satisfy and build trust on the business. The next level of satisfaction and trust is the customer loyalty on the business. Morgan & Hunt (1994) found that trust keep going due to communication and with shared values. Relationship marketing is compulsory for relationship quality,

value and service. In order to get customer loyalty, the firm should give attention on the relevant relationship marketing practices.

The textile industry is an important sector in developing countries because of the low cost of labor. It is also important in economic and social term, in the short-run by providing incomes, creating jobs, generating value-added products and innovation as well as in the long-run by providing country the opportunities for sustained economic development. Because of increasing number of differentiated retail firms, it is not easy to attract customers and more difficult to retain customers as loyal customers. The relationship marketing practices of Pann Thitsar Textile Trading Co., Ltd would generate customer satisfaction and loyalty from which the business could gain high revenue. The present study has been undertaken to analyze the implementation of relationship marketing practices of Pann Thitsar Textile Trading Co., Ltd.

1.2 Objectives of the Study

The broad objective of the study is to analyze the relationship between relationship-marketing and customer loyalty of customers in Pann Thitsar Textile Trading Co., Ltd. Specific objectives are as the followings;

- (1) To examine the effect of relationship marketing practices on relationship quality of customers in Pann Thitsar Textile Trading Co., Ltd.
- (2) To analyze the effect of relationship quality on customer loyalty in Pann Thitsar Textile Trading Co., Ltd.

The research result provides assistance to Textile Companies' management to better satisfy its customers, respond to their needs efficiently and on timely manners.

1.3 Scope and Method of the Study

This study mainly focuses on customer loyalty of Pann Thitsar Textile Trading Co., Ltd customers in Yangon. Data and information is received from Pann Thitsar Textile Trading Co., Ltd in Yangon. In this paper, 117 customers are surveyed with questionnaires. Among the different types of Pann Thitsar Textile Trading Co., Ltd customers, this study only emphasize on wholesale customers but excludes retail customers. The questionnaires are sent to wholesale customers via E-mail, facebook messenger with attached files, some

are collected by meeting with them and making personal interviews. The data collection period is during June to September 2019.

In this study, analytical research method is used. To achieve objectives, this study used both primary and secondary data. Survey method is used to collect primary data by using questionnaires. The primary data are collected by structured questionnaire survey of the customers of Pann Thitsar Textile Trading Co., Ltd. Secondary data is obtained from company reports, previous research papers, respective websites and online sources.

1.4 Organization of the Study

In this paper, there are consists total of five chapters. Chapter one is the introduction section which includes the rational of this study, the objectives of this study, scope and method of the Study. Theoretical background which concerns with relationship marketing practices which include communication, service quality, perceived value, expertise of seller, customization and relationship quality such as commitment, satisfaction and trust are described in Chapter two. Chapter three contains the profile and relationship marketing practices of Pann Thitsar Textile Trading Co., Ltd. Chapter four includes analysis on relationship quality and customer loyalty. Chapter five is the conclusion section including findings and discussions, suggestions and recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

In this chapter, the brief of background, the theories which are relevant to this study, the literature review, the conceptual framework. Firstly, it starts with the definitions and key terms which are discussed in this study. Secondly, it will explain the meaning of relationship marketing practices which are communication, service quality, perceived value, expertise of seller, and customization. Thirdly, it will explain about the relationship between relationship marketing practices and relationship quality followed by the commitment, satisfaction and trust. Fourthly, it will discuss about the relationship between relationship quality and customer loyalty. Finally, it will discuss the conceptual framework of this study.

2.1 Relationship Marketing

Today, relationship marketing is regarded as a more relevant approach in the present world of marketing. Relationship Marketing is provided as an alternative strategy to the traditional marketing mix approach which means to obtain sustainable competitive advantage and the best way to retain customer in the long run (Little & Marandi, 2003). The concept of relationship marketing reflects deep logical society, that presents the relationship between buyers and sellers as strategic vision (Sin et al., 2005). Consequently, relationship marketing can be defined as the overall marketing activities aimed at building, enhancing and retaining successful relational exchanges with all stakeholders (Morgan & Hunt, 1994).

The fundamental reason for companies aspiring to build relationship with customer is economic and to ensure survival in the global market, both small and big companies are paying special attention to customer who has become highly sophisticated, educated, confident and informed (Cook,2011). For relationship quality, value and service, relationship marketing is essential. It is true that if customers are satisfied with the services that organization's supply, they will buy and pay more, the relationship will last as well as the organization will receive more profitability (Grönroos, 1994). Relationship marketing ensures mainly able to maintain relationship between the customers and the business. While

Bagozzi (1975) was one of the first to assert that relational exchanges were at the heart of marketing, it is Berry (2002) who provides the first definition for the term relationship marketing as attracting, maintaining and enhancing customer relationship in multi-service organizations. Servicing and selling existing customers is viewed to be just as important to long-term marketing success in acquiring new customers (Berry, 2002).

2.1.1 Communication

Various studies have mentioned that the exchange of information between buyers and sellers is an important component of relationship marketing. Communication includes the accuracy, timeliness, adequacy, and credibility of information exchanged (Macneil, 1980). Good communication has positive influence on customer satisfaction, loyalty and trust. In relationship marketing perspective, marketing communication is an effort to develop a two-way or a multi-way communication approach. All activities are not directly two-way communication but communication efforts result to a response of some nature that continue and develop the interaction. Communication is a significant factor in developing trust in the buyer-seller relationships. Efficient communications may improve synchronization, satisfaction, levels of commitment and performance between channel members (Goodman, L. E., & Dion, P. A., 2001).

Communication is an important part of a relationship marketing strategy but it is not the same as relationship marketing (Duncan, T., & Moriarty, S., 1999). The depth or value of communication is likely to influence the customers' perceptions of the firm and the relationships they build with this firm, which will subsequently determine the extent of loyalty of the customers. A number of firms are increasingly encouraging their customers by communicating with them and receiving feedback as a means of maintaining regular contact and encouraging dialogue.

Communication is one of the components of the relationship marketing practices, but also affects all aspects of the relationship, but mostly trust, satisfaction and loyalty, as also mentioned by (Ball et al., Zeffane, R., Tipu, S. A., & Ryan, J. C., 2004). They further stated that communication may be an important strategic tool to differentiate the organization. According to them helpful, clear and personalized information and advice enhance satisfaction, trust and loyalty. This is due to an increase in overall positive affect towards the organization, but also due to personalization. It is therefore important that all

customers contact points should be analyzed for the qualities of communication and its outcomes that include mass communications, personalized written or digitalized communications, and contact with company personnel and also all types of channels used to communicate with customers, including telephone calls, e-mails, faxes, letters and a web interface. All such communication methods should be used to offer the customer useful and needed information and advice, in such a way that the customers find it easy to understand and enjoyable to grasp.

2.1.2 Service Quality

Service quality can be expressed as the difference between customers' expectations and their perceptual experience of any product/service, which they may use (Parasuraman et al., 1988). Service quality consists of five dimensions, namely tangibles, reliability, responsiveness, assurance (including competence, courtesy, credibility and security) and empathy (including access, communication, understanding and the customer) (Parasuraman et al., 1988). Service quality in apparel retail is considered to be complex, because it blends selling product and service quality together to satisfy the customer (Gagliano & Hathcote, 1994).

In the competitive business environment, high service quality can be the strong fundamental to achieve differentiation (Asubonteng et al., 1996). In many reports of previous research studies, service quality has been recommended as a strategic option in today's retail business (Weiss et al., Rhee & Rha, 2005). Consumers who experience good service quality are more likely to become satisfied customers (Yip et al., 2011). Service quality directly affects customer satisfaction in the retail business (Jun et al. 2004, Hu et al. 2011), as well as both service quality and customer satisfaction determine customer loyalty (Ehigie, Lymperopoulos et al., 2006), which ultimately increases business profits (Heskett et al. 2004, Gupta et al. , 2007). Offering a high service quality is one of the effective way for creating customer trust, obtaining competitive advantages and building a long term relationship with clients.

2.1.3 Perceived Value

Value is the customer's perception of the balance between benefits received and sacrifices made to experience those benefits, for some customers, value equates to low price while for others it is having their particular requirements met and for another group quality is the main concern. Perceived value refers to the overall price given quality or the overall quality given price. Store loyalty resulted from a consumer committed to the store through an explicit and extensive decision-making process (Bloemer & Ruyter , 1998). Customer loyalty is a conscious evaluation of the price/quality ratio or the willingness to pay a premium price, or alternatively price indifference.

The most universally accepted value concept is the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given (Zeithaml, V. A, 1988). It is also said that the comprehensive assessment of the utility of perceived benefits and perceived sacrifices, or as the difference between perceived benefits and paid costs; it is also the ratio of perceived benefits in relation to the perceived sacrifices. Sacrifices encompass all the costs (purchasing price, acquisition costs, installation), while perceived benefits are the combinations of physical attributes of the available service in a given relationship of the product use. When consumers exchange goods or services, it is argued that the value is the primary aspect they pursue from an exchange (Naylor, G. and Frank, K.E., 2001). In deciding whether or not to use a service provider or exchange once more, the consumer always considers the amount of value he will get for the money paid (Lai, F., Griffin, M. & Babin B.J., 2009).

