

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**FACTOR INFLUENCING CUSTOMER SATISFACTION  
AND REPURCHASE INTENTION ON MAKRO  
MYANMAR**

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MBA II – 3  
MBA 24<sup>th</sup> BATCH**

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**ACADEMIC YEAR (2018 -2022)**

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This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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## ACCEPTANCE

This is to certify that the thesis entitled “**Factor Influencing Customer Satisfaction and Repurchase Intention on Makro Myanmar**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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**October, 2022**

## **ABSTRACT**

The objectives of the study are to examine the factors affecting the customer satisfaction of Makro Myanmar and to analyze the effect of customer satisfaction on repurchase intention at Makro. The number of customers who visit Makro Myanmar is about 2,000 who come to buy that store either on Saturday or on Sunday. Among them, 215 respondents who are 10% of the shoppers come to Makro store on those two days are asked by using systematic random sampling method. The primary data are collected from 215 respondents by using a structured questionnaire. It is used to select every 5<sup>th</sup> customer coming to Makro Myanmar. Items of these questionnaire are measured with five-point Likert scale. Descriptive statistics and multiple regression analysis are used to analyze the collected data. The findings of the study indicate that product quality, reliability, value for money, customer service and process have positively effect on the customer satisfaction. The results also show that among factors influencing customer satisfaction, customer service and process are the highest influence over customer satisfaction. Furthermore, the study indicates that the customer satisfaction has a large impact on repurchase intention towards Makro Myanmar. According to the analysis, this study recommends that Makro Myanmar should maintain the customer service and their process to enhance customer satisfaction and thereby, promote their repurchase intention.

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# CHAPTER 1

## INTRODUCTION

Today, the supermarket industry is an integral part of the global economy as its key function is to provide and distribute basic human needs such as food, consumer goods and lifestyle products. Customers like the supermarkets here because they are free to buy what they need without succumbing to any pressure. A positive in-store customer shopping experience provides a competitive advantage that enhances the value that customers derive from their supermarket visits. Unfamiliar and complex competitive environments, and knowledgeable customers who continuously demand value are major forces that require the development and offering of a pleasant in-store customer shopping experiences to ensure that customers will return to the supermarket in the future. In order to provide customers with a pleasant in-store shopping experience, supermarkets initially focused on providing customers with more services.

In addition to the typical grocery store, most supermarkets offer butchers, a variety of fresh fruits and vegetables, bakeries with a variety of breads, confectioneries with fresh baked goods, and local and imported meats and sections offering a variety of local and imported wines to their customers. Supermarkets play an important role as an intermediary between manufacturers and consumers/customers in the market. Compared to other retail outlets, consumers prefer supermarkets where all items, varieties and choices are available. Supermarkets have electronic payment systems that most small retailers do not.

Shopping in supermarkets is often categorized as a self-service retail environment. For supermarket retailers looking to build relationships with their customers, being able to track their level of 'satisfaction' with key elements of the supermarket environment is critical. From a retailer's perspective, the goal is to minimize the sources of complaints and dissatisfaction, and the cost of a service recovery plan (McCollough et al., 2000) whilst establishing a track of direct feedback from customers about their reactions to those key elements.

Initially, the customer finds the needs and then goes for the selection and budgets the commodities and takes the decision to purchase. Customer satisfaction is measurable, but it is dynamic and can evolve over time and it is influenced by a variety of factors. There are many factors which can have influence on the customer satisfaction. In this

study, product quality, facilities, reliability, value for money, customer service and process are some of the factors which are considered very important in general perspective and which can impact positively or negatively on customer satisfaction. Product quality is the degree to which a good service or combination thereof solves a problem or meets a need. Facilities consist of a conform shopping environment, layout, and cleanliness. Reliability refers to how much trust can be afforded organization. Value for money means that the amount paid for product equals the value of the item received. Customer service is staff's ability to provide personalized service. Process mean that it reduces customer waiting time.

Satisfaction is the consumer's evaluation of the overall service experience after purchase. It is the emotional response in which consumer needs, wants and expectations are met or exceeded during a service experience (Lovelock, 2001). Satisfaction in this sense means that the supermarket has just barely met, not exceeded nor disappointed the customer's expectations. A competitive strategy that many retailers aim to achieve is the benefits of taking the customer's response beyond satisfaction at this level by exceeding expectations. This study aims to explore customer satisfaction on a range of key factors that contribute to the retail offer presented by Myanmar supermarket chains. Factors of particular importance in a supermarket environment are atmosphere, friendliness of staff, specialized foods on offer, product variety, prices, product quality, checkout procedures, and reliability.

Repurchase intention is an individual's decision to repurchase a particular service from the same company, given current and potential circumstances. A customer's repeat purchase intent is one of the most important factors in determining a company's bottom line. In order to attract customers to their own supermarkets, managers conduct intensive marketing campaigns and expect that these campaigns really help in attracting consumers to their own supermarkets. This paper aims to explain how likely customers are to buy again through customer satisfaction.

Siam Makro Public Company Limited was established in 1988 and operates a membership wholesale center under the name 'Makro'. In 2018, Siam Makro Public Company Limited expanded its operations to Myanmar by establishing Aro Commercial Company Limited (100% owned by Siam Makro Public Company Limited). In Myanmar, the first Makro Store has opened up in Minglar Taung Nyunt Township in Yangon and

has a sale area of more than 7,000 square meters, selling over 10,000 different types of fresh food, dry food and non-food assortments.

### **1.1 Rationale of the Study**

Supermarkets play an important role in people's daily life. As the economy and consumer income continue to grow, the consumer demand for supermarket services has evolved. Compared to traditional markets, customers prefer supermarkets, where all the goods, varieties and choices are readily available. Supermarkets provide consumers with almost everything they need on a daily basis under one roof. Therefore, customers do not have to move from one place to another in order to make a purchase. The reason why supermarkets can attract more customers is because of their special features. With the high popularity of Makro, people in Yangon are clearly eager for a new shopping experience in retail malls such as Walmart in the United States. Makro is different from other supermarkets. For comfort, customers can bring a trolley to their car. Customers have become an important part of any company. Customer satisfaction has a super-powerful influence on any company's marketing strategy. Only through customer satisfaction can a company continue to grow and develop in a successful manner.

Supermarkets have played a major role in food distribution since they appeared. In modern life, the existence of traditional markets has been gradually replaced by supermarkets of future generations, people rely on supermarkets for their basic food needs, and become one of the most important food sources for many families. Furthermore, unlike previous studies that focused on service industries such as banking, healthcare, and beauty, the researchers considered a supermarket environment that adequately characterized products and services.

Customers have become an essential part of companies, especially in grocery retailing, and many researchers also focus on the importance of customers. According to Hansemark & Albinsoon (2004) defined that satisfaction is an overall attitude towards a product provider or an emotional reaction to the difference between what customers expect and what they actually receive regarding the fulfillment of a need. Kotler (2000) also defined satisfaction as a person's feelings of joy, excitement, delight or disappointment which results from comparing a product perceived performance to one's expectations.

Some researchers believed that satisfaction is most likely to influence repurchase intention through positive word of mouth, while dissatisfaction drives negative word of mouth, leading to purchase abandonment and customer churn. Satisfied customers tend to recommend to 5 or 6 people, while dissatisfied customers tend to share their experiences with 10 people (Hoyer & MacInns, 2001; La Barbera & Mazursky, 1983). Similarly, Anton (1996) cited by Singh (2006) found that satisfaction is positively related to repurchase intention, which is related to the probability of recommending a product or service, loyalty, and profitability. Aaker (1995) stated that one of the strategic aspects of organizational success is customer satisfaction and loyalty. Customer satisfaction, once achieved, leads to customer loyalty and retention. Zairi (2000), quoted in Singh (2006), stated that the customer is not the source of the problem. This is the main reason why organizations today focus on customer satisfaction and customer retention.

Makro quickly became popular among Yangon residents who were desperate for an alternative. Through Makro Online, customers can purchase groceries and daily necessities are an integral part of life over the internet. Therefore, this study aims to examine the influencing factors on customer satisfaction and repurchase intention of Makro Myanmar.

