YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

ONLINE MBA PROGRAMME

EFFECT OF STORE ENVIRONMENT ON CUSTOMER SATISFACTION AND CUSTOMER LOYALTY OF MOON SUN PETROL STATIONS IN YANGON

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ACADEMIC YEAR (2020 – 2023)

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Yangon University of Economics   2020-2023

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"A thesis is 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 "**Effect of Store Environment on Customer Satisfaction and Customer Loyalty of Moon Sun Petrol Stations in Yangon**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The research aims to analyze the store environment on customer satisfaction and customer loyalty at Moon Sun Petrol Stations in Yangon. The specific objectives are to analyze the store environment on customer satisfaction of Moon Sun Petrol Stations and to examine the customer satisfaction on customer loyalty of Moon Sun Petrol Stations. Among a total of 18 petrol stations, primary data is collected from 363 petrol station customers who are coming to buy petrol from eight Moon Sun Petrol stations in Yangon by using systematic sampling method. The secondary data are collected from various sources such as previous research papers, journals and related text books. This study found that internal ambient, spatial layout, personnel and crowding are positively and significantly effect on customer satisfaction. When the effect of customer satisfaction on customer loyalty was analyzed, it was found that there was a positive and significant effect of customer satisfaction on customer loyalty towards Moon Sun Petrol Stations. Therefore, the higher internal ambient, spatial layout, personnel and crowding the higher customer satisfaction and consequently led to customer loyalty. Based on the findings of the research, it is suggested that Moon Sun Petrol Stations in Yangon should focus on improving the internal ambient, spatial layout, personnel, and managing crowding in order to enhance customer satisfaction. By creating a pleasant and comfortable store environment, customers are more likely to be satisfied with their experience at the petrol stations.
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ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

Store environment has a significant impact on customer satisfaction and customer loyalty of petrol stations. A clean, well-lit, and inviting store can influence a customer's overall perception of the station, which in turn can affect their decision to return for future purchases. A pleasant store environment can make customers feel comfortable and welcome, leading to increased satisfaction with their experience at the petrol station. On the other hand, a dirty or poorly maintained store can have the opposite effect, leading to dissatisfaction and decreased loyalty. Additionally, a well-stocked store with a variety of products can increase customer loyalty. Customers may be more likely to return for future purchases if they can consistently find the products they need at the petrol station.

The term store environment or store atmospherics could be defined as the conscious design of the space in order to produce emotional effects in shoppers. An external environment is composed of all the outside factors or influences that impact the operation of business. The store internal ambient is a key element in the customer experience inside the store, which creates the differentiation between different retail stores and influences customer satisfaction. Spatial layout refers to the arrangement or organization of physical elements within a given space which it includes object placement, movement flow, and component relationships. Personnel means all natural persons who serve to aid the Company in conducting its business, in particular on the basis of an employment, business management or service relationship. Crowding is an important element in store atmospherics, being a social factor that influences numerous store retail outcomes such as customer satisfaction and shopping behavior. Customer satisfaction was the emotional behavior or cognitive attitudes towards the buying of products and services. Customer loyalty is a customer's willingness to repeatedly return to a company to conduct business.

Customer service is also an important factor in a petrol station's store environment. Friendly and helpful staff can make customers feel valued and appreciated, leading to increased satisfaction and loyalty. Customer loyalty and satisfaction is vital for modern day business for two main reasons. First, customers are scarce resource it is far easier to obtain from an old customer than from a new one. Second, customer loyalty and satisfaction has a positive effect on the profitability revenues of the company (Rosenberg

& Czepiel 2017.). Customer satisfaction has been one of the top tools for a successful business. Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time (Fornell et al., 1996). Although customer satisfaction is a crucial part of a business, satisfaction alone cannot take a business to a top level. Customer satisfaction produces a positive financial result, especially in regular purchases. Today's unforgiving market where creating and maintaining customer loyalty is more complex than it used to be in the past years. This is because of technological breakthrough and widespread of the internet uses. Loyalty building requires the company to focus the value of its product and services and to show that it is interested to fulfill the desire or build the relationship with customers (Griffin, 2002). Overall, the store environment of a petrol station has a direct impact on customer satisfaction and loyalty. A clean, inviting store with a variety of products and friendly staff can lead to increased customer loyalty and repeat business.

The importance of customer satisfaction and customer loyalty in the retail industry cannot be overstated. The degree to which customers are satisfied with their shopping experience and the level of loyalty they demonstrate towards the brand can significantly impact a business's success. Petrol stations are one of the most common types of retail establishments, serving millions of customers each day. With such a high volume of customers, it is essential for petrol stations to provide a positive shopping experience that encourages customer satisfaction and loyalty. Moon Sun Company Limited has 18 petrol stations in Myanmar and this thesis examines the impact of store environment on customer satisfaction and customer loyalty of Moon Sun Petrol Stations in Yangon. The study involves surveying customers of different Moon Sun petrol stations to collect data on their perceptions of the store environment, their levels of satisfaction, and their likelihood to return to the same petrol station in the future.