2.1.4 Expertise of Seller

Seller expertise reflects the knowledge, experience, and overall competence of the seller in specific industry. When customers interact with a competent seller, they receive increased value, their relationship becomes more important, and they invest more effort to strengthen and maintain it (Crosby et al., 1990). The customer's relationship with the company is built and enhanced by great customer service. Outstanding customer service comes from the employees that have a positive attitude, empathy and politeness all reinforced by knowing exactly what their company does and have to offer. The sellers who are remaining updated on all the aspects of the product or service can answer most of the inquiries at the first instance. The customers are relying on that expertise sellers to

understand the product or service as well as would appreciate every little amount of help they offered and they feel comfortable and satisfied.

Seller expertise can reflect the skills and competencies of the service provider as mentioned by (Crosby et al., 1990) Thus, seller expertise is able to assist in reducing customers' potential risks, suspicions and the consequential mind-set of susceptibility that they are probably can experience at some points in the purchasing process (Andaleeb, S. S., & Anwar, S. F, 1996). Professional knowledge, skills and expertise of seller could be the most significant basis for customers to choose between sellers. Trust and satisfaction of customers towards specific service provider can be increased if the expertise is actually established following consumption (Smith, 1998).

2.1.5 Customization

Customized products have enjoyed increasing popularity in markets and offer great potential for business growth (Hart, 1996). Some marketing managers are basing their relationships with customers on policies and procedures called individualization, customization, or personalization (Goldsmith, 1999). Therefore, one of the challenges to companies supplying customized products is to make and deliver high quality products and services that satisfy the unique needs of each customer. Customers usually demand products with lower prices, higher quality and faster delivery, but they also want customized products to match their unique needs. Therefore, customization of product and communication for each customer is an important requirement or component of relationship marketing (Little & Marandi, E, 2003).

The objective of customization is to make the output attractive, which means the firm must modify its products or services to match the customer's specific needs. Hence, it is necessary to transform a standardized product into a customized product or service, and make it available for use (Bruhn, 2003). Although every customer is unique, it is hard for customization to totally unique offering for one customer and no other in the mass market. The notion of mass customization was first proposed by (Kotler, 1989) from a marketing management perspective. Producing individually customized and highly differed products or services that are mass customization and finally a immense increase in variety and customization without a corresponding increase in cost into the production and operations management arena (Pine, B. J., Victor, B., & Boynton, A. C, 1993). The ability to provide

the customized products or service through flexible processes in high volumes and at reasonable low costs, feasible production that are related to mass production. There are four types of customization: 1) collaborative customization - companies work in partnership with clients to offer products or services uniquely suited to each client, 2) adaptive customization - companies produce standardized products which the end user may customize, 3) transparent customization - companies provide unique products to individual clients without overtly stating the products are customized and 4) cosmetic customization - companies produce standardized products but market them in different ways to various customers. Familiar knowledge of customers and their needs evolved through a learning relationship is essential in retaining valuable customers. The idea of customization goes beyond tailoring products to tailoring every interaction between customers and the firm, from marketing promotions to after-purchase customer service (Huang & Lin, 2005).

2.2 Relationship Quality

Relationship quality refers to a customer's perception on the extent to which relationship fulfills the expectations, beliefs, goals, and desires that the customer has regarding the overall relationship (Wong & Sohal, 2002). Relationship quality emphasizes on the overall nature of the relationship between the consumer and the firm, and views satisfying consumers' needs as central to relationship favorable outcome (Hennig-Thurau et al., 2002). Relationship quality is viewed as one of the key indicators that measures the strength of the relationship (Johnson & Garbarino , 1999). Whereas, good relationship quality could reduce service uncertainty and risk for the purpose of increasing customers' reliability to develop long-term relationships (Crosby et al., Li & Ho, 2008).

To understand and observe relationship quality, relationship quality is becoming increasingly important from a theoretical as well as practical perspective. From customers' perspective, relationship quality can be attained throughout sellers' capability to decrease the overall risks perceived by the customers, and offer elevated relationship quality. From sellers' perspective, the advantages of relationship quality stem from; decrease marketing costs and enhance profitability, since committed and satisfied customers typically would pay more and they are less sensitive for price fluctuations. Moreover, committed customers will have no attitudes to switch to other suppliers (Reichheld & Sasser, 1990). In this study, the researchers chose to take up the comprehensive approach presented by (Hennig-Thurau

et al., 2002) and (Roberts et al., 2003) for relationship quality, regarding relationship quality as a meta-establish consisted of three interrelated constructs (satisfaction, trust, and commitment).

2.2.1 Satisfaction

Customer satisfaction refers to the satisfaction of customers with the services and products provided by a firm (Foss & Stone, 2001). Customer satisfaction is one of the lead factors in modern marketing. If the customers are satisfied with the provided goods or services, the probability that they come to get that services again increases (East, 1997). Moreover, satisfied customers will most probably talk excitedly about their buying or the use of a particular service and this will lead to positive and effective advertising. Specific product or service features and perceptions of quality influence customer satisfaction. Customer's emotional responses, their attributions and their perceptions of equity also determined satisfaction (Zeithaml and Bitner, 2003). Company important assets like customer loyalty, the customer repurchase intention and increases customers positive word of mouth communication can be contributed by increased customer satisfaction. When the customer is satisfied with the product or service of the company, it can make the customer to purchase frequently and to recommend products or services to potential customers.

Customer satisfaction is considered the most important factor in thriving in today's highly competitive business world and it has been one of the top tools for a successful and sustainable business. An overall evaluation based on the total purchase and consumption experience with the good or service over time is customer satisfaction (Fornell et al., 1996). Customers make an explicit comparison between what they give and what they get. If competitors improve customer satisfaction, "Customer-centric" idea can help companies improve satisfaction and keep customer truly, conversely and then it may loss corporate customers.

2.2.2 Trust

Mayer et al., (2007) defined trust as vulnerability of one party to the actions of another on the basis of expectations that the other person was performing in the desired way. The development of trust is a critical result of establishing a long term successful relationship between all parties involved. Trust is a key for improving coordination between buyers and sellers, for the reason that it builds confidence to reach joint goals between them (Morgan & Hunt, 1994). Also it is a vital element of business relationships, and recognized as a major construct in modelling relationship marketing (Morgan & Hunt, 1994). In general it shows that the high degree of trust among buyer and supplier, then there are more chances of continuation or long duration of the relationship among them (Martin & Sohi, 1993).

Customers tend to behave and make a purchase decision depending on their previous buying and consuming experience. Trust is principle to develop long term relationship and empower customer retention and loyalty. Trust is an important factor in relational exchange because relationships characterized by trust are so highly valued that parties will desire to commit themselves to such relationships (Hreinian, 1974). Companies must focus on keeping promises to their customers and consistently carry their best interest at heart in order to grow the levels of trust (Hocutt, 1998).

Moreover, trust is a key for improving coordination between buyers and sellers, for the reason that it builds confidence to reach joint goals between them (Morgan & Hunt, 1994). As a consequence, a trustworthy relationship resolves disagreements, decrease frustration and put off aggressive attitudes and behaviours, thus decrease the conflict rate (Anderson & Narus, 1990). The crucial implication and meaning of trust is varying from product-based trust and person based trust. Therefore, partner's capability to grant optimistic outcomes for each other's will draw the commitment levels for the relationship (Rackham & De Vincentis, 1999).

2.2.3 Commitment

Commitment involves a long-term desire to maintain a valued partnership, according to (Kosgei, R. C., & Gitau, R., 2016). That desire causes the business to continually invest in developing and maintaining relationships with its customers.

Commitment based on emotions has positive impact on customer intentions (Garbarino, E., & Johnson, M. S., 1999), on positive verbal communication (Hennig-Thurau et al., 2002), furthermore, encourages and fosters customer collaboration (Morgan & Hunt, 1994) and loyalty (Hennig-Thurau et al., 2002). Therefore, commitment is one of the most significant variables that help to evaluate relationship strength level, and is a useful component of presumable client loyalty measuring.

The meaning of the commitment construct has been widely acknowledged in the relationship marketing literatures. For instance, in a service marketing context, (Berry, L.L. and Parasuraman, A., 1991) stated that relationships are built on the foundation of mutual commitment. In addition, Morgan and Hunt (1994) argued that commitment was important in understanding customer-company relationships. Any relationship marketing strategy have long term sustainability, commitment to the fulfilment of promises, concerned with customer share instead of market share to guarantee customer lifetime value. Committed relationship partners are unlikely to switch even if a competing vendor or dealer performs the same price or value offer.

Commitment in a business relationship is an emotional point of view of the mind, which is basically forming an attitude concerning continuation of a relationship with a business partner (Wetzels et al., 1998). The increased level of commitment will lead to increase loyalty (Pritchard et al., 1999). According to the "Investment Model" suggested by (Rusbult, 1983) commitment was defined as the propensity to continue a relationship and to be expressively and psychologically attracted to it. Based on that, commitment includes two dimensions: (1) psychological attachment and (2) behavioural intentions. The behavioural dimension is noticeable in the Investment Model like the stay/leave decision.