## **1.2 Objectives of the Study**

The study aims to identify the factors influencing customer satisfaction and their repurchase intention. The main objectives of the study are as follows:

- (a) To examine the factors influencing customer satisfaction towards Makro Myanmar
- (b) To analyze the effect of customer satisfaction on repurchase intention

## **1.3 Scope and Method of the Study**

This study focuses on assessing the influencing factors which have effect on the satisfaction and repurchase intention of Makro users in Myanmar. Descriptive and analytical method is used in this study. The number of customers who visit Makro Myanmar is about 2,000 who come to buy that store either on Saturday or on Sunday. Among them, 215 respondents who are 10% of the shoppers come to Makro store on those two days are asked by using systematic random sampling method. It is used to select every 5<sup>th</sup> customer coming to Makro store. The collection period of this research is on the weekend of the first week of August 2022. Two-day survey was conducted to collect the primary data.

This study uses both primary and secondary data. The structured questionnaire with five-point Likert scale is also used to collect these primary data. Secondary data is collected from information gathering from previous studies, relevant textbooks, libraries, journals and internet websites. Linear regression analysis is used in this study.

#### **1.4 Organization of the Study**

This study is organized by five different chapters. The first chapter is the introduction of the study which describes rationale of the study, methodology and sources of the study, scope and limitation of the study and organization of the paper. Chapter two provides theoretical background concerned with the study. Chapter three contains profile and service of Makro Myanmar. Chapter four discusses the analysis of the influencing factors, customer satisfaction and repurchase intention at Makro Myanmar. Chapter five is the conclusion together with findings and discussions, suggestions and need for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter provides a review of pertinent literature in relation to the factors influencing customer satisfaction and repurchase intention. It contains marketing mix, factors influencing customer satisfaction, followed by the definition of customer satisfaction and repurchase intention. Previous studies are also described. Finally, the conceptual framework comes.

#### **2.1 Marketing Mix**

Consumer purchasing behavior is based on product, price, place, promotions, people. Marketing mix can be defined as a very useful business tools that business owners can use to survive on a global competitive business environment. The marketing mix is the basic element of marketing management. The primary objective of all business organizations is to earn and maximize profits. Therefore, the marketing mix is the elements of marketing that are mutually bound, mixed, organized and used properly, so that companies can achieve marketing objectives effectively as well as satisfy the needs and desires of consumers.

Kotler (2005) pointed out that the marketing mix is a set of controllable strategic marketing tools; product, price, place and promotions. Then, companies combine and apply these tools to achieve the desired response in their target market. Everything the firm can do to influence the demand for its product is under the heading of marketing mix. McCarthy (1964) divided the marketing mix into four categories, calling them the 4Ps of marketing: product, price, promotion and place and defined market mix as the foundation of any business organization. Therefore, marketing mix is a framework that firms use to pursue their marketing goals in the target markets.

In today's business environment, organizations try to integrate marketing mix more into organizations with a wider variety of products and markets. Some theorists tried expanding the 4Ps into the 7Ps by adding physical evidence, people and process. The main theme of the marketing mix is the 4Ps (product, price, place and promotion). The remaining three factors (people, physical evidence, and process) are often integrated into four key elements (Nguyen, 2011).



## **2.2 Factors Influencing Customer Satisfaction**

According to Hokanson (1995), satisfaction is linked to friendly staff, courteous staff, knowledgeable and helpful staff, billing accuracy, competitive pricing, quality of service, good value, and prompt service. affected by many factors, such as. This study focuses on six aspects of customer satisfaction: product quality, facilities, reliability, value for money, customer service, and processes. These dimensions that affect customer satisfaction are discussed below.

### **2.2.1 Product Quality**

Product quality can also be defined as the degree to which a product successfully meets customer needs (Lemmink & Kasper, 1994). According to the product-based approach, quality is the root of economics and the variation in quality of product are the reflection for differentiation in quality (Gavin, 1984).

Following Garvin's (1987) description of product quality, eight attributes are used: performance, features, conformance, reliability, durability, serviceability, aesthetics and customer perceived quality. Performance refers to the main operating characteristics of a product. These are additional features, also known as product add-ons. Conformance is described as the extent to which a product will function properly under specified conditions of use and over a specified period of time. Reliability is the probability of normal operation within a specified period of time under specified conditions of use. Durability is the amount of usage for which the customer stopped using the product before physical damage or replacement occurred. Serviceability is a courtesy of speed capability and repair. Aesthetics is how a product appeals to all five human senses. Customer perceived quality is the customer's perception of product quality based on the company's reputation.

According to Yuen & Chan (2010), not all elements/attributes proposed by Garvin (1987) are relevant, and some elements/attributes were found to be difficult to measure, so this study follows that route. According to Dhar et al. (2001), it enables retailers to adapt to customers' different tastes and preferences. Dellaert et al. (1998) acknowledged that diversity not only helps retailers attract more consumers, but also motivates them to buy more products in stores. In this study, the three dimensions that measure product quality are product variety, product freshness, and durability.

### **2.2.2 Facilities**

According to Inman et al. (2009), grocery stores are sensory places where consumers can find colorful product displays, fruits and flowers, perfectly displayed snack packages, and floor-to-ceiling advertising. They further argued that some customers then use the in-store stimuli as cues to remind them of what groceries they need and also asserted that certain consumers enter shops without the intention of buying certain goods but end up buying a particular set of goods because the in-store stimuli have triggered unrecognized needs and desires that lead to store decisions.

Terblanche and Boshoff (2004) described supermarket facilities as the sum of factors that contribute to a pleasant shopping environment, such as easy-to-navigate store layouts, store cleanliness, and attractive product displays.

Increased market competition is forcing retailers to improve their layout and display management strategies. This is done to increase the company's share of consumer purchases and purses. Burke (2005) argued that layout management involves efficiently arranging categories in store layouts to improve the customer's shopping experience.

Furthermore, Yuen and Chan (2010) stated that physical aspects such as good store layout and attractive service materials leave customers with a favorable impression and attitude towards the store. This study measures the impact of supermarket facilities on customer satisfaction using three factors: display, comfortable environment, and clean and spacious atmosphere.

### **2.2.3 Reliability**

Reliability refers to how much trust can be gained by supermarket employees and the organization through parameters such as accurate billing. Reliability is about the promises a store makes. If a store fails to keep its promises or breaks its promises, it leads to customer dissatisfaction and negative word of mouth. If possible, it will increase customer confidence in the store, generate customer satisfaction and bring loyalty (Yuen & Chan 2010).

Reliability is the likelihood that a product will perform its intended function in a particular manner and meet or exceed customer expectations. Reliability is simply considered a quality timeout.

#### **2.2.4 Value for Money**

According to Ciavolino and Dahlgard (2007), value for money is the perceived level of quality compared to the price paid for a product or service. Value for money is based on competitive product prices, discounts and promotions offered to customers. Cronin and Taylor (1992) argued that customer satisfaction is influenced not only by customer service, but also by price and convenience.

Additionally, several researches have been done the value for money and the value attached to it by customers. These studies also pointed out the difference between price and quality and how they influence perceived value, customer satisfaction and customer behavior. Quantitative studies by Keaveny (1995) into switching behavior in services revealed results that more than half of customers defected because of poor price perception. While Varki and Colgate (2001) study of the banking industry also reached the same conclusion that price perception can directly influence customer satisfaction.

On the other hand, Sirohi et al. (1998) defined value as what customer get for what they pay for. They also argued that value in supermarket shopping is attributed to various components such as quality, service, variety, nutrition, convenience, freshness and facilities. They compared their definition with that of a previous study by Hauser & Urban (1986) on the dollar value scale of utility.

#### **2.2.5 Customer Service**

Employees are important to a company's marketing strategy. This paper describes the employee dimension using two factors: friendly and helpful staff and knowledgeable and quick performance. According to Gwinner et al. (2005), the successful implementation of a company's marketing concept is highly dependent on frontline employees who interact directly with customers.

Refers to the quality of service associated with the core product. Quality is measured using variables such as staff service, friendly staff, polite and knowledgeable staff. Problem resolution speed is also an important variable. They also keep in mind the staff's ability to provide personalized service, such as being able to identify regular customers or call them by name.

Employees are expected to perform at their best when dealing with customers. They are designed to work in certain ways and some acts are either positive or negative. Employee behavior is important in a service company. Because employees are the bridge

between an organization and its customers. Additionally, Gwinner et al. (1998) found that employees are an important factor in establishing effective working relationships with clients. A study by Lemmink and Mattson (1998) showed that the level of personal engagement shown by service employees to customers is positively correlated with perceptions of service quality and customer satisfaction.

### **2.2.6 Process**

The process is measured by three factors such as the number of checkout counters and express checkout counters, operating hours, and waiting time at the counter. Managing these elements of the service delivery process is important as they can affect customer satisfaction.