1.1 Rationale of the Study

In Myanmar, the demand for petrol has increased over past decade, which can be confirmed by the fact that an increasing number of petrol station retailers begin to enter this industry. Attitude towards the choice of the petrol station is store environment on customer satisfaction are the behavioral intention in the choice of the petrol station. Customer loyalty strengthens marketing initiatives and campaigns. In general, loyal customers think highly of the products, or services, which increases the chance to buy repeatedly from marketers.

The study of store environment on customer satisfaction and customer loyalty of petrol stations is important for several reasons. First, petrol stations are an essential part of everyday life for many people who need to refuel their vehicles. Therefore, understanding how the store environment can influence customer satisfaction and customer loyalty is crucial for petrol station owners and managers who want to attract and retain their customers.

Secondly, competition within the petrol station industry is increasing, with more brands and outlets offering similar services. Thus, creating a distinctive, positive and satisfactory store environment can differentiate a petrol station from its competitors and help build customer loyalty. Thirdly, the store environment has been shown to affect customer behavior and perception. Studies have shown that a well-designed and maintained store environment can lead to increased sales and customer satisfaction. By studying the effects of store environment on customer satisfaction and customer loyalty in petrol stations, it is possible to identify ways in which petrol station owners and managers can enhance their environments to provide a better overall experience for their customers.

Finally, by examining this relationship, it can provide insights into customer preferences regarding the store environment, leading to the development of more targeted marketing strategies and operational enhancements. Overall, the study of store environment on customer satisfaction and customer loyalty of petrol stations is essential for both the success of individual petrol stations and the industry as a whole.

1.2   Objectives of the Study

The specific objectives of this study are:

1. To analyze the store environment on customer satisfaction of Moon Sun Petrol Stations.
2. To analyze the customer satisfaction on customer loyalty of Moon Sun Petrol Stations

1.3   Scope and Methods of the Study

This study focuses on the perception of the store environment, the customer satisfaction and customer loyalty. Descriptive statistics and regression analysis are used to analyze the data in this study. Moreover, both primary and secondary data are utilized to conduct this study. Population of the study is customers of Moon Sun in Yangon. The

primary data are collected from customers who buy petrol at Moon Sun in Yangon by using systematic random sampling method. Data was collected from 5th customers who purchased petrol at eight Moon Sun Petrol Stations in Yangon during every weekend of August, 2023. The secondary data are collected from various sources such as previous research papers, journals, theses, related text books. The structured questionnaire with five-point Likert type scale ranging from 1 = "strongly disagree" to 5 = "strongly agree" used to get the perception of customers on store environment, their satisfaction and their loyalty towards Moon Sun Petrol Stations. Descriptive statistics and regression analysis are used to analyze the data.

1.3   Organization of the Study

The study is organized into five chapters. Chapter one is introduction that covers rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two includes theoretical background. Chapter three presents profile and store environment of Moon Sun petrol stations. Chapter four consists of analysis on the effect of store environment on customer satisfaction and customer loyalty of Moon Sun petrol stations in Yangon. Chapter five includes findings, suggestions and the needs for further study.

CHAPTER II
THEORETICAL BACKGROUND

This chapter focuses on the theories regrading store environment, customer satisfaction and customer loyalty. Based on the literature review, conceptual framework is developed in this chapter.

2.1   Store Environment

The term store environment or store atmospherics could be defined as the conscious design of the space in order to produce emotional effects in shoppers (Kotler, 1973). Later, Hoffman and Turley (2002) defined the store atmospherics as the interaction of the tangible and intangible elements created by customers' feelings and thoughts within their previous knowledge, expectations, and experience.

The attributes that constitute the store atmosphere are manifold and have been classified into different elements. The seminal work of Baker et al. (1994) indicated that the retail store environment is a multidimensional variable that consists of three elements. In the first place, ambient or internal factors referring to the store's atmosphere, including temperature, scent, noise, background music, and lighting. In the second place, design factors that are related to the consumer perception of the store layout and include architecture, color, materials, facilities, store, and merchandise layout. And finally, social factors which include the behavior and appearance of employees and sales staff, other consumers, and crowding. Later, authors like Turley and Milliman (2000) reported that the store environment is characterized by five elements, namely external environment, general interior, store layout and design, point of purchase, and human variables. Similarly, according to Lam (2001), the store environment includes both the internal and the external environment, including elements such as the merchandise layout, music, or the store lighting. The present study follows the classification of the store environmental variables proposed by Baker et al. (1994), but including the analysis of the external environment as suggested by Turley and Milliman (2000). The reason for this is that examining the petrol station location and the store external design might be relevant in Yangon.