2.3 Customer Loyalty

Customer loyalty is the most important goals of implementing relationship marketing tactics. Oliver (1999) defined loyalty as the profound commitment of a customer to repurchase the same product or service and remain repetitive in this behavior. Hayes (2008) argued that customer is the only source of a profitable growth, and customer loyalty may contribute to it. As such, a good service provider believes that any process of growth runs through customers by both attracting new customers and holding on to existing customers, stimulating them to spend more and acquiring them to recommend products and

services to the other people. Furthermore, customer loyalty is a crucial feature in relationship marketing which can be defined in different ways, such as a positive attitude or adherence toward an organization, the shift to select a service or a product from that firm or the process of building committed relationship for long-term benefit. Consequently, the maintenance of significant customers is a vital target which businesses need to understand to strengthen customer loyalty for the businesses.

The relationship is so important for the customers that they make maximum efforts to support that relationship. Customer loyalty can be seen as a customer's willingness to have a close relationship with a firm in long-term, using and purchasing a company's services and products on a repeated basic as well as voluntarily introducing the company's services and products to other people (Brink & Berndt, 2008). It is evident that there is sustainable relationship between customer loyalty and relationship marketing. Loyal customers help the specific firm or company increase profits (Heskett, Sasser & Schlesinger, 1997) and decrease costs (Baron, Conway & Warnaby, 2010) as well as recommends their relatives to the firm by word of mouth (Buttle, 2009).

It is obvious that in a continually growing and quickly changing environment, firms cannot keep up attitudes described by attracting new customers or extending in new markets. There is no denying the fact that the endorsement of loyal customers for quality of services and products is stronger than any company's advertising campaign. It is therefore necessary to build trust, communication and commitment with customers to create customer loyalty in sustainable relationship in order to achieve the success of relationship marketing process (Morgan & Hunt, 1994). As a result, the strengthening of customer loyalty is a vital goal for accomplishing benefit through the satisfaction, trust and commitment of valuable customers.

2.4 Previous Studies on Relationship Marketing Practices, Relationship Quality and Customer Loyalty

Relationship marketing recognizes that the focus of marketing is to change from making a single transaction and moving on to the next customer, to building a relationship with existing customers (Christopher et al. , 1991). The concept of relationship marketing concerns about finding, developing and maintaining customer relationships through establishing long-term successful relationships. Relationship marketing practices can be

executed through communication, service quality, perceived value, expertise of seller and customization as well as enhance long-term relationship and increase relationship quality.

Relationship quality is viewed as one of the key indicators that measures the strength of the relationship (Garbarino & Johnson, 1999). If there is a good relationship quality, it can effectively reduce uncertainty. Hennig-Thurau & Klee (1997) suggested that relationship quality is the main factor that affects customers' repurchasing behavior. When involved in a high quality relationship, customers will be satisfied with past service performance and be able to rely on the service supplier. Most previous research has conceptualized the effects of relationship marketing on outcomes as fully mediated by one or more of the relational constructs of satisfaction, trust, commitment and relationship quality (Palmatier et al., 2006). Relationship marketing involves forming bonds with customers by meeting their needs and honoring relationship quality.

It is obvious that trust and commitment are two core factors needed to have, to ensure the success of relationship in long-term between firm and its partnerships (Morgan & Hunt, 1994). The organization or company needs to create the best service to serve its customers in order to achieve long-term sustainability. In order to bring success and profit for a business, it is necessary to satisfy customers (Egan, 2008). Moreover, customer satisfaction has a strong positive influence on customer loyalty and it is a valuable asset for every organization to get more customer retention and customer loyalty.

Relationship marketing should be concerned with the nature of long-term relationships between businesses and customers which takes into account customer needs and values. Conceptually, the central construct for the long-term type of relationship is commitment (Dwyer et al., 1987; Morgan and Hunt, 1994) which means that the existence of a relationship is important to the parties. In another words, both parties (e. g. buyer and seller) provide high levels of input into the relationship, thus ensuring that the relationship is durable. Therefore, Reddy and Czepiel (1999) stressed that strong relationships are committed relationships. Relationship quality, as reflected by a combination of commitment, trust, and satisfaction, lead to Customer loyalty. Satisfaction influences repurchase intentions. Trust is the basis for loyalty. If customers trust a company and share personal information, they will trust it to make recommendations about other products and services to their friends. Commitment is at the core of all successful working relationships and that it is an essential ingredient in successful long-term relationships and lead to loyalty.

Consumers are inspired to engage in relational exchanges with partners with whom they share values like information. Gwinner et al, (1998) concluded that relationship marketing could bring customers confidence (e.g. feelings of trust towards the providers), social benefits (e.g. being familiar with employees), and special treatment (e.g. extra services and special prices). The positive word-of-mouth from a loyal customer to potential and existing customers of the firm can be very influential in terms of gathering new business (Reichheld, 1996; Rashid, 2003) and attracting new customers (Zeithaml et al., 2006). In other words, satisfied customers convey positive messages about the company's service and personal recommendations are often taken most seriously in consumers' purchase decisions (Reichheld, 1996; Gremler and Brown, 1999; Rashid, 2003). Therefore, it is suggested that relationship marketing reduce these costs and risk and brings the mutual benefits for both firm and customers (Grönroos, 2000) although it is clear that engaging in a relationship requires time, cost, and effort. Customer loyalty has several importance. Loyalty is defined as building and sustaining a trusted relationship with customers that leads to the customers' repeated purchases of products or services over a given period of time (Lam, Shankar, Erramilli & Murthy, 2004).

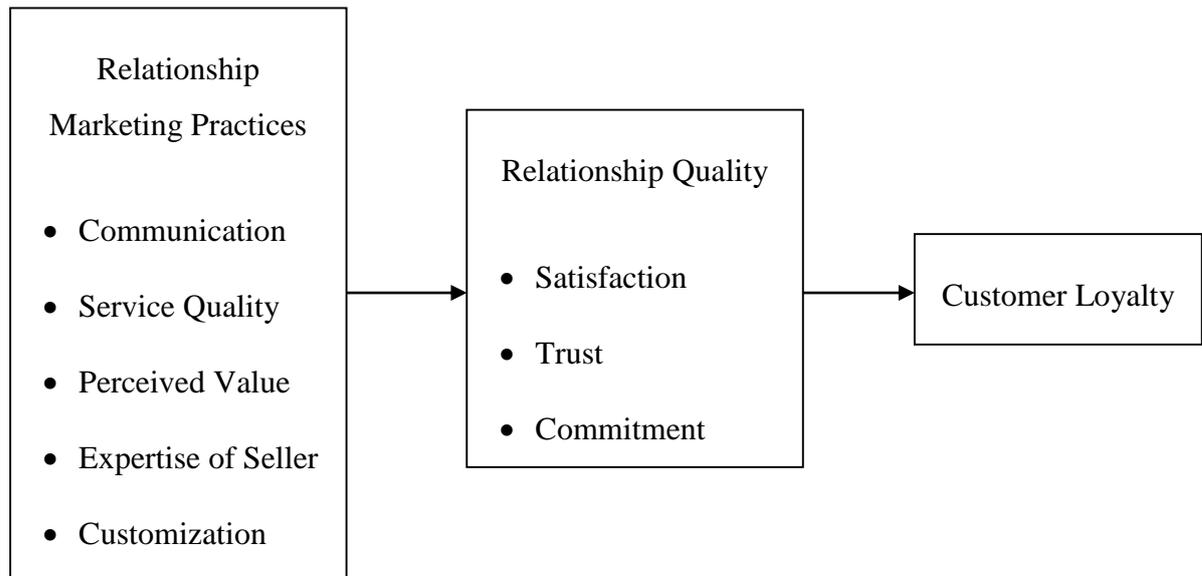
With regard to customer satisfaction, customer loyalty is being more important for firms in this era. Loyal customers are more likely to consume the products and services from the same organizations rather than from new one. On the other hand, existing customer serves as a fantastic marketing force by sharing the experiences, positive word-of-mouth, acting as an advisory and so on (Raman, 1999). Customer loyalty can be created, reinforced and retained by relationship marketing practices aimed at building trust, demonstrating commitment to service, communicating with customers in a timely, reliable and handling conflict efficiently. Customers demonstrate their loyalty in several ways. They may choose to stay with a provider, whether this continuance is defined as a relationship or not, or they may increase the number of, or the frequency of, their purchases (Rowley & Dawes, 2000).

2.5 Conceptual Framework of the Study

According to the above literature and results from the prior research, the following conceptual model is developed for this study. Customer loyalty has been regarded as a fundamental determinant of long term consumer behavior. The relationship between

relationship quality and customer loyalty has been identified. The framework shows how relationship marketing practices relate to the relationship quality and customer loyalty. The conceptual framework for this study is given in Figure 2.1.

Figure 2.1: Conceptual Framework of the Study



Source: Own Compilation, 2019

Figure 2.1, introduced an analytical conceptual framework with three phased model to study and analyze how relationship marketing helps the businesses to create customers' loyalty. These are relationship marketing practices, relationship quality and customer loyalty. The first part is relationship marketing practices consisting of communication, service quality, perceived value, expertise of sellers, and customization. The second part is relationship quality and it is measured by satisfaction, trust and commitment. Pann Thitsar company and the employees of the company committed to meet the customers' expectations responsively is measured by offering personalized service, updated price change, showing sincere interest in solving customers' problems and sincere communication to gain good relationship with customers. Then, the third part is customer loyalty. Relationship quality is measured by a five relationship marketing practices and relationship quality impact on customer loyalty.

CHAPTER 3

PROFILE AND RELATIONSHIP MARKETING PRACTICES OF PANN THITSAR TEXTILE TRADING CO., LTD.