According to Katz et al. (1991), waiting time in a retail store is an experience that can lead to consumer dissatisfaction. Therefore, Hui et al. (1997) also argued that the former has a negative impact on customers' store visit behavior. Kumar et al. (1997) found that waiting time expectations influenced satisfaction with the waiting experience, so understanding how customer expectations of waiting influence their decisions is needed. Taylor (1994) also found that shorter wait times lead to higher consumer satisfaction. As a result, supermarkets have to manage long queues, especially during peak hours when store traffic is high.

## **2.3 Customer Satisfaction**

Customer satisfaction is a marketing term that measures how well a company's products and services meet or exceed customer expectations. Customer satisfaction is now considered a corporate-level strategy (Rust and Zahorik, 1993). Research showed that customer satisfaction is the foundation and source of organizational success. Thus, customer satisfaction is the foundation of the relationship between marketing and management departments (Claycomb & Martin, 2002) and a source of competitive edge (Anderson et al., 1994). Customer satisfaction is also important to organizations because it positively impacts their overall financial performance (Anderson et al., 1994; Rust and Zahorik, 1993).

Henkel et al. (2006) found that customers who are satisfied with the services provided by a company are intended to increase their intention to use and purchase in the future. Cronin et al. (2000) concluded that the quality of service provided, the service itself, and overall satisfaction with the service provided directly influence customers'

intentions to continue using their current service provider in the future. Over the years, companies have devoted significant resources to improving customer satisfaction (Durvasula et al., 2004).

Customer satisfaction indicates the overall health and future prospects of an organization and provides many benefits to businesses such as increased consumer loyalty, reduced customer churn, reduced marketing costs, and improved business reputation (Formell 1992). The success of a company's strategy depends on the company's ability to deliver on its promises to consumers, which lead to the formation of long-term and profitable relationships (Carpenter & Fairhurst 2005). In addition, satisfied customers are more likely to remain loyal, spend more money, and are more likely to recommend their friends to the business.

## **2.4 Repurchase Intention**

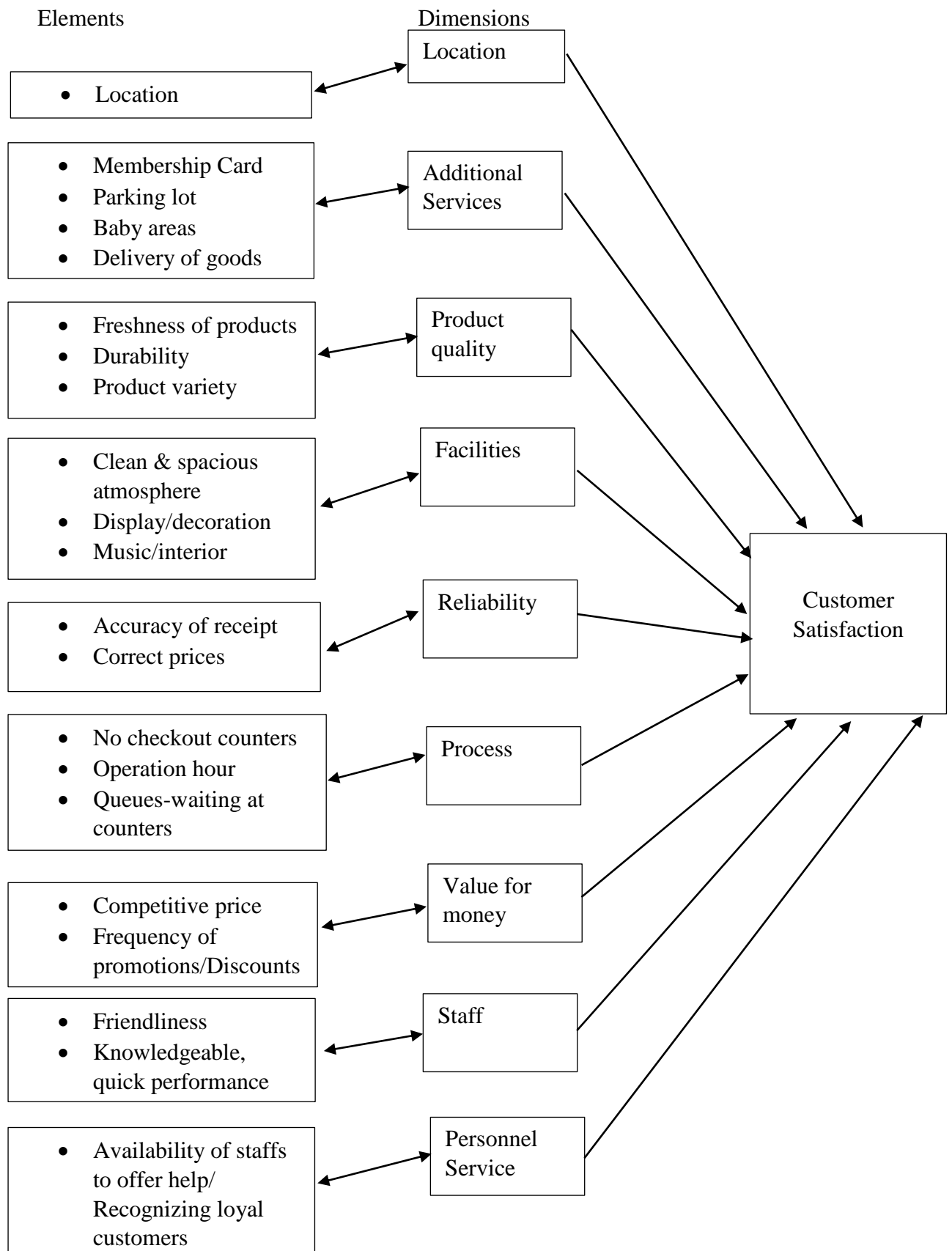
Repurchase is defined as a consumer's actual behavior of purchasing the same product or service multiple times. Most consumer purchases are potential repeat purchases (Peyrot & Van Doren 1994). Customers repeatedly purchase similar products from similar sellers, but most purchases represent a series of events rather than a single isolated event. Retention is another popular term for buyback (Hennig & Thureau, 2004) and is considered one of the most important variables in relationship marketing (Fullerton, 2005; Morgan & Hunt, 1994).

The concepts of customer loyalty, repeat purchase intent, and future support are interrelated, as repeat purchase intent and customer retention and store satisfaction are intertwined. Indeed, cumulative customer satisfaction was found to be the best predictor of loyalty (Johnson et al., 2001; Bodet, 2008; Nam et al., 2011), and others (Ruffin et al., 2012; Lin & Lin, 2011) found loyalty intent from customer satisfaction. In addition, various studies supported the fact that satisfaction directly influences repurchase intentions and customer purchasing behavior (Kumar, 2002; Mittal & Kamakura, 2001).

## **2.5 Empirical Studies**

Several studies have analyzed the factors that influence customer satisfaction and repurchase intent. Lu and Lukoma (2011) studied the factors that influence customer satisfaction in supermarkets. This conceptual framework is described as follows:

**Figure (2.1) Conceptual Framework of Lu and Lukoma**

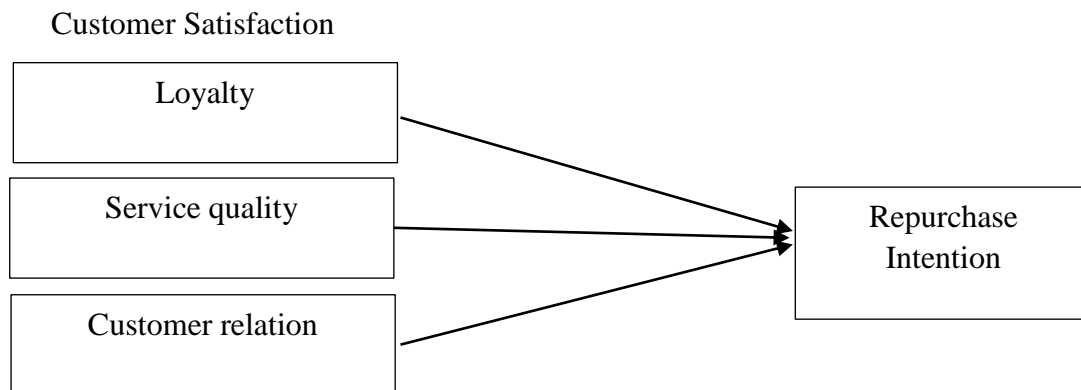


Source: Lu & Lukoma (2011)

The research helped the authors to enhance better understand of the constructs of customer satisfaction in retail industry. The findings of the research provided useful insights for marketers particularly in retail sector to study and understand clearly customers' needs so as to create and maintain higher satisfaction level of their purposes of strategic formulation of loyalty building and sales increase.