2.1.1 External Environment

The store external environment is the first set of cues that customers perceive of the retail store, being the part of the store visible prior to the entry into the sales area (Ward et al., 1992). In fact, the customer decision to enter a store is associated with the acquisition of store-related information from the store exterior, as well as with store advertising, the store building image and architecture and the store signposting (Cornelius et al., 2010). However, prior studies emphasize that the store location is the most important variable in attracting customers to the store (Craig et al., 1984). Consequently, the store manager should pay attention to the external image offered by the company or the store (Bitner, 1990), since this image influences the approach and avoidance behavior of consumers. Therefore, it can be stated that the store external environment influences consumer behavior.

2.1.2 Internal Ambient

The importance of the store internal atmosphere was first emphasized in the seminal work of Bitner (1990), who suggested that the store environment is a mix of three dimensions, namely the space, including store layout, equipment and decoration, the ambient conditions, including noise, music or temperature, and the signs, symbols and artefacts. The store internal variables offer a multitude of stimuli that help customers to evaluate store products and services, and influence on the approach and avoid the behavior of customers and the store expectations (Bitner, 1990). More precisely, the store internal cues can be visual, acoustic or olfactory (Kumar & Kim, 2014). Regarding the visual cues, the internal environment includes both the decoration and in-store physical facilities and amenities, such as check-out counters, the floor layout, and the product locations (Terblanche, 2018). Furthermore, the store internal atmosphere is a key element in the customer experience inside the store, which creates the differentiation between different retail stores (Farias et al., 2014) and influences customer satisfaction (Martinez-Ruiz et al., 2011). Likewise, customers strongly appreciate a pleasant store atmosphere, as well as an attractive internal atmosphere (Marques et al., 2016).

2.1.3 Spatial Layout

Fuel stations render some meaningful services while selling the physical products. As such, spatial layout of the physical surroundings should not be left to change, as it is one essential determinant factor of consumer loyalty to a particular firm (Russel & Ward,

2000). Spatial layout is the design and arrangement of services equipments, including the provision of space among them for easy movement (Wakefield & Blodgett, 2005). The comfortability of a customer in a service point depends much on the spatial layout of the physical surrounding (Awasthi & Suvivastava, 2014). The amount of space between two opposite fuel dispensing pumps is an important dimension of spatial layout of a fuel station, as it affects the ease with which vehicles may enter and exit the station. If the space is too narrow, attending to two vehicles will be difficult, thus causing unnecessary delay which customers frown at (Guy & Duckett, 2003).

2.1.4 Personnel

The influence of the store personnel or store employees is present in most of the store environments; and in turn the social interaction between the store staff and customers is relevant in the retail store environment and plays a crucial role in customers' evaluations of service quality (Luoh & Tsaur, 2011). Consequently, companies manage and design the customer employee interaction in order to appeal a particular kind of customer (Williams, 2005).

In fact, the store staff plays a major role in creating a pleasant and positive shopping experience, since they contribute to satisfying customers' needs and expectations (Esbjerg et al., 2012). The reason underlying the influence of store personnel on customer satisfaction may be that the human interaction with in-store personal leads to a greater psychological pleasure (Baker et al., 2002).

According to (Baker et al., 2002), the store personnel helpfulness in assisting customers increases customer satisfaction and willingness to purchase. Similarly, Gable et al. (2008) noted that well-trained, knowledgeable, friendly, and competent store personnel are the most relevant attributes for customers. Marques et al. (2016) indicated that customers give great value to staff friendliness, politeness, and facility to find products when shopping. Likewise, authors like Chang et al. (2011) noted that store employees that might offer expertise about products or services could make customers feel confident about their purchase decisions. Finally, Williams (2005) noted that stereotypes and social inequalities of race, class, and gender arise in the customer–employee interaction.

In addition, previous studies indicate that customer satisfaction with store retail outlets is influenced by the interpersonal interaction between the customer and store personnel (Bitner et al., 1994), and that helpful, knowledgeable and courteous staff,

personal attention, and prompt service contribute to customer satisfaction (Marques et al., 2013).

2.1.5 Store Crowding

Crowding is an important element in store atmospherics (Turley & Milliman, 2000), being a social factor that influences numerous store retail outcomes such as customer satisfaction (Eroglu et al., 2005) and shopping behavior (Mehta, 2013). The perceived store crowding could be defined as the consumer's evaluative assessment of the restrictive aspects of the retail space (Mehta, 2013). Furthermore, the store density and crowding are two related terms: while store density is a physical state involving spatial limitation, the store crowding refers to the restrictive nature of the limited space perceived by individuals (Stokols, 1972). In this vein Rapoport (1975) indicated that the concept of store density refers to the subjective estimate of the number of people within the retail outlet, the space available, and the organization of the space. Further McGrew (1970) noted that there are two types of store density social and spatial. While social density refers to the actual number of people in a given space, the spatial density is related to the amount of space available per person. Similarly, crowding is experienced when restrictive aspects of spatial limitation become prominent to individuals. Interestingly, two major effects of store crowding have been reported in the marketing literature. On the one hand, some studies have identified a stimulation and pleasure effect, meaning that some customers are strongly stimulated in a high-density environment (Machleit et al., 2000). Conversely, store crowding could also be a source of stress for many customers, leading them to "lose their patience" (Aylott & Mitchell, 1998), and decrease the level of customer satisfaction with the store (Machleit et al., 2000). In fact, store crowding is generally associated with a negative evaluation of too many people in the same environment and produces a negative customer reaction, such as a decrease in customer satisfaction (Mehta, 2013). Furthermore, store crowding may affect the customers' behavioral responses, making customers feel uncomfortable with the store (Machleit et al., 2000; Eroglu et al, .2005).