This chapter will introduce the profile of the company, explain the practices of the relationship marketing, how to manage the relationship between the customers and the business to make the customers satisfied.

3.1 Profile of Pann Thitsar Textile Trading Co., Ltd.

Pann Thitsar Textile Trading Co., Ltd. was founded in 2010. The Company's line of business includes the wholesale distribution of various kinds of fabric such as Amarapura silk, Thai silk, lace, chiffon, brocade, cotton, rayon and so on. Moreover, printing and computerized embroidery services with customized designs and price are available. Pann Thitsar trade good quality with fair price textile directly from Korea, India, Thailand, China and distributes to major marketplaces and business partners in Myanmar.

Pann Thitsar supply a collection of the most desirable types of fabric according to the continuously changing market trends and distributed to wholesale and retail customers across Myanmar. Pann Thitsar offers textiles that are lower in price but higher in quality compared to competitors. Furthermore, the company provides customers with an enhanced shopping environment, increased product selection and a high level of service.

Vision

Pann Thitsar Textile Trading Co., Ltd. aims to become the leading business in the textile industry and sell their products in every fabric shop available in Myanmar.

Mission

We are providing high-quality textile in both material and design to the women population in Myanmar with the best price possible as well as to serve the interests of their customers and stakeholders.

3.2 Research Design

In this study, descriptive and analytical research method is used. To achieve objectives, this study used both primary and secondary data. Survey method is used to collect primary data by using questionnaires. The primary data collected by structured questionnaire survey of the wholesale customers of Pann Thitsar Textile Trading Co., Ltd. Secondary data obtained from company reports and previous research papers.

This study relates relationship marketing practices; communication, service quality, perceived value, expertise of seller and customization and customer loyalty. This study neglects other relationship marketing practices.

To obtain the required data, the study includes search and get references on the literatures and previous studies of relationship marketing practices, relationship quality and customer loyalty. The research design process performed along the three basic steps: 1. distribute questionnaires, 2. data collection, 3. data preparation and data analysis.

3.2.1 Data Preparation and Analysis

After the primary data were collected, the survey data entered in SPSS (Statistical Package for Social Scientists). In SPSS, the required data of analysis are created variables first and inputted data value into respective variables.

Descriptive research method is used and this method is aimed to describe characteristics of customers at Pann Thitsar Textile Trading Co., Ltd. The survey questions used for this study consists of demographic factors and three main parts: 1. Relationship Marketing Practices at Pann Thitsar company, 2. Relationship Quality, and 3. Customer Loyalty. The questions in demographic factors section, questions number 1 to 9 are closed questions and multiple choices. The others are asked with a five point Likert Scale ranging from “very dissatisfied to very satisfied” (1= strongly dissatisfied to 5= very satisfied). The Likert Scale data saved as ordinal and descriptive data saved as nominal type in SPSS.

3.2.2 Data Reliability

Reliability refers to the extent to which data collection techniques and analysis procedures will produce resemble findings to those of prior researchers. The reliability measurements provide consistency in the measurement of variables. Cronbach alpha is

which is the basis formula for determining reliability and also used for internal reliability using Cronbach alpha test. The reliability test results discuss in the following Table 3.1.

Table 3.1 Reliability Test

| Factor | Number of Items | Cronbach's Alpha |
|----------------------|-----------------|------------------|
| Communication | 7 | .832 |
| Service Quality | 7 | .938 |
| Perceived Value | 7 | .768 |
| Expertise of Seller | 7 | .935 |
| Customization | 7 | .774 |
| Relationship Quality | 3 | .859 |
| Customer loyalty | 10 | .816 |

Source: Survey Data, 2019

According to the test results, the questionnaires are valid and significant. Moreover, the result of Cronbach's Alpha exceeded, the standard minimum value 0.7 and it means reliable as stated by Nunnally (1978) and Malhorta (2004).

3.3 Demographic Profiles of Respondents

In this section, demographical factors of the respondents and the profiles of 117 respondents will be described. The nine different questions were designed using nominal and interval scales to explore demographical profiles of the respondents. The main demographical factors are gender, age groups, occupations, monthly incomes in MMKs, buying frequency, reasons of consumption, ways of knowing Pann Thitsar company and amount of time being customer in Pann Thitsar company. The data are presented in terms of frequencies and percentages (%) in Table 3.2.

Table 3.2 Demographic Profiles of Respondents

| No. | Particulars and Characteristics | | Frequencies | Percentage |
|-----|---------------------------------|----------------------------|-------------|------------|
| 1. | Gender | Male | 19 | 16.2 |
| | | Female | 98 | 83.8 |
| 2. | Age Group | Less than 20 | 5 | 4.3 |
| | | 21 – 40 | 43 | 36.7 |
| | | 41 – 60 | 38 | 32.5 |
| | | 61 and above | 31 | 26.5 |
| 3. | Occupation | Self-employed | 58 | 49.6 |
| | | Government staff | 7 | 6.0 |
| | | Company employee | 18 | 15.4 |
| | | Retired | 19 | 16.2 |
| | | Student | 7 | 6.0 |
| | | Searching | 8 | 6.8 |
| 4. | Monthly incomes in MMK | 300, 001 – 450, 000 | 8 | 6.9 |
| | | 450, 001 – 600, 000 | 19 | 16.2 |
| | | 600, 001 – 750, 000 | 38 | 32.5 |
| | | 750, 001 and above | 52 | 44.4 |
| 5. | Consume Together | Alone | 16 | 14.0 |
| | | Family | 43 | 37.0 |
| | | Colleagues | 23 | 20.0 |
| | | Friends | 35 | 30.0 |
| 6. | Buying Frequency | 4 – 7 | 29 | 25.0 |
| | | 8 – 10 | 46 | 39.0 |
| | | 11 and above | 42 | 36.0 |
| 7. | Reasons of consumption | Personal consumption | 18 | 15.0 |
| | | Business purpose | 43 | 37.0 |
| | | Seasonal events | 51 | 44.0 |
| | | Social (Hang out) | 5 | 4.0 |
| 8. | Ways of knowing | Recommendation from people | 62 | 53.0 |
| | | Textile websites | 3 | 3.0 |
| | | Social Media | 10 | 9.0 |
| | | I noticed on the way | 42 | 36.0 |

| No. | Particulars and Characteristics | | Frequencies | Percentages |
|-----|---------------------------------|---------------------------|-------------|-------------|
| 9. | Time of being customer | Less than one year | 10 | 9.0 |
| | | One to under three years | 46 | 39.0 |
| | | Three to under five years | 43 | 37.0 |
| | | Five to above | 18 | 15.0 |
| | Total | | 117 | 100 |

Source: Survey Data, 2019

According to the survey data, most of respondents are women because Pann Thitsar mainly targeted to the women. By Table 3.2, concerning with the genders, 16.2 percent of the respondents were male, 83.8 percent were female. Most of the respondents were between 21-40 years and they represented the largest group by 36.7 percent of the respondents. The age group of 21-40 and 41-60 represented nearly the same percent of the respondents 36.7 and 32.5. This results show that most consumers of Pann Thitsar company are the middle-aged people.

Most of the wholesale customers are self-employed and they represent 49.6 percent of the respondents. Most of the respondents' income range are between 600,001 – 750, 000 MMK and 750, 001 and above with the percentage of 32.5 and 44.4 respectively. These selected customers mostly consume with family members and friends with 37 percent and 30 percent respectively. After checking the buying frequency of customers, 8 – 10 time bought customers is the highest with 39 percent.

The reasons of buying are mainly for seasonal events with 44 percent and business purpose with 37 percent. The respondents know Pann Thitsar Co., Ltd. mostly from recommendation of people with 53 percent. Most of the respondents are regular customers of Pann Thitsar Co., Ltd. for about one to under three years with the largest percentage of 39.

3.4 Relationship Marketing Practices of Pann Thitsar Co., Ltd.

The relationship marketing practices of Pann Thitsar Textile Trading Co., Ltd., going to be studied in this research are as follow, communication, service quality, perceived value, expertise of seller and customization.

(i) Communication

Pann Thitsar always tries to keep consistent communication with their customers. All the branches open all day even on public holidays. They also train their employees to build a good communication with the customers. The employees record the previous purchases of the regular customers and try to know the needs and wants of the customers. If the items that the customers wanted are out of stock, the employees let them know when the stock is replenished. The staffs and company usually provides information about promotions and new arrivals to the customers. Pann Thitsar always tries every possible way to build the good relationship between its customers and its stakeholders such as its employees.

(ii) Service Quality

Pann Thitsar Company's employees have nice personality and the customers are easy to interact with them whenever they want to know about the products and services that the company provided. The company provides the promised service accurately and gives the quality products in time and prepares usually seasonal promotion gifts and holds events for their long standing customers. Moreover, the employees have good conflicts handling skills and give quick responses to the customers' requests.

(iii) Perceived Value

Pann Thitsar always try to give the most reasonable price for their products and services. The company is competing the intense competitive trading market. To attract customers and to retain existing customers, the reasonable pricing policy is the key factor. The company offers their customers can enjoy cost-effective experience and feel the exceed service expectation. Besides Pann Thitsar always delivers updated price list of the selling

products according to dollar price changes and offers the flexible pricing for various services that meet the customers' needs.