Early research on consumer behavior investigated the relationship between repurchase and satisfaction. Tsai et al. (2006) found that longitudinal and cross-sectional satisfaction-repurchase studies have demonstrated that satisfied consumers are more likely to continue their relationship with a particular organization than dissatisfied ones. Olsen (2002) pointed out that although satisfaction is generally thought to be related to repurchase, there are few empirical studies linking actual repurchase behavior with satisfaction. Kamakura (2001) also pointed out that it is not easy for many organizations to directly associate repeat purchases with satisfaction ratings. Whether purchase intentions and past purchase behavior correlate with actual future consumer behavior is debated in the market research literature (Dixon et al., 2005). Jakada et al. (2015) studied the relationship between customer satisfaction and repurchase intention. This conceptual framework is described as follows:

**Figure (2.2) Conceptual Framework of Jakada et al.**



Source: Jakada et al., (2015)

Jakada et al. (2015) found that customer satisfaction can create repurchase intention. Another important area that organizations should focus on to satisfy their customers and influence their repurchase of specific products, it to keep a good relationship with them or engage in what is known as customer relationship management (CRM). CRM is interested in understanding how to create, build and maintain

relationships with individual customers over time (Bhattacharya & Bolton, 2000). It begins with a survey of hoe customers, which forms an evaluation of the product (goods and services). Initially, researchers focused on resource allocation between customer acquisition and retention (Blattberg & Deighton, 1996). However, today's customer asset management requires organizations to use information about customers and prospects to segment them and treat them differently based on their long-term future profitability (Blattberg et al., 2001; Peppers & Rogers, 2005; Rust et al., 2000).

## 2.6 Conceptual Framework of the Study

A conceptual framework is developed in this study based on previous academic review and literature review. This conceptual framework shows how product quality, facilities, reliability, value for money, customer service and process influence customer satisfaction and repurchase intention. The conceptual framework of this study is shown in Figure (2.3).

**Figure (2.3) Conceptual Framework of the Study**



Source: Own Compilation (2020)

In the conceptual framework of this study, three major sections are involved. The first section is about factors influencing customer satisfaction. This section includes product quality, facilities, reliability, value for money, customer service and process. The second part is customer satisfaction and the last one is repurchase intention.

According to conceptual framework of the study, the independent variables such as product quality, facilities, reliability, value for money, customer service and process are lined with the dependent variable, customer satisfaction. The relationship between



these independent and dependent variables are studied by this conceptual framework. Furthermore, this conceptual framework also emphasis the effect of customer satisfaction on repurchase intention.

## **CHAPTER 3**

### **PROFILE AND SERVICES OF MAKRO MYANMAR**

This chapter presents the profile of Makro Myanmar. It also explores the services of Makro store. In addition, research designs, reliability analysis and demographic profile of respondents are also described in this chapter.

#### **3.1 Profile of Makro Myanmar**

Siam Makro Public Company Limited was established in 1988 with capital of 750 million baht and operates a membership wholesale center under the name of 'Makro'. It is headquartered in Bangkok, Thailand. Makro expands its branches to offer a wide variety of products to professional members and operators nationwide, including retailers, restaurants, catering businesses, service providers, government agencies, educational institutions, and other business operators. Its business includes the sale, import and export of food and non-food products, including consumer and electronic products, consumer products, fresh and frozen products. Makro strives to meet the needs of food businesses, operator customers and modern consumers who value health and well-being and are willing to spend money on safe food in accordance with national regulations.

Makro Myanmar is a wholly owned subsidiary of Siam Makro Public Company Limited, Thailand's leading wholesale cash and carry operator for professional businesses. Makro store was established in Myanmar in 2018. With over 30 years of experience in serving B2B clients in Thailand, the company aims to meet the changing needs of its members by providing them with perishables, packaged foods, electronics, stationery and basic goods. They expanded to Myanmar with the aim of Makro Myanmar has served retailers, HoReCa (Hotels, Restaurants, Carriers) and Service Providers (Governments, Healthcare, Education, etc.). The brand currently operates a brick-and-mortar store in Mingalar Town Nyung Township with a sales area of over 7,000 square meters and an e-commerce channel [www.makroclick.com.mm](http://www.makroclick.com.mm). With one store and its e-commerce channel, Makro serves more than 100,000 registered members in Yangon. Myanmar's development journey has just begun and there is still much work to be done.

Makro Myanmar's vision is to bring about change for how life could be better fulfilled with good health, love, joy and well-being. They are committed to being a trusted partner to their professional customers. For over 30 years, Makro has been

committed to developing its business, products and services to be in line with the needs of its customers, together with expanding the business in its home market of Thailand as well as abroad through various formats and sales channels to create and maintain its competitive advantage. Mission is to become the number one B2B and B2C retailer in Asia, combining both online and offline platforms, by fulfilling their customers' daily needs with technology, innovation and operational excellence, together with individuals and partners in a sustainable way.

Makro Myanmar is a leading B2B wholesaler in Myanmar dedicated to providing one-stop solutions for valuable customers. To provide the best customer service, brands use the perfect blend of technology and personalized touch to deliver offline-to-online (O2O) experiences. They take food safety very seriously. It operates through the following segments: Cash & Carry, Foodservice and Other. In order to meet the needs of professional customers for suitable size, convenient packaging and affordable products, Makro has launched its own branded products and sold them all over the country, including food, beverage, stationery, hotel suppliers, etc. in all Makro store nationwide. Branded products are used by more and more professional customers.

### **3.2 Services provided by Makro Myanmar**

Customer service is the interaction between the purchaser of a product and the company that sells it. Good customer service is critical to the success of business and ensures brand loyalty one customer at a time. Makro customer service provides online and offline information. The customer service department shares the latest information (prices, promotions, events) with customers via Facebook or Makro website. If there is a customer complaint, the service will take action or feedback directly to the customer.

From the first day of operation, Makro has always placed importance on taking part in developing competitiveness and enhancing business growth for professional customers by focusing on developing products and services that truly meet their needs. For 30 years, Makro has always promised to be trusted partner, no matter how things change, for better or worse.

#### **3.2.1 Product Quality**

Makro's great pride is to facilitate the development of production for small and medium enterprises to meet industry standards, produce high quality products comparable to big brands, enable them to be sold in Makro stores, and offer lower prices to customers

with more options at affordable prices. As a result, these small and medium businesses are able to earn sustainable business growth.

During the product sourcing process, quality control begins with Makro's quality assurance team working with suppliers to develop product standards. At least three suppliers participate in the quality competition. During the production of product samples, Makro will be involved in production planning and problem solving to develop the highest quality products to bring out the best capabilities of each supplier. A pre-product quality assessment is then conducted to select the best ones to release as Makro's own brand products.

### **3.2.2 Facilities**

Makro store offers a wide variety of products and a comfortable shopping environment. The displays are pretty and the decor is appealing to customers. The store is at room temperature and is located in the center for easy access for customers who come by car or bus.

Makro is closely monitoring the COVID-19 pandemic and anticipating changes in client and consumer behavior, including the impact of economic conditions on each group of professional clients. While buying products such as taro, sea bass, shrimp and seafood, they provide business consulting services. Makro also provides this area free of charge and sells ready-to-eat boxed menus for restaurant operators in front of Makro stores. These activities are to support the business of upstream suppliers and the ability of Makro's professional customers to stay in business.

### **3.2.3 Reliability**

Food safety is Makro's top business priority. Food is one of the four basic needs of life and directly affects human health. The company is committed to developing food safety standards first. It is a food solutions provider for professional customers and international standard food products including legal and Hazard Analysis Critical Control Points (HACCP) that strictly adhere to quality control measures, control and control food safety from raw material selection, production, manufacturing, production, etc. Therefore, it is guaranteed that the Makro foods are not exposed to physical, chemical or biological hazards. The most important principle that restaurants uphold, Makro, as a professional ingredient center for food, is fully aware of its important responsibilities and responsibilities towards the final consumer. They pay attention to detail and focus on

research and development, learning and developing together with local farmers, fishermen and food chain suppliers. Makro has always recognized that sustainable growth means growing together in the upstream, midstream and downstream food chains. Government, private and higher education institutions provide their customers with quality products that meet food safety standards.