2.2 Customer Satisfaction

Spreng et al., (1996) defined the overall satisfaction as "an affective state that is the emotional reaction to a product or service experience". They point out that overall satisfaction is based on the overall experience and not on individual items. Therefore,

they included the satisfaction of individual attributes in their model. Bloemer & Odekerken-Schroder (2002) related satisfaction to a state of fulfilment and explain customers' satisfaction in terms of expectations and actual performance of a store experience of customers. Satisfaction occurs when the performance of the store exceeds the expectations. The extent to which a store fulfils the desires of a customer's is important in the creation of the feelings of satisfaction (Spreng et al., 1996).

Customer satisfaction refers to the level of contentment or fulfillment experienced by customers as a result of their interactions with a company's products, services, or overall brand experience. It is a key indicator of a company's success and is often measured through various metrics, such as customer surveys, feedback, and repeat business. Customer satisfaction encompasses multiple factors, including the quality and reliability of the product or service, the efficiency and effectiveness of customer support, the ease of doing business, and the overall value provided to the customer. When customers are satisfied, they are more likely to become loyal advocates, recommend the company to others, and continue to engage in future transactions. Therefore, it is crucial for companies to prioritize and continuously strive to improve customer satisfaction in order to build strong, lasting relationships and achieve sustainable growth.

Measuring customer satisfaction is essential for companies to understand how well they are meeting the needs and expectations of their customers. There are several methods and metrics used to measure customer satisfaction. One commonly used method is customer surveys, which can be conducted through various channels such as online questionnaires or phone interviews. These surveys typically include questions related to the overall satisfaction with the product or service, as well as specific aspects such as quality, price, and customer support. Additionally, companies can analyze customer feedback and complaints to identify areas for improvement. Repeat business and customer retention rates are also indicators of customer satisfaction. By regularly measuring customer satisfaction, companies can identify strengths and weaknesses, make informed decisions, and implement strategies to enhance the overall customer experience. .

2.3 Customer Loyalty

Customer Loyalty according to Kotler (2005) is defined as the repeat purchase made by a customer for a commitment to a brand or company. Loyalty according to Griffin (2005) refers more to the form of the behavior of these units to make a purchase decision on an ongoing basis to the goods or services of a company that is chosen. While

according to Oliver (2005), customer loyalty is customer commitment in depth for many years to re-subscribe or re-purchase of products or services consistently selected in the future, although the influence of the situation and marketing efforts have the potential to cause changes in behavior. Customer loyalty refers to a customer's commitment and allegiance to a particular brand, product, or service provider. It is the result of positive experiences, satisfaction, trust, and a strong emotional connection between the customer and the business. Building customer loyalty is crucial for businesses as it leads to several benefits.

Loyal customers are more likely to make repeat purchases from the same business. They trust the brand, have positive experiences with their products or services, and feel confident in their decision to continue investing in them. This repeat business helps drive revenue and ensures a stable customer base. Loyal customers tend to have a higher lifetime value, meaning they generate more revenue for the business over an extended period. They are more willing to try new products, make larger purchases, and recommend the business to others, thereby contributing to its growth and success. Satisfied and loyal customers become advocates for the brand. They willingly share their positive experiences with friends, family, and colleagues, effectively becoming a source of free and credible word-of-mouth marketing. This kind of organic promotion can significantly impact the business's reputation and attract new customers.

Acquiring new customers can be expensive due to marketing and advertising costs. However, loyal customers require less investment to retain. By focusing on building customer loyalty, businesses can allocate resources more effectively, reducing their overall acquisition costs and maximizing profitability. In today's competitive marketplace, customer loyalty can serve as a significant differentiator for businesses. When customers feel a strong sense of loyalty towards a brand, they are less likely to switch to a competitor offering a similar product or service. This advantage can help businesses withstand competition and maintain a strong market position. To build customer loyalty, businesses need to prioritize factors such as excellent customer service, consistent product quality, personalized experiences, loyalty programs, effective communication, and ongoing engagement. By consistently meeting and exceeding customer expectations, businesses can cultivate a loyal customer base that will support their growth and success in the long run.

2.4 Previous Studies

Calvo-Porral and Lévy-Mangin (2021) conducted an analysis "Examining the Influence of Store Environment in Hedonic and Utilitarian Shopping". The study intended to examine the difference between hedonic and utilitarian shopping two different retail formats were selected. More precisely specialty stores and discounters were selected as hedonic and utilitarian shopping contexts respectively.