(iv) Expertise of Seller

As the employees of Pann Thitsar company are well-trained, they know how to sell the right product to the right customers. The employees help to make the customers easier to understand about the items. They can give suggestions which items are suited for each customer and they also contact the customers when new products and designs are arrived. The company uses public relations as a mean of reaching its product items to the public. The employees make notes which customers want what kinds of designs and products. Besides, the company cooperates B to B with their customers and establish the win-win situation.

(v) Customization

Pann Thitsar company offers creativity and suggestions for customized orders and flexibility of delivery time. Pann Thitsar can give mix-and-match options to create custom final products because of the knowledge of customers' needs and wants. The company combines in a variety of ways producing a cost-efficient production designs and products for the customers. Moreover, Pann Thitsar works in partnership with clients to offer products or services uniquely suited to each client and also have adaptability to alter customized service.

CHAPTER 4

ANALYSIS ON RELATIONSHIP MARKETING PRACTICES, RELATIONSHIP QUALITY AND CUSTOMER LOYALTY

In this section, the problem is which strategy that can make the customer come back to use the services because nowadays have many competitors in textile industry. The issue is how to get the customer come back to the company and increase the number of loyal customers and why it has the effect to get the customer loyalty.

4.1 Customer Perception on Relationship Marketing Practices

The data and information collected through the survey questionnaires from the participants worked out in this section. Moreover, those worked out data will be analyzed. There are five practices which can measure relationship marketing practices which are communication, service quality, perceived value, expertise of seller and customization. This section is to explore the mean and standard deviation of the five practices which can be seen in the table charts. In the structured questionnaire, 5 points Likert Scale (1 = very dissatisfied, 2 = dissatisfied, 3 = neither dissatisfied nor satisfied, 4 = satisfied, 5 = very satisfied) is used in order to find out the results. The data is collected from 117 respondents.

4.1.1 Communication

The first point of relationship marketing practices is communication with the customers. In order to see the customers' attitudes on communication with the customers, customers are requested to rate seven questionnaires, which is measured on a five point Likert Scale. The following Table 4.1 shows the communication with the customers at Pann Thitsar company.

Table 4.1 Communication

| No. | Items | Mean Value | Standard Deviation |
|-----|---|------------|--------------------|
| 1. | Good communication skills of employees | 4.21 | .654 |
| 2. | Welcoming and giving respect every feedback from customers | 4.24 | .611 |
| 3. | Getting active response even on the public holidays | 4.34 | .659 |
| 4. | Informing the customers about the re-availability of the products | 4.26 | .736 |
| 5. | Having customers' previous purchase records and know their needs and wants. | 4.24 | .597 |
| 6. | Effective interaction with customers. | 4.23 | .635 |
| 7. | Providing information about promotions and new arrivals. | 4.22 | .658 |
| | Overall Mean | 4.25 | |

Source: Survey Data, 2019

The above table shows the mean values of communication with the customers. The overall mean is greater than standard norm mean 3.0 and it is 4.25. The most customers' respondent factor is they are convenient to communicate with the company even on the public holidays and the mean value is 4.34. The least customers' responds are they feel good as employees have the good communication skills and the mean value is 4.21.

Most of the respondents are very satisfied that the employees of the company interact with them politely as well as giving the active response even on public holidays. The ease of communication with the company and providing solution is important for the customer as they can request and ask whenever they need for their business.

4.1.2 Service Quality

The second point of relationship marketing practices is service quality. In order to see the customer attitudes on service quality, customers are requested to rate five questionnaires, which is measured on a five point Likert Scale. The following table shows the service quality at Pann Thitsar Co., Ltd.

Table 4.2 Service Quality

| No. | Items | Mean Value | Standard Deviation |
|-----|--|------------|--------------------|
| 1. | Nice personality of employees | 4.09 | .871 |
| 2. | Accessibility of employees | 4.11 | .569 |
| 3. | Service accuracy of Pann Thitsar company | 4.72 | .655 |
| 4. | Responding the requests in a timely manner | 3.93 | .430 |
| 5. | Conflict handling skills of employees | 4.71 | .683 |
| 6. | Employees' willingness to help the customers | 4.10 | .593 |
| 7. | Meet with customers' needs and wants | 4.72 | .655 |
| | Overall Mean | 4.34 | |

Source: Survey Data, 2019

The above Table 4.2 shows the mean values of the customers' perception on service quality of Pann Thitsar company. The overall mean is 4.34, meaning that customers perceived more than average level of service quality provided by the company and satisfied with the services. The most customers' respondent factors are they can easily reach to Pann Thitsar Company's employees as well as the company provides the most suitable services for their needs and the mean values are 4.72. The least customers' responds are Pann Thitsar Company responses their requests in a timely manner and mean value is 3.93.

Most of the respondents are very satisfied the facts that Pann Thitsar provide accurate customer services and offer the most suitable service according to their needs. By providing an efficient, precise experience for customers is extremely important when trying to inspire trust in customers. Giving customers accurate and suitable service according to their requirements encourage them to come back time and time again which lead to loyalty.

4.1.3 Perceived Value

The third point of relationship marketing practices is perceived value. In order to see the customers' attitudes on perceived value, customers are requested to rate five questionnaires, which is measured on a five point Likert Scale. The following table shows the perceived value at Pann Thitsar Co., Ltd.

Table 4.3 Perceived Value

| No. | Items | Mean Value | Standard Deviation |
|-----|--|------------|--------------------|
| 1. | Reasonable price of the products | 4.28 | .680 |
| 2. | Acquiring the high quality and low price products | 4.32 | .582 |
| 3. | Good value for money | 4.38 | .598 |
| 4. | Getting worth of the money | 4.32 | .703 |
| 5. | Good turn to customers | 4.28 | .570 |
| 6. | Offering the services beyond the customers' expectation | 4.28 | .680 |
| 7. | Price flexibility for various customers' required services | 4.32 | .582 |
| | Overall Mean | 4.31 | |

Source: Survey Data, 2019

The above Table 4.3 shows the mean values of perceived value. The most customers' respondent factor is that they think that given quality is good value for money and the mean value is 4.38. The least customers' responds are the respondents feel that they are getting products for a reasonable price, Pann Thitsar company give a good turn to their customers as well as the company offers the services beyond their expectation and these factors' mean value is 4.28. The overall mean of perceived value is 4.31, meaning that the respondents assume their perceived value from Pann Thitsar company meet their expectation.

Most influencing factor over perceived value is good value for money because they feel the cost of the products and getting quality from Pann Thitsar meet their requirements. Customers feel good about their purchases and confident that they've made the best decision to buy from Pann Thitsar company that meets their emotional and practical needs.

4.1.4 Expertise of Seller

The fourth point of relationship marketing practices is expertise of seller. In order to see the customers' attitudes on expertise of seller, customers are requested to rate five questionnaires. The below mean value table of expertise of seller expresses that Pann Thitsar company is practicing good expertise of seller practice.

Table 4.4 Expertise of Seller

| No. | Items | Mean Value | Standard Deviation |
|-----|--|------------|--------------------|
| 1. | Helping customers easier to understand about items | 3.35 | 1.11 |
| 2. | Giving suggestions which items to buy | 3.54 | 1.06 |
| 3. | Using public relations | 3.32 | 1.07 |
| 4. | Contacting upon the arrival of new products. | 3.53 | 1.04 |
| 5. | Making notes customers' preferred designs and products | 3.82 | 0.80 |
| 6. | Cooperating with the customers' business | 3.48 | 1.06 |
| 7. | Giving a good turn to customers | 3.87 | 0.82 |
| | Overall Mean | 3.54 | |

Source: Survey Data, 2019

The most customers' respondents are giving a good turn to customers and mean value is 3.87. The least customers' respondents are the use of public relations and mean is 3.32. Concerning with expertise of seller, respondents like helpful and friendly performance of the sellers. The respondents choose Pann Thitsar because the sellers of the company make them feel special and offers lots of information what they need.

4.1.5 Customization

The last point of relationship marketing practices is customization. In order to see the customers' attitudes on customization, customers are requested to rate five questionnaires, which is measured on a five point Likert Scale.

Table 4.5 Customization

| No. | Items | Mean Value | Standard Deviation |
|-----|---|------------|--------------------|
| 1. | Availability of customized designs and products. | 4.29 | .696 |
| 2. | Creativity and suggestions for customized orders. | 4.28 | .614 |
| 3. | Flexibility of delivery time. | 4.41 | .632 |
| 4. | Having knowledge of customers' needs. | 4.40 | .603 |
| 5. | Adaptability to alter customized service. | 4.40 | .657 |
| 6. | Giving mix-and-match options for customized products. | 4.29 | .696 |
| 7. | Offering products or services uniquely suited to clients. | 4.28 | .614 |
| | Overall Mean | 4.34 | |

Source: Survey Data, 2019

The above Table 4.5 shows the mean values of customization. The most customers' respondent factor is delivery time flexibility with the value 4.41. The least customers' respondent factors are creativity and suggestions for customized orders along with the company offers products or services uniquely suited to clients and their mean value is 4.28. The overall mean is 4.34 which is greater than standard norm mean 3.0, meaning that Pann Thitsar company gives good customization practice to the customers.