#### **3.2.4 Value for Money**

Makro produce high quality products comparable to big brands, and offer affordable prices to customers. Makro always offer special promotion sale items in every pitch season. Some products have higher requirements than capacity. As a result, there was a temporary shortage and the price soared. Recognizing the difficulties of its customers and insisting on conducting business ethically, Makro postponed product price increases as long as possible. That's why Makro can truly attract customers as a trusted partner.

#### **3.2.5 Customer Service**

Customer service is the interaction between the purchaser of a product and the company that sells it. Great customer service is critical to business's success and ensures brand loyalty, one customer at a time. Makro Customer Service provides online and offline information. Customer service department shares the latest information (price, promotions, events) via Makro Facebook. If there is a customer complaint, the service will reply or provide feedback directly to the customer.

From the first day of operation, Makro has always focused on participating in the development of professional customer competitiveness and business growth, with a focus on developing products and services that truly meet customer needs. No matter how things change, in good times and bad, Makro has made a 30-year promise to always be a “trusted partner”.

#### **3.2.6 Process**

Makro processes have been applied to directly and indirectly reduce the amount of food waste. In 2020, Makro introduced an e-order application for managing product orders in stores. This ensures that orders are efficient and accurate, matching actual sales so that the amount of spoiled product is below the specified minimum. To combat perishable products, the company built an application that acts as a database system called

Shrink Management System. Products, image capture and storage, data storage in the cloud. As a result, accurate data is obtained and can be verified for further analysis and development of ways to reduce food waste. In addition, Makro has created packaging innovations to reduce the use of plastic. For example, they reduced the thickness of plastic bags for vegetables and fruits and changed the perforation pattern on the bags to be smaller and more dispersed. This not only makes the bag stronger, but keeps the fresh quality of the fruits and vegetables longer. What can be reduced to astonishing is that Makro is the first manufacturer to stop using plastic cap seals and shorten Makro branded water bottle caps, thereby reducing the use of plastic resin in packaging production.

Makro recognizes the importance of properly disposing of waste without harming the environment. Therefore, food waste disposal and packaging materials used to transport goods (such as cardboard and foam crates and worn out assets) are auctioned by licensed agencies for proper disposal. This is to ensure that the Makro waste disposal business does not affect the environment.

### **3.3 Research Deign**

This study analyzes various factor affecting the satisfaction of the customers of Makro Myanmar and to determine the effect of customer satisfaction on repurchase intention at Makro Myanmar. A survey questionnaire was distributed to systematic random sampling of 215 customers who have visited Makro Myanmar. The descriptive research method and regression method are applied to this study. Systematic random sampling method is used to select every 5<sup>th</sup> customer coming to Makro store. The data collection period was on the weekend of the first week of August 2022. Two-day survey period was conducted to collect the data.

After collecting primary data, the survey data are entered in SPSS to analyze the results and test the reliability analysis. SPSS (Statistical Package for the Social Scientists) is a data management and statistical analysis tool for researchers. In SPSS, variables are created first before data value is entered into respective variables.

The questionnaire consists of three parts – factors influencing customer satisfaction which in turn is subdivided into product quality, facilities, reliability, value for money, customer service and process; customer satisfaction and repurchase intention. The question n section 1 and 2 are multiple choices closed question. The other questions are asked with a five-point Likert scale ranging from strongly disagree to strongly agree

(1=strongly disagree to 5=strongly agree). The reliability analysis of the questionnaire is in next section.

### 3.4 Reliability Analysis

Reliability is a measure of stability and consistency and helps assess the quality of the metric. In this study, the research used Cronbach's alpha as a measure of internal consistency. Cronbach's alpha is a confidence coefficient that measures the degree of positive correlation between a set of items.

According to George (2003), the generally accepted rule for describing internal consistency using Cronbach's alpha is: Alpha values 0.9 and above are excellent, between 0.8 and 0.9 are good, between 0.7 and 0.8 are acceptable, between 0.6 and 0.7 are Questionable, and between 0.5 and 0.6 are poor and less than 0.5 is unacceptable. Table (3.1) shows the reliability (alpha value) of the variables.

**Table (3.1) Reliability Analysis**

<b>Sr. No.</b>	<b>Variables</b>	<b>No. of item</b>	<b>Cronbach Alpha</b>
1	Product Quality	5	0.730
2	Facilities	5	0.772
3	Reliability	5	0.811
4	Value for Money	5	0.819
5	Customer Service	5	0.860
6	Process	5	0.804
7	Customer Satisfaction	6	0.850
8	Repurchase Intention	6	0.861

Source: Survey Data (2022)

According to the Table (3.1), Cronbach's alpha value shows the alpha value of selected variables (product quality, facilities, reliability, value for money, customer service, process, customer satisfaction and repurchase intention). The result of Cronbach's alpha of the variables are between 0.730 and 0.861 which show between acceptable and good level. Therefore, the questionnaire scale items are consistent and reliable for further analysis.

### 3.5 Demographic Profile of the Respondents

This sector describes the demographic characteristics such as gender, age, marital status, education level, occupation, household monthly income, monthly visiting frequency and monthly purchasing amount of Makro Myanmar. The results of the demographic characteristics of the respondents are shown in Table (3.2).

**Table (3.2) Demographic Profile of the Respondents**

Demographic Factors		No. of Respondents	Percentage
Total		215	100.0
Gender	Male	78	36.3
	Female	137	63.7
Age	18 to 28	44	20.5
	29 to 39	90	41.9
	40 to 50	59	27.4
	Above 50	22	10.2
Marital Status	Single	102	47.4
	Married	113	52.6
Education Level	Middle School	2	0.9
	High School	21	9.8
	Bachelor Degree	135	62.8
	Master Degree	53	24.7
	Other	4	1.9
Occupation	Business Owner	71	33.0
	Government Sector	19	8.8
	Private Sector	78	36.3
	Student	13	6.0
	Other	34	15.8
Household Monthly Income (Kyats)	200,000 and less	12	5.6
	200,001-400,000	46	21.4
	400,001-600,000	42	19.5
	600,001-800,000	17	7.9
	800,001-1,000,000	15	7.0



Demographic Factors		No. of Respondents	Percentage
	Above 1,000,001	83	38.6
Monthly Visiting Frequency	1 time	59	27.4
	2-3 times	58	27.0
	4-5 times	38	17.7
	Above 6 times	41	19.1
	1 time in a week	19	8.8
Monthly Purchasing Amount	50,000 and less	47	21.9
	50,001-200,000	54	25.1
	200,001-350,000	37	17.2
	350,001-500,000	17	7.9
	Above 500,001	60	27.9

Source: Survey Data (2022)

According to the Table (3.2), it can be seemed that two third of customer are female. Thus, female respondents are more interesting in visiting supermarkets than male. The largest groups of respondents are between 29 and 39 years old with 41.9 percent of the respondents. The second largest group is between 40 and 50 years old representing 27.4 percent of respondents. The smallest groups of the respondents are above 50 years old group with 10.2 percent of the total respondents. Married respondents are more than single respondents.

From the survey of 215 respondents, most of the customers are bachelor degree with 62.8 percent and Middle school are lowest group which represent 0.9 percent. 36.3 percent of the respondents are private sector which represent the largest group. The highest groups of respondents have the income level with 38.6 percent of respondents who got monthly income above 1,000,001 kyats. The respondents who have the second largest monthly income between 200,001 and 400,000 kyats with 21.4 percent. Monthly visiting frequency maximum is 1 time and second maximum frequency is 2-3 times. The largest groups of respondents who have the purchase level with 27.9 percent of respondents buy above 500,001 kyats per month.

## **CHAPTER 4**

### **ANALYSIS ON CUSTOMER SATISFACTON AND REPURCHASE INTENTION TOWARDS MAKRO MYANMAR**

This chapter describes the customer satisfaction of Makro Myanmar and their repurchase intention, and the effect of factors influencing on customer satisfaction and repurchase intention by using linear regression method.

#### **4.1 Factors Influencing Customer Satisfaction**

In this study, factors influencing customer satisfaction of Makro Myanmar are studied. For factors influencing customer satisfaction, product quality, facilities, reliability, value for money, customer service and process with six different questions each are asked to collect data. Each factor included respective statements; each statement was measured by five-point Likert-scale ranging within 1 to 5 (strongly disagree, disagree, neutral, agree, strongly agree). According to Best (1977), the mean values of five-point Likert scale items are interpreted as follows:

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.840 means neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

##### **4.1.1 Product Quality**

This section is to analyze the perception of customer on product quality provided by Makro Myanmar. It contains five statements which are asked to 215 respondents. Each item has scale of 1 to 5 (1=strongly disagree to 5=strongly agree). This result is shown in Table (4.1).