Figure (2.1) Conceptual Framework of Calvo-Porral and Lévy-Mangin
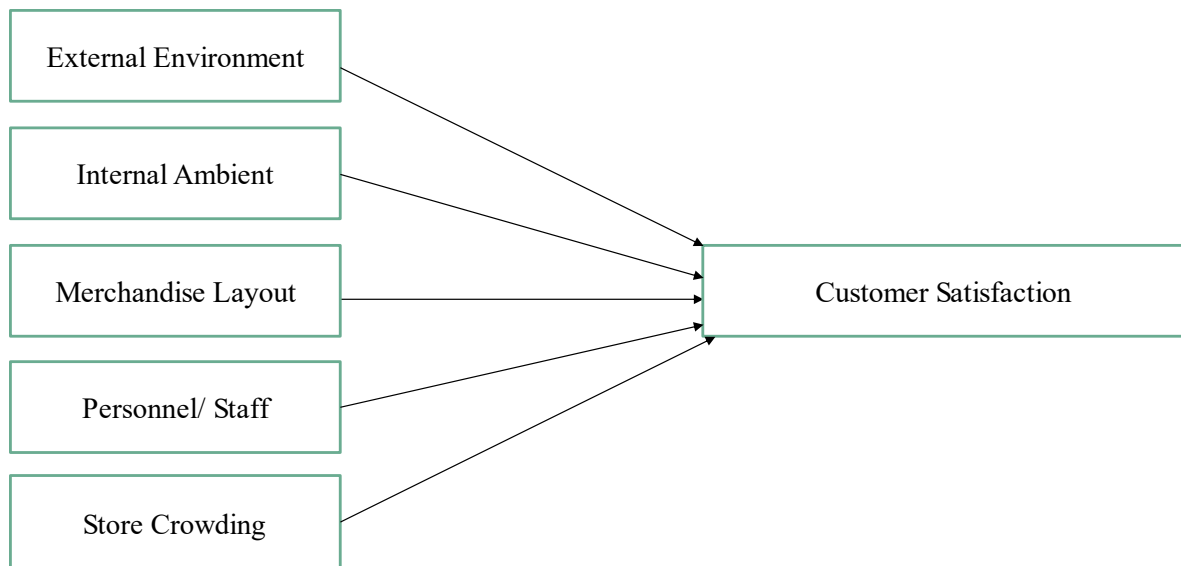
Source: Calvo-Porral & Lévy-Mangin (2021)

The study was focused on the customers' satisfaction and loyalty of Malaysian hypermarkets from customers' behavioral perception. The main purpose of this study is to measure the customers' perceptions towards retail marketing strategy in Malaysian hypermarkets setting, a self-administered questionnaire was developed to collect the required information from the customers of Malaysian hypermarkets. In this study, four constructs (service quality, product quality, price strategy and store attributes) are verified to important for developing customer satisfaction.

Figure (2.2) Conceptual Framework of Rahman et al.
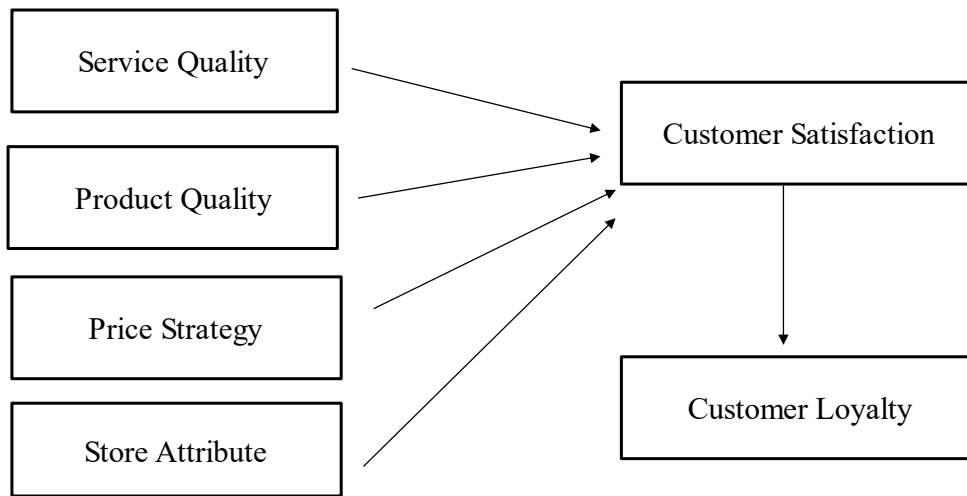
Source: Rahman et al., (2014)

The study found that customer satisfaction positively affects loyalty to Malaysian hypermarkets. Product quality, pricing strategy, store atmosphere, location convenience, and customer service also impact customer satisfaction. Customer satisfaction partially mediates the relationship between these factors and loyalty. The study emphasizes the importance of customer satisfaction in driving loyalty.

Onuoha & Doris (2017) conducted an analysis "Impact of Servicescape on Customer Patronage of Fuel Stations in Abia State, Nigeria". The study intended to examined the impact of servicescape on customer patronage of fuel stations in Abia State, Nigeria.