Customization of the respondents can be concluded that, the most influencing factor over customization is flexibility of delivery time and second most influencing factor is having knowledge of customer needs along with adaptability to alter customized service. Therefore, respondents like quick to respond their requirements. Flexible logistics is one of the key contributors that deliver the company to success through higher conversions and subsequently, customer loyalty. Moreover, they value exclusivity, unique product, in the form of a personalized or specificity in the form of a feature that works in a way that they would like.

4.2 Analysis on Effect of Relationship Marketing Practices on Relationship Quality

In this part, Linear Regression model is applied to analysis on the effect of relationship marketing practices on relationship quality. Regression analysis is used to know by how much the independent variable i.e. relationship marketing practices;

communication, service quality, perceived value, expertise of seller and customization explain or influence the dependent variable which is relationship quality.

4.2.1 Relationship Quality

Relationship Quality has three components; satisfaction, trust and commitment. In order to see the relationship quality, customers are requested to rate questionnaires on each of the relationship quality variables, which is measured on a five point Likert Scale.

Table 4.6 Relationship Quality

| No. | Items | Mean Value | Standard Deviation |
|-----|---------------------------|------------|--------------------|
| 1. | Satisfaction overall mean | 4.30 | .392 |
| 2. | Trust overall mean | 4.26 | .393 |
| 3. | Commitment overall mean | 4.35 | .441 |
| | Overall Mean | 4.30 | |

Source: Survey Data, 2019

The above Table 4.6 shows the mean values of relationship quality variables. The overall mean is 4.30. The most customers' respondent factor is commitment and 4.35. The least customers' responds are trust with the mean value 4.26. Since the overall mean is 4.30, the respondents are very committed with the relationship marketing practices exercised by Pann Thitsar. The respondents have positive feelings toward the company and employees because they offer personalized services, inform updated price change according to the changes of dollar and yuan, promise and follow through on customer wants, show deep interest in solving customer problems and truthful communication with the employees.

4.2.2 The Effect of Relationship Marketing Practices on Relationship Quality

Relationship marketing is focusing on maximizing profitability, relationship quality and customer loyalty with ambitions of providing even better services. The effectiveness of relationship marketing practices is determined by relationship quality. In this part, the effect of relationship marketing practices on relationship quality at Pann Thitsar company is analyzed. The data and information collected through the survey questionnaires from the participants work out in the Table 4.7 below.

Table 4.7 The Effect of Relationship Marketing Practices on Relationship Quality

| Independent variables | Unstandardized Coefficients | | (Beta) | t | Sig. | VIF |
|-----------------------|-----------------------------|------------|--------|-------|------|-------|
| | B | Std. Error | | | | |
| (Constant) | .240 | .254 | | 0.947 | .346 | |
| Communication | .130*** | .042 | .165 | 3.104 | .002 | 1.202 |
| Service Quality | .122*** | .034 | .187 | 3.607 | .000 | 1.135 |
| Perceived Value | .299*** | .066 | .336 | 4.564 | .000 | 2.300 |
| Expertise of Seller | .033 | .021 | .076 | 1.571 | .119 | 1.003 |
| Customization | .363*** | .067 | .421 | 5.420 | .000 | 2.554 |
| R | .859 | | | | | |
| R Square | .738 | | | | | |
| Adjusted R Square | .726 | | | | | |
| F Value | 62.415*** | | | | | |

Source: Survey Data, 2019

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in the Table 4.7, correlation coefficient, R measures the linear relationship between two variables. R (the correlation between the independent variables and dependent variable) is 0.859, which line between 0 and 1. Hence, it indicates that the level of relationship marketing practices reported by respondents and the relationship quality are correlated. As shown in Table 4.7, the specified model could explain very well about the variation of relationship quality of the respondents since the value of R Square is 73.8 percent. The model can explain 72.6% (Adjusted R Square = 0.726) the variance of dependent variable (relationship quality) and independent variables (Communication, Service Quality, Perceived Value, Expertise of Seller, Customization). F-value (the overall significance of the model) is highly significant at 1% level.

The results indicate that four variables are strongly significant as stated by regression analysis table among five. Communication has significant relationship with relationship quality at 1% significant level. That means respondents and Pann Thitsar company have good communication and positive influence on relationship quality. Service quality, perceived value and customization have highly significant relationship with relationship quality at 1% significant level, meaning that the respondents satisfy the services of Pann Thitsar company and the employees, please the products and services

received from the company, meet their needs and wants, feel getting worth of their money. These three relationship marketing practices of the company have positive impact on relationship quality.

The standardized Coefficient (Beta) indicates that all of practices have positive relationship with relationship quality. The Beta of customization has the largest value (0.421). It indicates customization has the greatest influence on the relationship quality.

According to the Table 4.7 results, the respondents are not very satisfied with sellers' expertise practice compared with other relationship marketing practices, Pann Thitsar company should consider to invest more on the training and development of their sales persons as they are the frontline of the company and relationship builder with the customers who can increase in sales figures and customer loyalty.

The results show that concerning with communication practice, respondents satisfied that the employees have patient towards them, offer accurate information about products as well as services and proactive approach to delight customers. Service quality can also lead customers to satisfy and trust more towards the company. The company gets the customer satisfaction and trust because the company and employees are always active and present, committed to the customers, fulfill the promises made to customers and fit a pattern of dependable actions, find the solutions together when customers complain. Concerning with perceived value, customers are satisfied because they get the various products and services with reasonable as well as flexible price and meet their expectation. Moreover, customization can attain a closer relationship with customers. The respondents choose Pann Thitsar company as they can obtain customized designs and items, mix-and-match options and suggestions, products or services uniquely suited to them. Relationship marketing practices can change the customer perception towards relationship quality and play a crucial role on customer evaluations about the company.

In sum, among five elements of relationship marketing practices, communication, service quality, perceived value and customization play significant roles for relationship quality (satisfaction, trust and commitment). Therefore, to improve the relationship quality of Pann Thitsar company, marketers should focus more on these practices.

4.3 Analysis on Effect of Relationship Quality on Customer Loyalty

In this study, customer loyalty is measured to analysis the effect of relationship marketing on customer loyalty. Linear regression model is applied. Regression analysis shows how the independent variables; relationship quality components influence on dependent variable which is customer loyalty.

4.3.1 Customer Loyalty

Customer loyalty is the most crucial purpose of implementing relationship marketing activities. Business's growth is dependent on its ability to retain existing customers at a faster rate than it acquires new ones. This section aims to explore the degree of customer loyalty on Pann Thitsar Co.,Ltd. In order to analyze the customer loyalty, ten questions are asked in the structured questionnaire. The data and information collected through the survey questionnaires from the participants are worked out in the table below. Mean scores were computed for each statement and summarized in the following table.

Table 4.8 Customer Loyalty

| No. | Items | Mean Value | Standard Deviation |
|-----|---|------------|--------------------|
| 1. | Choosing the products and services from Pann Thitsar company rather than other competitive ones | 4.30 | .591 |
| 2. | Valuing people and relationships by Pann Thitsar company | 4.39 | .629 |
| 3. | Recommending to friends and colleagues | 4.41 | .559 |
| 4. | Increasing loyalty to Pann Thitsar | 4.34 | .604 |
| 5. | Willing to use future products and services of Pann Thitsar company | 4.27 | .678 |
| 6. | Willing to buy again from Pann Thitsar in the future | 4.30 | .591 |
| 7. | Willing to purchase from Pann Thitsar even others are trying to persuade | 4.39 | .629 |
| 8. | Willing to buy although competitors offer lower price | 4.41 | .559 |
| 9. | Willing to say the good news about Pann Thitsar company | 4.34 | .604 |
| 10. | Providing the best quality and service by Pann Thitsar company | 4.27 | .678 |
| | Overall Mean | 4.34 | |

Source: Survey Data, 2019

As shown in Table 4.8, the respondents agree with all of the statements of customer loyalty and all of the mean value is more than 3. The mean values are range between 4.27 and 4.41. The largest mean value comes from the statements 3 and 8 which mean that the customers recommend others to buy from Pann Thitsar and they go on purchasing from Pann Thitsar company even if competitor price is lower. Since the overall mean is 4.34, Pann Thitsar Textile Trading Co., Ltd has high customer loyalty. The possible reasons are that the customers are satisfied that the company offers good quality with right timing and value people as well as relationships rather than profits, then they are satisfied and have trust upon the company and they come back, continue to buy and bring their friends to Pann Thitsar Textile Trading Co., Ltd.

4.3.2 The Effect of Relationship Quality on Customer Loyalty

The effect of relationship quality on customer loyalty of Pann Thitsar company will be analyzed. The data and information collected through the survey questionnaires from the participants will be worked out in the table below.

Table 4.9 The Effect of Relationship Quality on Customer Loyalty

| Independent variable | Unstandardized Coefficients | | (Beta) | t | Sig. | VIF |
|----------------------|-----------------------------|------------|--------|--------|------|-------|
| | B | Std. Error | | | | |
| (Constant) | 1.152 | .295 | | 3.910 | .000 | |
| Relationship Quality | .741*** | .068 | .712 | 10.871 | .000 | 1.000 |
| R | .712 | | | | | |
| R Square | .507 | | | | | |
| Adjusted R Square | .503 | | | | | |
| F Value | 118.187*** | | | | | |

Source: Survey Data, 2019

Note: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in Table 4.9, R square is 0.507 and adjusted R square is 0.503. The model can explain 50.3% (Adjusted R Square = 0.503) the variance of dependent variable (customer loyalty) and independent variable (relationship quality). The value of F test, all the overall significance of the model, is highly significant at 1% level. This specified model can be said valid.