**Table (4.1) Product Quality**

<b>SN</b>	<b>Items</b>	<b>Mean</b>
1	Having a variety of product range	4.14
2	Durable product in the store	4.09
3	Finding product with high quality in the store	4.16
4	Finding fresh products in the store	4.20
5	Finding goods with clear label and origin in the store	4.15
Overall Mean		4.15

Source: Survey Data (2022)

The mean value of each question on product quality of Makro Myanmar is presented in Table (4.1). The overall mean is higher than agree level which shows that product quality has positive influence on customer perception. The highest mean value means that customers agree that they find fresh products in the store. The second and third highest mean values indicate that the customers find product with high quality and goods with clear label and origin in the store. The two lowest mean values show that products in the store are durable and Makro store has a variety of product range.

Therefore, the findings can be interpreted that products from Makro Myanmar have a high quality. As a supermarket that customers regularly visit and find the product, it is very important for the product to be fresh, clear label, variety of product range and high-quality products, and Makro Myanmar can deliver the product quality that meets the customers' expectation.

#### **4.1.2 Facilities**

Facilities of Makro store is analyzed with the measurement of five-different questions. The mean value and overall mean value for facilities are calculated and show in the Table (4.2).

**Table (4.2) Facilities**

<b>SN</b>	<b>Items</b>	<b>Mean</b>
1	Having comfort shopping environment	4.11
2	Being lean and spacious atmosphere	4.32
3	Being attractive its display/decoration to me	4.07
4	Location in residential area	4.04
5	Supporting health safety such as hand sanitizer, and temperature check etc.	4.06
Overall Mean		4.11

Source: Survey Data (2022)

According to Table (4.2), the overall mean value of 4.11 indicates that customers generally agree that facilities of Makro Myanmar positively influence the customer perception. The highest mean value means that customers strongly agree that Makro store is clean and spacious atmosphere. The second and third highest mean values indicate that the customers agree that the store has comfort shopping environment and its display and decoration is attractive to them. The two lowest mean values show that the customers agree that the store is located in residential area and supports health safety such as hand sanitizer and temperature check etc.

Overall, it can be concluded that the facilities at Makro Myanmar are clean and spacious, conform, attractive display and it is located in residential area. As a store, it is very important to preserve the facilities of the store in order to make the customers satisfied.

#### **4.1.3 Reliability**

This section is to analyze the perception of customer on reliability provided by Makro Myanmar. Five statements Likert scale questions are asked to 215 respondents. The result is shown in Table (4.3).

**Table (4.3) Reliability**

<b>SN</b>	<b>Items</b>	<b>Mean</b>
1	Being trustable the purchasing process	4.23
2	Being accuracy of bill/bill clarity	4.20
3	Being safe while providing personal information	4.11
4	Being correct information of price signs	4.23
5	Trustworthiness of Makro	4.20
Overall Mean		4.20

Source: Survey Data (2022)

According to the Table (4.3), the overall value mean is 4.20 that agree score. It shows that the customers perceived reliability upon the store. The two highest mean value mean that customers strongly agree that they feel that the purchasing process is trustable one and it is correct information of price signs. The second and third highest mean values indicate that the customers agree that it is accuracy of bill and bill clarity and they feel that Makro is trustworthy. The lowest mean value shows that the customers agree that they feel safe while providing personal information.

In general, the survey data regarding to reliability can be interpreted in a way that reliability of Makro is quite accuracy and trustworthy. As a supermarket, it is very important to maintain the reliability of the store in order to make the customers satisfied.

#### **4.1.4 Value for Money**

This section is to analyze the perception of customer on value for money of Makro Myanmar. 215 respondents are asked with five statements Likert scale question. The result is shown in Table (4.4).

**Table (4.4) Value for Money**

<b>SN</b>	<b>Items</b>	<b>Mean</b>
1	Appropriation price of goods to their quality	4.19
2	Being not expensive price to compare with other kinds of stores	4.14
3	Being reasonable price of products	4.14
4	Being fair price and suiting my pocket	4.17
5	Offering the special promotion items in every pitch season	4.26
Overall Mean		4.18

Source: Survey Data (2022)

According to Table (4.4), the overall mean value of 4.18 indicates that customers generally agree that the value for money of Makro Myanmar positively influence the customer perception. The highest mean value means that customers strongly agree that the special promotion items offer every pitch season. The second and third highest mean values indicate that the customers agree that price of goods in the store is appropriate to their quality and the prices are fair and suit their pocket. The two lowest mean values show that the customers agree that price is not expensive to compared with other kinds of stores and the price of products is reasonable price.

Overall, it can be concluded that the value for money of Makro store offers special promotion items in every pitch season and is reasonable and fair price, and not expensive compared with others. As a supermarket targeting to all segments of customers, it is the value for money set by the store needs to be attractive and reasonable for all types of customers.

#### **4.1.5 Customer Service**

The following Table (4.5) shows the customer service of Makro Myanmar. Five different questions are used to measure it. The mean values and overall mean for customer service are calculated and displayed.

**Table (4.5) Customer Service**

<b>SN</b>	<b>Items</b>	<b>Mean</b>
1	Giving personal attention to customers.	4.05
2	Being friendliness and helpful.	4.10
3	Having knowledgeable and quick performance.	4.14
4	Understanding customers' specific needs.	4.06
5	Having availability of staffs to offer help.	4.13
Overall Mean		4.10

Source: Survey Data (2022)

According to the Table (4.5), the overall mean value of customer service is 4.10 more than agree score. Having knowledgeable quick performance is the highest mean value 4.14. It can be said that Makro considers to give quick performance to their customers. The second and third highest mean values indicate that the customers agree that it has availability of staffs to offer help and the staffs are friendliness and helpful. The two lowest mean values show that the customers agree that staff at the store understand customers' specific needs and give personal attention to customers.

Customer service is one of the major factors that influence the satisfaction level of the customers. As per the survey results from Table (4.5), personal attention, friendliness, quick performance, availability to offer help can create comfortable and pleasant feeling for the customers.

#### **4.1.6 Process**

This section is to analyze the perception of customer on process of Makro Myanmar. This result is shown in Table (4.6).

**Table (4.6) Process**

<b>SN</b>	<b>Items</b>	<b>Mean</b>
1	Being available membership card	4.09
2	Having parking lot	4.30
3	Being convenient to carry goods	4.21
4	Not needing to wait too long for customer in queue to pay	4.00
5	Being satisfactory check-out speed of the store staff	4.16
Overall Mean		4.15

Source: Survey Data (2022)

In terms of process of Makro Myanmar, the overall mean value of 4.15 indicates that the process of the supermarket creates a convenient environment for the customers. The highest mean value means that customers strongly agree that it has parking lot. The second and third highest mean values indicate that the customers agree that it is convenient to carry goods and the check-out speed of the store staff is satisfactory. The two lowest mean values show that the customers agree that membership card is available and there is no need to wait too long for customer in queue to pay.

As a supermarket, the process is one of the major factors that hugely influence the satisfaction of customers. According to the results, the store has a large parking space and the customers are satisfied check-out speed of the store.

#### **4.1.7 Customer Satisfaction**

Customer perception on their satisfaction is shown in the following Table (4.7). Customers are asked six statements to measure their perception towards the satisfaction. Results are presented with mean and standard deviation.



**Table (4.7) Customer Satisfaction**

<b>SN</b>	<b>Items</b>	<b>Mean</b>
1	Satisfying the decision to purchase from Makro	4.23
2	Being happy with this store to buy the grocery products.	4.14
3	Satisfying with the information available for the products.	4.23
4	Being enjoy with this store's quick business process.	4.08
5	Satisfying with the customer care support provided by this store.	4.15
6	Satisfying with Makro Store compared to other stores	4.16
Overall Mean		4.17

Source: Survey Data (2022)

According to Table (4.7), the overall mean value of customer satisfaction is 4.17 which is the agree level. It means that customers are satisfying Makro Myanmar. Satisfying the decision to purchase from Makro and available information for the products at this store gets the highest mean value which is the strongly agree level. It can be said that customers are satisfying their decisions to purchase the products from the store. Being enjoy with this store's quick business process has the lowest mean value 4.08 which is agree level. It can be concluded that customers believed that Makro Myanmar are meeting with their expectations as their ideal stores.