Figure (2.3) Conceptual Framework of Onuoha and Doris
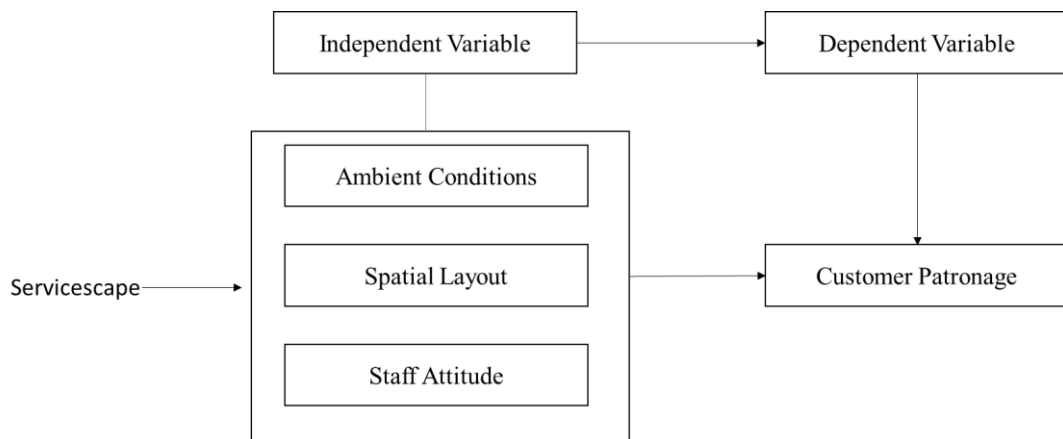
Source: Onuoha & Doris (2017)

The study was focused on the impact of servicescape on customer patronage of fuel stations in Abia State, Nigeria. The main purpose of the paper is to understand how the physical environment, such as the layout, design, and ambiance of fuel stations, influences customer behavior and their decision to patronize a particular station. The authors aim to provide insights into the role of servicescape in attracting and retaining customers in the highly competitive fuel station industry. The findings of the thesis paper suggest that servicescape elements, such as cleanliness, comfort, aesthetics, and convenience, significantly influence customer patronage. Customers are more likely to choose fuel stations that offer a pleasant and appealing physical environment. Additionally, the study highlights the importance of customer satisfaction and loyalty in fuel station patronage, which can be enhanced through effective management of the servicescape. The authors recommend that fuel stations invest in improving their physical environment to create a positive customer experience and gain a competitive edge in the market.

2.5   Conceptual Framework of the Study

This study is to analyze the effect of store environment on customer satisfaction and customer loyalty of Moon Sun Petrol Stations in Yangon. The conceptual framework is structured and demonstrated. External environment, internal ambient, spatial layout, personnel, and store crowding are in first part. Customer satisfaction is in second part and customer loyalty is in the third part.

Figure (2.4) Conceptual Framework of the Study

Store Environment
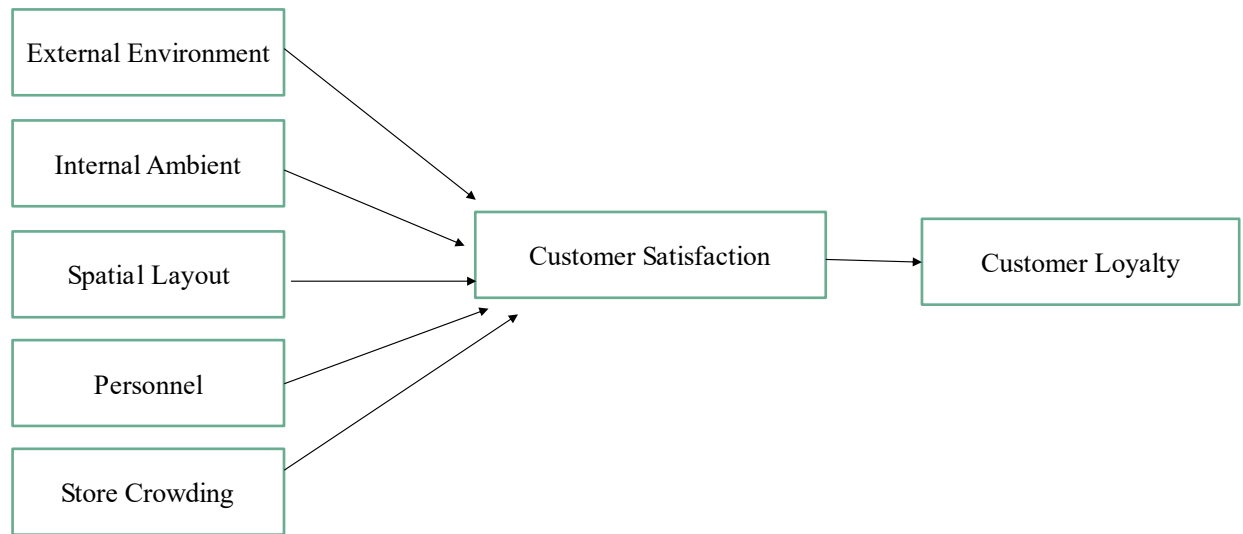
Source: Own Compilation (2023)