Relationship quality on customer loyalty has the expected positive sign and highly significant coefficient value at 1% level. The positive relationship indicates that the increase in relationship quality by 1 unit raises the customer loyalty by 0.741 unit. The significant effect of relationship quality on customer loyalty can be interpreted that customer loyalty on Pann Thitsar company based on some factors, which have an effect on relationship quality. This shows that the improved satisfaction, trust and commitment effect on the customer loyalty, this is because satisfaction, trust and commitment encourage any customers to have more expectations and other desires that should be met by the required service so that customers have loyalty. It points that the relationship quality has the great influence on the customer loyalty.

The result shows that relationship quality (satisfaction, trust and commitment) significantly influences customer loyalty in Pann Thitsar Textile Trading Co., Ltd. Therefore, if the respondents feel that they have high level of satisfaction, trust and commitment, their loyalty is high. Pann Thitsar company should carefully consider the practices, which influence relationship quality and need to keep their customers satisfied which leads to loyalty. Once customers have placed trust in a company and are assured that the company continuously commit to the customers, they continue to do business with the company and recommend about certain company to their network. Therefore, Pann Thitsar company should try to build a good relationship, which leads to high relationship quality then which can transform to the long-term loyalty.

CHAPTER 5

CONCLUSION

This section consists of the findings and discussions from the analysis on the effect of the relationship marketing practices on relationship quality and analysis on the effect of the relationship quality on customer loyalty, suggestions and recommendations from the results and needs for further research.

5.1 Findings and Discussions

In this study, there are two main objectives concerning about relationship marketing practices, relationship quality and customer loyalty in Pann Thitsar Textile Trading Co.,Ltd. According to the survey result, the findings in this study are discussed in the following.

Customer's expectations of the textile industry have become higher than ever before because of the mature market characterized by acute competition, which produces tremendous challenges for stakeholders in this sector. As a consequence, continuous market research has become the norm, not a style, to encourage long-term successful business. In the research under discussion, the theoretical and empirical study was undertaken in order to measure the attributes and practices of relationship marketing, relationship quality and customer loyalty in order to better understand the textile industry. The findings revealed that five practices of relationship marketing (communication, service quality, perceived value, expertise of seller, and customization), three dimensions of relationship quality (satisfaction, trust and commitment), and customer loyalty made a significant difference to consumer perceptions of Pann Thitsar Textile Trading Co., Ltd. This study shows relationship marketing practices has an effect on relationship quality which leads to customer loyalty. It has been found from the statistical analysis that relationship marketing practices has a statistically significant effect on relationship quality.

This study highlights which relationship marketing practices are influencing the relationship quality (satisfaction, trust and commitment) which tends to change as customer loyalty for a long-term business growth. The findings from this study clearly clarify the

relationship between the relationship marketing practices and customer loyalty. Although all relationship marketing practices have positive impact on relationship quality, communication, service quality, perceived value and customization have significant relationship more than expertise of seller. The results highlighted that, customer loyalty is influenced by relationship marketing practices such as communication, service quality, perceived value and customization in this context although the findings additionally found that the company should more emphasize on expertise of seller.

Communication of Pann Thitsar company has strong effect on relationship quality, customers feel satisfied that they can communicate to the company even on public holiday and get effective interaction. A satisfied customer remains with its service provider for longer period and both enjoy their profitable relationship in a win- win situation. Effective communication plays a great role in customer satisfaction. Relationship marketing refers to the development and cultivation of longer term profitable and mutually beneficial relationships between an organization and a defined customer group. The findings verified that improvements in relationship quality by giving the best quality of service, with reasonable price and provide the best value offer which may meet the customers' interest. Consistently offering the best products and services can create good image so by giving consistent good service and value, they are beneficial to a firm as they help to promote customer trust. When a company is trusted by customers, they are much more likely to refer friends and family which leads to customer loyalty. Customer perceived value is the achievement of the company is largely based on whether customers believe it can satisfy their needs and wants. Arrangement of customized service and options for various products and services to the customers is also greatly influence on the relationship quality which turns to the customer loyalty.

The findings from this study support that buyer's and seller's long term relationship can be made healthier by implementing these practices. This relationship eventually increases customer loyalty. This research also helps decision makers and marketers to take accurate decisions to enhance customer loyalty. It also proves the importance of these practices in a long term relationship. It is also very important for companies to consider relationship quality and its importance in their business.

This study also enables to ensure that the greater the relationship marketing practices, the higher the consumer loyalty levels. This research concluded that businesses

operating in a competitive environment depend on high economies of scale and with low levels of employee-customer interaction are bound to suffer shocks in their market positions and profitability unless huge investments are made in more relational strategies like building trust, commitment, and satisfaction. The findings drew to attention that satisfaction will influence the relative attitude of customers, their repurchase intentions and willingness to recommend the customer to other customers. By observing all these connections discussed above, it can be said that the relationship marketing practices can make customers satisfied and committed which lead to customer loyalty.

Besides, as a result from descriptive findings, the percentage of knowing the company from textile websites and social media are the least. So Pann Thitsar company should also emphasize on digital platforms and online marketing.

Overall, this study revealed some ways of identifying and improving proper relationship marketing practices that can maximize relationship quality, and subsequently increase customer loyalty in the textile industry. Accordingly, the company should strive to improve the quality of services and value added products to ensure the company remains competitive advantages in a global market environment.

5.2 Suggestions and Recommendations

Retaining customers is the vital to every business for long run survival. It is more difficult to make the existing customers to be loyal than finding the new potential customers. Besides, companies offer similar products and services into the market and create the intense competitive environment so better understanding of relationship marketing practices are essential for companies to improve their offerings to the consumers. Based on the findings from this study, some practical suggestions and recommendations for acquiring the customer loyalty to Pann Thitsar Textile Trading Co., Ltd. are described below.

The company management should strive to put more emphasis on practices that rank high in terms of determining the customers' choice. It is a crucial mission for the company to retain the good relationship with the main target customers, trying to pursue higher profits with the qualified products that able to meet the customers' expectations and ensure the customers' experiences are so good that they are willing to repurchase and loyal

to the company. Therefore, the loyalty could be enhanced through these relationships and that is why the different kinds of relationship marketing practices were taken to bring the value to the customers.

Management should both focus on maintaining the existing doing well relationship marketing practices and enhance the weak area like sellers' expertise. Seller can personally attach each customer to convince as well to solve problems. It is not only important to increase the sales but also to create loyal customers. Proficiency of sellers can retain customer relations. Hence, the company should focus on these marketing practice and construct the effective future marketing strategies for getting more customer loyalty for the long-term business achievement.

The study also recommends that company should focus on attributes of trust which consumers' use to judge the trustworthiness of the services offered and their perceived value. The company should commit to a relationship with its customers. So that, the customers are likely to be committed to maintaining the relationship with that organization, thereby becoming loyal to it. The study further recommends effectiveness of communication between the service provider and the customers as it is very essential in influencing the trust that customers develop in the firm, their satisfaction with that firm and subsequently their loyalty to the firm. Furthermore, it is also important to emphasize on customization of the products and flexibility of the service offering that meet the customers' expectation which generates higher adherence rates and positive outcomes to customer loyalty. The company can also acquire increased profit margin, stand out the competition, cost effective, generate more sales and better customer loyalty by implementing customization.

As the research goes on, Pann Thitsar company does not use modern technologies such as social media marketing, mobile applications and digital platforms until now. From this study, it is observed that the percentage of knowing the company from textile websites and social media are the least. For this reason, Pann Thitsar company should emphasize on online marketing so that they can connect easier with customers and build the relationship, more market shares and public awareness. Businesses should not leave behind the developing modern technologies since many of the products can be bought through digital platforms by saving time and energy. Technology can help business owners leverage limited capital in smarter, more effective ways. By conducting technology applications that

will improve businesses by means of improving flexibility in communication within internal and customers, more effective marketing to consumers as everyone has a mobile phone nowadays, enhancing productivity and customer service and so on.

The relationship marketing is very important for all businesses as that can achieve great benefits for them. Firstly, a great way to build loyalty which is customers avoid shopping around if they have already had a positive experience with a certain firm, and will likely go back for more, if a relationship is built. Moreover, trust becomes a key factor; a customer is more focused on the value they are getting, rather than the cost of something so price may become less important. The customers also become word-of-mouth generators of the specific business. In the long term, relationship marketing helps the business to sell more. Furthermore, the business has only had to acquire this customer once, so there are no further costs associated to this.

To sum up, all relationship marketing practices are important in analyzing the effect of relationship quality on customer loyalty of Pann Thitsar company. For purposes of improving relationship quality and customer loyalty, business have to pay more attention on relationship marketing practices and have their own differentiation features to strengthen numbers of loyal customers.

5.3 Needs for Further Research

This study carried out for academic purpose, it was done only within the limited learning surroundings over limited time duration. This study focuses only on the all wholesale customers of Pann Thitsar Textile Trading Co.,Ltd and left the retail customers. Further research could expand the survey in order to reduce the sample errors. As this study is made only upon relationship marketing practices of Pann Thitsar company, there are many other ways to analyze the relationship quality and customer loyalty. In the future, the relationship marketing practices should be investigated with larger sample size as well as that of other companies or whole industry should be analyzed as well. Customers' purchase intention, behavior, attitudes and perception towards Pann Thitsar textile trading company should also be examined to understand the whole textile market. Moreover, an interesting new model can be developed considering brand image and price positioning.