#### **4.1.8 Repurchase Intention**

This section is to analyze the customers repurchase intention of Makro Myanmar. Customers are asked six statements to measure their perception towards repurchase intention. Results are presented with mean and standard deviation.

**Table (4.8) Repurchase Intention**

<b>SN</b>	<b>Items</b>	<b>Mean</b>
1	Remember Makro for future requirements	4.22
2	Have a plan to continue the same store for future purchase.	4.20
3	Be more likely to visit Makro next time.	4.24
4	Think firstly about Makro Myanmar when customers want to buy products	4.08
5	Intend to recommend Makro Myanmar for other customers around them	4.20
6	Intend to buy in this Makro store for future purchase.	4.25
Overall Mean		4.20

Source: Survey Data (2022)

According to Table (4.8), the overall mean value of repurchase intention is 4.20 which is the strongly agree level. It means that customers are repurchase intention to the stores. Intention to buy in Makro store for future purchase gets the highest mean value 4.25 which is the strongly agree level. It can be said that customers are getting long-term relationship with the store. Thinking firstly about Makro Myanmar when customers want to buy products has the lowest mean value 4.08 which is still at the agree level. It can be concluded that customers want to share the information about Makro Myanmar to their friends.

#### **4.2 Analysis of Factors Influencing Customer Satisfaction**

This section finds out the effect of factors influencing on customer satisfaction. In this study, linear regression is used to test the relationship between independent variables-product quality, facilities, reliability, value for money, customer service and process and dependent variable-customer satisfaction. The survey results are shown in Table (4.9).

**Table (4.9) The Effect of Factors on Customer Satisfaction**

Variables	Unstandardized Coefficients		Standardized Coefficients	t- value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	.349	.160		2.176	.031	
Product Quality	.164***	.058	.164	2.809	.005	2.798
Facilities	-.058	.056	-.063	-1.034	.302	3.072
Reliability	.187***	.069	.184	2.701	.007	3.832
Value for Money	.167**	.077	.173	2.172	.031	5.237
Customer Service	.218***	.048	.252	4.562	.000	2.525
Process	.200***	.058	.263	4.164	.000	3.288
R	0.865					
R Square	0.748					
Adjusted R Square	0.740					
F Value	102.773***					
Durbin-Watson	2.047					

Source: Survey Data (2022)

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

According to Table (4.9), the model can explain 74.8% about the variation of the customer satisfaction of the respondents since the value of R square is 0.748. The model can explain 74% about the variance of the independent variables (product quality, facilities, reliability, value for money, customer service and process) and dependent variable (customer satisfaction) because adjusted R square is 0.740. The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

The value of R is 0.865 which lies between 0 and 1. It indicates that both independent variables and dependent variable are correlated. All VIFs (Variance Inflation Factor) of independent variables are less than 10, so there is no problem of multicollinearity (correlation between independent variable). The value of Durbin-Watson is 2.047 which indicates that there is no auto correlation in the sample.

According to the results, product quality, reliability, customer service and process are highly significant at 1% level while value for money has the highly significant coefficient value at 5% level. All five variables have the expected positive signs which

mean that the increase in each variable lead to higher customer satisfaction. A unit increase in each of the aforementioned variables results in 0.164, 0.184, 0.252, 0.263 and 0.173 increase in customer satisfaction respectively. It points that these five variables lead to an increase and repurchase intention towards Makro Myanmar. Facilities are not significant at any significant level. It means that facilities of Makro do not have impact on customer satisfaction because the store provides wholesale and retail customers with good quality products at reasonable price although they don't have facilities that make customer relax and stress out environments.

### 4.3 Analysis on the Effect of Customer Satisfaction on Repurchase Intention

This section finds out the effect of customer satisfaction on repurchase intention. In this study, linear regression is used to test the relationship between customer satisfaction and repurchase intention. The results are shown in Table (4.10).

**Table (4.10) The Effect of Customer Satisfaction on Repurchase Intention**

Variables	Unstandardized Coefficients		Standardized Coefficients	t- value	Sig.	VIF
	B	Std. Error	Beta			
(constant)	.768	.180		4.267	.000	
Customer Satisfaction	.824***	.043	.797	19.271	.000	1.000
R	0.797					
R Square	0.636					
Adjusted R Square	0.634					
F Value	371.375***					
Durbin-Watson	1.941					

Source: Survey Data (2022)

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

According to the Table (4.10), the model can explain 63.6% about the variation of the repurchase intention of the respondents since the value of R square is 0.636. The model can explain 63.4% about the variance of the independent variables (customer satisfaction) and dependent variable (repurchase intention) because adjusted R square is

0.634. The value of F-test, the overall significance of the models, turned out highly significant at 1% level. The value of R is 0.797 which lies between 0 and 1. It indicates that both independent variables and dependent variable are positively correlated. The value of Durbin-Watson is closed to 2 (1.941) which indicates that there is no auto correlation in the sample.

According to the results, customer satisfaction has the expected positive sign and highly significant coefficient value at 1% level. The positive relationship means that the increase in customer satisfaction leads to better repurchase intention. A unit increase in customer satisfaction results in 0.797 increase in customers repurchase intention.

The standardized coefficient (Beta) of customer satisfaction means that customer satisfaction has contribution to increase repurchase intention of Makro Myanmar. Studies found that the more satisfied the business, the more likelihood of repurchase intention of the customer is.

The survey results show that customers are prone to repurchase products of Makro Myanmar mainly because of the fact that they have a certain level of satisfaction with the product quality, reliability, customer service, process and value for money of the store. Customer satisfaction offers not only the repurchase intention of the customers but also becoming regular customers of the store. This, in turn, supports the possibility of expanding further branches of the store in Myanmar. Therefore, it is crucial for the store to maintain and improve these factors in order to enhance the customer satisfaction level and their repurchase intention.

## **CHAPTER 5**

### **CONCLUSION**

This chapter consists of three main parts. The first part the findings and discussions from the previous chapters. It summarized the findings from mean tables and regression analysis tables from the previous chapters. The second part is suggestions and recommendations. In this section, the researcher suggests and recommends things that Makro Myanmar should follow in order to improve the customer satisfaction and repurchase intention. The last part is the needs for further research in which the researcher presents the limitations of this study and what further studies should focus on.

#### **5.1 Findings and Discussion**

This study is based on the factors influencing customer satisfaction and how they influence over customer satisfaction and their repurchase intention. Under factors influencing customer satisfaction, there are product quality, facilities, reliability, value for money, customer service and process are included. Both primary and secondary are utilized in this study. To analyze the study, a sample of 215 customers are asked to take in the survey. To collect primary data, structured questionnaires were used and Likert five-point scale was applied.

The first part of the study explores the factors influencing customer satisfaction and the survey results found that customers of Makro Myanmar are pretty satisfied with the quality of the product especially due to the variety of fresh products available. In terms of facilities, the customers of Makro are truly satisfied because it is clean and comfort shopping environment. The customers strongly agree that the reliability of Makro Myanmar is correct information of price signs and the purchasing process is trustable one. In terms of value for money, most of the customers agree that the special promotion items offer every pitch season. When it comes to customer service, the majority of the customer agree that the service provided by Makro Myanmar is knowledgeable and quick performance. Finally, the customers collectively agree that the process of Makro Myanmar is convenient to carry goods.

The second part explores the customer satisfaction of Makro Myanmar. According to the survey results, most of the customers are satisfied with their overall experience at Makro store. The customers are satisfied with Makro Myanmar because the process of the

store is convenient to carry goods which is further reinforced by the quick performance, product quality and pricing offered.

In the last part, customer repurchase intention is studied by examining how they purchase in the future. The survey results show that most of the customers are willing to have fully intention to buy in Makro store for the future purchase. Moreover, the store became their top of mind they plan to buy next time and customers are more likely to visit this store next time.

The regression analysis on the effect of factors influencing customer satisfaction on customer satisfaction shows that all factors positively influence customer satisfaction. Increasing the level of the product quality, reliability, customer service, process and value for money also increase that of customer satisfaction. Another regression analysis on the effect of customer satisfaction on their repurchase intention shows that the level of customer satisfaction positively influence their repurchase intention. Therefore, it can be included that providing product quality, facilities, reliability, value for money, customer service and process improve both customer satisfaction and repurchase intention.

## **5.2 Suggestions and Recommendations**

The survey results found that having knowledgeable and quick performance and having parking lot are the most prominent factor and these two reasons customers are satisfied with Makro Myanmar so these are recommended to keep having knowledgeable and quick performance of the staffs in the store and having a large parking space being to maintain the customers' satisfaction level.