The concept of customer satisfaction is considered as a major predictor of customer loyalty. The conceptual framework of the study focuses on the factors that influence customer satisfaction and customer loyalty in the context of a store environment. The framework includes five key factors: External Environment, Internal Ambient, Spatial Layout, Personnel/Staff, and Store Crowding. According to the above Figure 2.4, the framework is developed to analyze the relationship between dependent variable and independent variable. The independent variables are store environment of Moon Sun petrol stations and customer satisfaction whereas the dependent variable is customer loyalty of the customers who are buying petrol at Moon Sun in Yangon. This present research is to demonstrate the store environment of Moon Sun petrol station effectively managing and enhancing customer loyalty through customer satisfaction of respondents who purchasing fuel from Moon Sun petrol stations in Yangon.

CHAPTER III

PROFILE AND STORE ENVIRONMENT OF MOON SUN PETROL STATION

This chapter consists of five parts. First part explains the profile of Moon Sun petrol station company. The second part discusses the organizational structure of Moon Sun. The third part focuses on the store environment, while the fourth part examines the reliability test. Lastly, the final part presents the demographic characteristics of the respondents.

3.1 Profile of Moon Sun Petrol Station Company

Moon Sun Petrol Station Company was established in 2012. Trading and importing high quality fuel products (Octane 92, Octane 95, Diesel and Premium Diesel) from Singapore. Moon Sun Petrol Station Company got ISO:9001:2015 certificate in 2015. The headquarter is located in 301/4, 3rd Floor, Merchant Rd., Botahtaung, Yangon, Myanmar. Firstly, it started the business with one station and now it has been running 8 fuel stations in Yangon, 10 stations in the outskirts of the other cities of Myanmar and total 18 fuel stations currently. The company is now employed over 300 employees and offering highly potential and convenient workplace. In the fuel trading industry, it has got high reputation among its customer for the best service its gives. In the industry, Denko, Terminal and Max are industry leaders, but Moon Sun Petrol Station Company has its own attractiveness and themes, trying its best service with its good fuel reputation and serve the customers. In this digital transformation, to compete its competitors, Moon Sun Petrol Station Company tried to be able to go with digital payment system and now it accepts the fuel filling fare with KBZ Pay, AYA Pay and MPU Cards.

Vision of Moon Sun petrol station is to be the leading petroleum products distribution and related services marketing company in the region. Mission of Moon Sun petrol station is to provide all customers with reliable, professional and innovative solutions through friendly, excellent and convenient services, to demonstrate accountability for all our activities and to achieve our Vision and Mission, we will train and develop competencies across the organization to enable us to demonstrate that we excel at what we do in the region.

3.2   Organization Structure of Moon Sun Petrol Station Company

Moon Sun Petrol Station Company has a hierarchical organizational structure. The structure is divided into different levels, each with its own set of responsibilities and reporting lines.

The company places a high emphasis on providing exceptional customer service and meeting customer needs. Employees are trained to prioritize customer satisfaction and go the extra mile to ensure a positive experience for customers. Collaboration and teamwork are encouraged at all levels of the organization. Employees are urged to work together, share ideas, and support one another to achieve common goals. Moon Sun Petrol Station Company values honesty, transparency, and ethical behavior. Employees are expected to act with integrity in all their dealings, both internally and externally. The company believes in continuously improving its operations, services, and processes. Employees are encouraged to identify areas for improvement and contribute ideas to enhance efficiency and effectiveness. Moon Sun Petrol Station Company prioritizes the safety of its employees, customers, and the environment. The company adheres to strict safety protocols and implements environmentally-friendly practices to minimize its impact on the environment. The company values its employees and invests in their development. Training and development programs are provided to enhance employees' skills and knowledge, enabling them to grow both personally and professionally. Overall, Moon Sun Petrol Station Company aims to create a positive and inclusive work environment where employees feel valued, empowered, and motivated to contribute to the company's success.