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APPENDICES

Regression Analysis Results for the Effects of Relationship Marketing Practices on Relationship Quality

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .859 ^a | .738 | .726 | .189 | 2.159 |

a. Predictors: (Constant), CTM Mean, EOS Mean, SQ Mean, CM Mean, PV Mean

b. Dependent Variable: RQ Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 11.201 | 5 | 2.240 | 62.415 | .000 ^b |
| | Residual | 3.984 | 111 | .036 | | |
| | Total | 15.185 | 116 | | | |

a. Dependent Variable: RQ Mean

b. Predictors: (Constant), CTM Mean, EOS Mean, SQ Mean, CM Mean, PV Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | .240 | .254 | | .947 | .346 | | |
| | CM Mean | .130 | .042 | .165 | 3.104 | .002 | .832 | 1.202 |
| | SQ Mean | .122 | .034 | .187 | 3.607 | .000 | .881 | 1.135 |
| | PV Mean | .299 | .066 | .336 | 4.564 | .000 | .435 | 2.300 |
| | EOS Mean | .033 | .021 | .076 | 1.571 | .119 | .997 | 1.003 |
| | CTM Mean | .363 | .067 | .421 | 5.420 | .000 | .392 | 2.554 |

a. Dependent Variable: RQ Mean

Regression Analysis Results for Relationship Quality on the Customer Loyalty

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .712 ^a | .507 | .503 | .26574 | 1.896 |

a. Predictors: (Constant), RQ Mean

b. Dependent Variable: LOY Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 8.346 | 1 | 8.346 | 118.187 | .000 ^b |
| | Residual | 8.121 | 115 | .071 | | |
| | Total | 16.468 | 116 | | | |

a. Dependent Variable: LOY Mean

b. Predictors: (Constant), RQ Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 1.152 | .295 | | 3.910 | .000 | | |
| | RQ Mean | .741 | .068 | .712 | 10.871 | .000 | 1.000 | 1.000 |

a. Dependent Variable: LOY Mean

QUESTIONNAIRES

Dear Participant,

I am using the following questionnaires to conduct a survey on the relationship between relationship marketing and customer loyalty of the customers at Pann Thitsar Textile Trading Co., Ltd. on the development of customer engagement. This survey will be used only for MBA thesis paper and not related to other business purposes, you will remain anonymous and I will never forget your help. Please kindly answer the following questions. Thank you very much for your co-operation, help and precious time.

1. Your gender

1. Male

2. Female

2. Your age

1. less than 20

2. 21-40

3. 41 – 60

4. 61 and above

3. Your occupation

1. Self-employed

2. Government staff

3. Company employee

4. Retired

5. Student

6. Searching

4. Your monthly income in MMK (Myanmar Kyat)

1. less than 150, 000

2. 150, 001 – 300, 000

3. 300, 001 – 450, 000

4. 450, 001 – 600, 000

5. 600, 001 – 750, 000

6. 750, 001 and above

5. Who do you consume mostly with?

1. Alone

2. Family

3. Colleagues

4. Friends

6. How often do you buy from Pann Thitsar Textile Trading Co., Ltd. per month?
1. less than 3
 2. 4 – 7
 3. 8 – 10
 4. 11 and above
7. What is your primary reason of shopping at Pann Thitsar Textile Trading Co., Ltd.?
1. Personal consumption
 2. Business purpose
 3. Seasonal events
 3. Social (Hang Out)
8. How did you know about Pann Thitsar Textile Trading Co.,Ltd.?
1. Recommendation from people
 2. Textile websites
 3. Social media
 4. I noticed on the way
9. In total, how long have you been a customer of Pann Thitsar Company?
1. Less than one year
 2. One to under three years
 3. Three to under five years
 4. Five to above

Please rank the following questions according to your satisfaction of Pann Thitsar Textile Trading Co.,Ltd.

(1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied or dissatisfied, 4 = satisfied, 5 = very satisfied)

| No: | Questions on communication | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | I feel good as employees have the good communication skills. | | | | | |
| 2. | The company welcome and respect every kind of feedback from me. | | | | | |
| 3. | It is convenient to communicate even on the public holidays. | | | | | |
| 4. | The employees let me know when the stock is replenished. | | | | | |
| 5. | The employees also record the previous purchases and also know the needs and wants of their customers. | | | | | |
| 6. | The employees effectively interact with me. | | | | | |
| 7. | Pann Thitsar Company usually provides information about promotions and new arrivals. | | | | | |

| No: | Questions on service quality | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Pann Thitsar Company's employees have nice personality. | | | | | |
| 2. | I can easily reach to Pann Thitsar Company's employees. | | | | | |
| 3. | Pann Thitsar Company provides promised service accurately. | | | | | |
| 4. | Pann Thitsar Company responses my requests in a timely manner. | | | | | |
| 5. | The employees have good conflicts handling skills. | | | | | |
| 6. | Pann Thitsar Company's employees are willing to help me. | | | | | |
| 7. | Pann Thitsar Company provides the most suitable services for my needs | | | | | |

| No: | Questions on perceived value | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | I feel that I am getting products for a reasonable price. | | | | | |
| 2. | I feel that acquiring the products meets both my high quality and low price requirements. | | | | | |
| 3. | I think that given quality is good value for money. | | | | | |
| 4. | I feel I am getting my money worth. | | | | | |
| 5. | Pann Thitsar Company give a good turn to their customers. | | | | | |
| 6. | The company offers the services beyond my expectation. | | | | | |
| 7. | The company offers flexible pricing for various services that meet my needs. | | | | | |

| No: | Questions on expertise of seller | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | The employees help to make the customers easier to understand about the items. | | | | | |
| 2. | The employees can give suggestions which items to buy. | | | | | |
| 3. | Pann Thitsar uses public relations as a mean of reaching its product items to the public. | | | | | |
| 4. | The employees contact upon the arrival of new products. | | | | | |
| 5. | The employees make notes which customers want what kinds of designs and products. | | | | | |
| 6. | The company cooperates with my business. | | | | | |
| 7. | Pann Thitsar gives a good turn to me. | | | | | |

| No: | Questions on customization | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | Availability of customized designs and products. | | | | | |
| 2. | Creativity and suggestions for customized orders. | | | | | |
| 3. | Flexibility of delivery time. | | | | | |
| 4. | Knowledge of customers' needs. | | | | | |
| 5. | Adaptability to alter customized service. | | | | | |
| 6. | Pann Thitsar gives mix-and-match options to create custom final products. | | | | | |
| 7. | Pann Thitsar works in partnership with clients to offer products or services uniquely suited to each client. | | | | | |

| No: | Questions on satisfaction | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | I am satisfied with overall services. | | | | | |
| 2. | I am satisfied as the company can serve higher than my recent perceived values. | | | | | |
| 3. | I am satisfied with the performance of the employees. | | | | | |
| 4. | The price I pay for products and services is worth with its quality I receive. | | | | | |
| 5. | Pann Thitsar sells desirable types of fabric. | | | | | |
| 6. | I am satisfied the relationship with Pann Thitsar company. | | | | | |
| 7. | The products I purchased are clean from defects. | | | | | |

| No: | Questions on trust | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Pann Thitsar company is reliable because it is mainly concerned with the consumers' interests. | | | | | |
| 2. | Pann Thitsar is consistent in providing product quality. | | | | | |
| 3. | Products and services given by Pann Thitsar company are trustable. | | | | | |
| 4. | The billing system is trustworthy. | | | | | |
| 5. | The policies and practices are trustworthy. | | | | | |
| 6. | The personal information of customers in Pann Thitsar company database will be secured and they will not misuse it. | | | | | |
| 7. | Pann Thitsar company delivers products, information and services at the agreed upon date. | | | | | |

| No: | Questions on commitment | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Pann Thitsar offers personalised services to meet customer need. | | | | | |
| 2. | Pann Thitsar offers updated price change. | | | | | |
| 3. | The employees have commitment towards customers' needs. | | | | | |
| 4. | When I have a problem, the company show a sincere interest in solving it. | | | | | |
| 5. | I feel sincerity while communicating with the staffs. | | | | | |

| No: | Questions on loyalty | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | As a customer, prefer the products and services from Pann Thitsar among competitive ones. | | | | | |
| 2.. | The company values people and relationships ahead of short-term goals. | | | | | |
| 3. | I will recommend others to buy from Pann Thitsar. | | | | | |
| 4. | My loyalty to Pann Thitsar has been increasing over time. | | | | | |
| 5. | I will use if any other future products or services provided by Pann Thitsar. | | | | | |
| 6. | I will buy again from Pann Thitsar Company in the future. | | | | | |
| 7. | I'm sure to purchase from Pann Thitsar even others are trying to persuade me. | | | | | |
| 8. | Even if others' price is lower, I will go on purchasing from Pann Thitsar company. | | | | | |
| 9. | I will frequently spread the good news about Pann Thitsar company. | | | | | |

| | | | | | | |
|-----|--|--|--|--|--|--|
| 10. | To me, Pann Thitsar company clearly is able to provide the best quality and service. | | | | | |
|-----|--|--|--|--|--|--|

Thank you for your very kind co-operation, help and precious time.