Enhancing the customer service and process are prerequisite for the business people who run a supermarket. According to the analysis, customer service and process are highly influencing factor of customer satisfaction on repurchase intention. This study, therefore, strongly recommends that the customer service and process currently providing to the customers should be maintained and the management level of the store should keep the progress of the customer service and process to keep pace with competitors.

Among the influencing factors on customer satisfaction of the store, product quality is the least contributing factors on customer satisfaction. It is recommended to keep finding fresh products and product with high quality in the store to maintain the customer's satisfaction. According to analysis of the study, it is found that the reliability of Makro is also one of the highest contributing factors on customer satisfaction. This

study, therefore, highly recommends the store to provide the accuracy of bill clarity and the correct information of price signs.

When it comes to value for money, offering the special promotion items every pitch season is very influential on customer satisfaction level. In this connection, the store is highly recommended to provide special discount coupons which can be used in next purchase for existing customers and new customers.

As can be seen from survey results, customer service is very important for business like Makro Myanmar, and thus, it is suggested that the senior management should enhance provision of benefits, rewards and incentive to better motivate employees in serving the customers.

### **5.3 Needs for Further Research**

This study focuses only the influencing factors of customer satisfaction and how they influence customer satisfaction and their repurchase intention. However, this study excludes the effect of other factors on customer satisfaction and repurchase intention. Therefore, further studies should observe not only on marketing mix such as product quality, facilities, reliability, value for money, customer service, process etc. but also other factors such as market competition and investigate the significance of their effects on customer satisfaction and repurchase intention. This study collected the survey data and analyzed for 215 respondents so further studies that collect and analyze from larger sample size will be beneficial not only for Makro Myanmar but also other supermarkets in the industry. Further studies should conduct more detail on examining the effect of influencing factors on customer satisfaction and repurchase intention to be able to better understanding of the customer's desire and satisfaction. This study excludes the effect of communication mix on customer satisfaction and repurchase intention, and, therefore, further studies should include the influence of communication mix on customer studies and repurchase intention.



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## APPENDIX – A

### QUESTIONNAIRE

#### Influencing Factors on Customer Satisfaction and Repurchase Intention of Makro Myanmar

##### Section A: Personal Factors

Please tick (✓) the following answer box for each question.

1. What is your gender?
  - Male
  - Female
  
2. What is your age?
  - 18-28years
  - 29-39years
  - 40-50years
  - Above 50years
  
3. What is your marital status?
  - Single
  - Married
  
4. What is your education?
  - Middle School
  - High School
  - Bachelor Degree
  - Master Degree
  - Other (please specify) -----
  
5. What is your occupation?
  - Business Owner
  - Government sector
  - Private sector
  - Student

Other (please specify) -----

6. How much is your household monthly income?

- Less than Ks 200,000
- Ks 200,001 - Ks 400,000
- Ks 400,001 – Ks 600,000
- Ks 600,001 – Ks 800,000
- Ks 800,001 – Ks 1,000,000
- More than Ks 1,000,001

## Section B: Introductory questions about Makro Myanmar

Please tick (✓) the following answer box for each question.

1. How many times in average do you visit Makro Myanmar in a month?
  - One time
  - Between 2-3 times
  - Between 4-5 times
  - More than 6times
  - One time in a week
  
2. What kind of products do you buy from Makro Myanmar? (You can select more than one)
  - Fruits & Vegetables
  - Frozen Meat
  - Frozen Seafoods
  - Chilled, Dairy & Processed Foods Product
  - Bakery
  - Grocery
  - Beverages
  - Snacks & Confectioneries
  - Health & Beauty
  - Tissue & Cleaning items
  - Mom & Baby
  - Pet Food & Pet Care
  - Food Service Supplies Product
  - Office & Professional Supplies Product
  - Kitchen Appliance Product
  - Home Appliance Product
  - TV, Audio, Entertainment Product
  - Other (please specify) .....
  
3. How much money do you spend in Makro Myanmar?
  - Less than Ks 50,000
  - Ks 50,000 to Ks 200,000
  - Ks 200,001 to Ks 350,000
  - Ks 350,001 to Ks 500,000
  - More than Ks 500,001

**Section C: Influencing factors of customer satisfaction on Makro Myanmar**

Please rate your agreement level of the following statement.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

<b>Sr No.</b>	<b>Product quality</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Makro store has a variety of product range.					
2	Product in the store is durable.					
3	I find product with high quality in the store.					
4	I find fresh products in the store.					
5	I find goods with clear label and origin in the store.					

<b>Sr No.</b>	<b>Facilities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Makro store have comfort shopping environment.					
2	It is clean & spacious atmosphere.					
3	Its display/decoration is attractive to me.					
4	It is located in residential area.					
5	It supports health safety such as hand sanitizer, and temperature check etc.					

<b>Sr No.</b>	<b>Reliability</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I feel that the purchasing process is trustable one.					
2	It is accuracy of bill/bill clarity.					
3	I feel safe while providing personal information.					
4	It is correct information of price signs.					
5	I feel that Makro is trustworthy.					

<b>Sr No.</b>	<b>Value for Money</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Price of goods is appropriate to their quality.					
2	Price is not expensive to compare with other kinds of stores.					
3	The price of products is reasonable price.					
4	The prices are fair and suit my pocket.					
5	The special promotion items offer every pitch season.					

<b>Sr No.</b>	<b>Customer Service</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Staff of the store give personal attention to customers.					
2	They are friendliness and helpful.					
3	They have knowledgeable and quick performance.					
4	Staff at the store understand customers' specific needs.					
5	It has availability of staffs to offer help.					

<b>Sr No.</b>	<b>Process</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Membership card is available.					
2	It has parking lot.					
3	It is convenient to carry goods.					
4	There is no need to wait too long for customer in queue to pay.					
5	The check-out speed of the store staff is satisfactory.					



### Section D: Customer Satisfaction on Makro Myanmar

Please rate your agreement level of the following statement.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

Sr No.	Customer Satisfaction	1	2	3	4	5
1	I am satisfied with my decision regarding made purchase from Makro.					
2	I am happy with this store to buy the grocery products.					
3	I am satisfied with the information available for the products.					
4	I have truly enjoyed with this store's quick business process.					
5	I am satisfied with the customer care support provided by this store.					
6	Compared to other stores, I am very satisfied with Makro store.					

### Section E: Repurchase Intention on Makro Myanmar

Please rate your agreement level of the following statement.

(Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

Sr No.	Repurchase Intention	1	2	3	4	5
1	For my future requirements I will remember Makro.					
2	I have a plan to continue the same store for future purchase.					
3	I am more likely to visit Makro next time.					
4	When I want to buy products, I firstly think about Makro Myanmar.					
5	I intend to recommend Makro Myanmar for people around me.					
6	I have fully intention to buy in this Makro store for future purchase.					

**APPENDIX – B**  
**STATISTICAL OUTPUT**

Multiple Regression Analysis of Influencing Factors on Customer Satisfaction

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.865 <sup>a</sup>	.748	.740	.31863	2.047

a. Predictors: (Constant), Process, Service, Product, Facility, Reliability, Value

b. Dependent Variable: Satisfaction

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.604	6	10.434	102.773	.000 <sup>b</sup>
	Residual	21.117	208	.102		
	Total	83.722	214			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Process, Service, Product, Facility, Reliability, Value

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.349	.160		2.176	.031		
	Product	.164	.058	.164	2.809	.005	.357	2.798
	Facility	-.058	.056	-.063	-1.034	.302	.326	3.072
	Reliability	.187	.069	.184	2.701	.007	.261	3.832
	Value	.167	.077	.173	2.172	.031	.191	5.237
	Service	.218	.048	.252	4.562	.000	.396	2.525
	Process	.241	.058	.263	4.164	.000	.304	3.288

a. Dependent Variable: Satisfaction

Multiple Regression Analysis of Customer Satisfaction on Repurchase Intention

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.797 <sup>a</sup>	.636	.634	.39106	1.941

a. Predictors: (Constant), Satisfaction

b. Dependent Variable: Repurchase

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.793	1	56.793	371.375	.000 <sup>b</sup>
	Residual	32.573	213	.153		
	Total	89.366	214			

a. Dependent Variable: Repurchase

b. Predictors: (Constant), Satisfaction

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.768	.180		4.267	.000		
	Satisfaction	.824	.043	.797	19.271	.000	1.000	1.000

a. Dependent Variable: Repurchase