Figure (3.1) Organizational Structure of Moon Sun Petrol Station Company
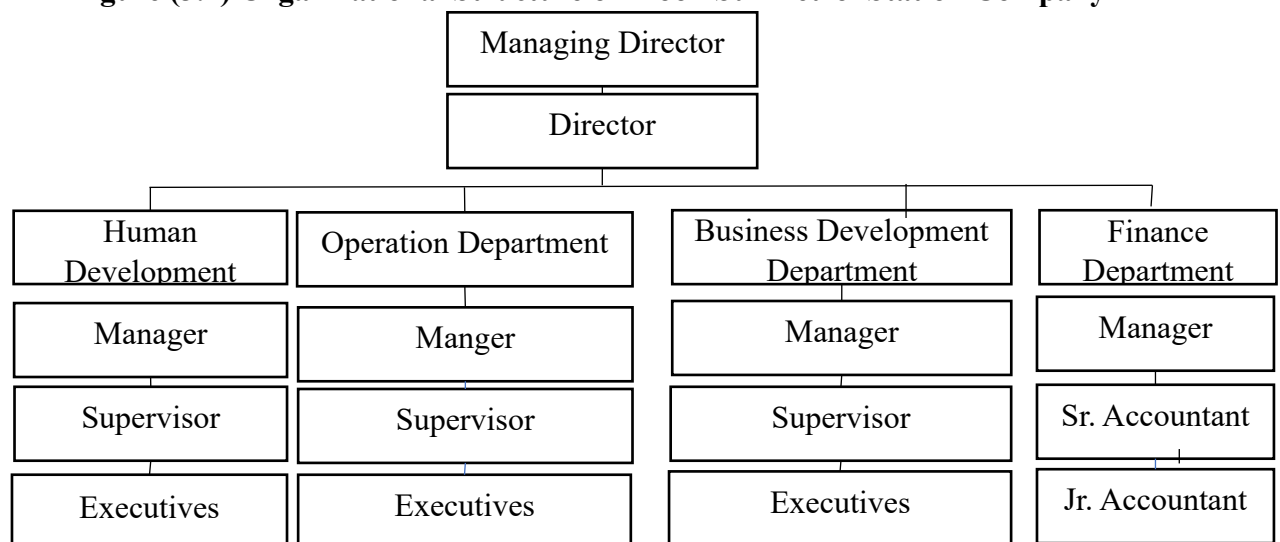
Source: Moon Sun Co., Ltd. (2023)

16

At the highest level of the organization, there is the Board of Directors who are responsible for setting the overall strategic direction of the company and making major decisions. Overseeing the day-to-day operations of the company and ensuring the achievement of the board's strategic goals falls under the responsibility of the Managing Director. The Senior Management Team consists of top-level executives who oversee various departments and functions within the company, such as finance, operations, business development, and human resources. Each department, including operations, business development, finance, and human resources, has its own department head who is responsible for managing the activities and staff within their respective departments. The employees work within their departments and report to their department heads. They are accountable for carrying out the day-to-day tasks and responsibilities assigned to them.

3.3   Store Environment of Moon Sun Petrol Stations

Store environment of Moon Sun Petrol Stations includes external environment, internal ambient, spatial layout, personnel, and crowding.

1. External Environment

The external environment of Moon Sun petrol station is characterized by a bustling and vibrant atmosphere. Located on a busy intersection in the outskirts of the city, the petrol stations are surrounded by a constant flow of vehicles, creating a constant buzz of activity. The station's exterior is adorned with signage, attracting the attention of passersby. The station is equipped with multiple fuel pumps and ample parking space, ensuring a smooth and efficient flow of vehicles. The external environment also includes a convenience store, offering a wide range of snacks, drinks, and other essentials for customers on the go. Overall, the external environment of Moon Sun petrol station is dynamic and customer-oriented, providing a convenient and pleasant experience for all who visit.

2. Internal Ambient

The internal ambient of Moon Sun petrol station exudes a sense of efficiency and functionality. Upon entering the petrol station, customers are greeted by a clean and well-organized space. The interior is brightly lit, creating a welcoming atmosphere. The layout of the station is carefully designed to ensure a smooth flow of customers, with clearly marked areas for fueling, payment, and convenience store access. The fuel pumps are

equipped with modern technology, allowing for quick and seamless transactions. The convenience store is stocked with a variety of products, neatly displayed on shelves and refrigerators. The petrol station is staffed by friendly and knowledgeable employees, ready to assist customers with any inquiries or needs. The internal ambient of Moon Sun petrol station is focused on providing a comfortable and efficient experience for customers, ensuring that their visit is both pleasant and convenient.

3. Spatial Layout

Moon Sun petrol station has a well-organized spatial layout that maximizes the use of its available space. The station's fuel pumps are strategically positioned in a row, with ample space for vehicles to maneuver in and out of the station. The convenience store is located at the center of the station, providing easy access for customers to purchase snacks, drinks, and other essentials. The station also has a car wash area located at the rear, with a separate entrance and exit for vehicles. The overall spatial layout of Moon Sun petrol station is designed to provide a seamless and efficient experience for customers, with clear traffic flow and easy access to all essential services.

4. Personnel

The personnel/staff of Moon Sun petrol station are the backbone of its operations, providing exceptional customer service and ensuring the smooth functioning of the petrol station. The team consists of dedicated and well-trained individuals who are knowledgeable about the products and services offered. They greet customers with a friendly and welcoming demeanor, ready to assist with fueling, payment, and any other inquiries. The staff members are attentive to the needs of customers, ensuring that they have a pleasant and efficient experience during their visit. They are skilled in handling various situations, such as fueling emergencies or customer complaints, with professionalism and efficiency. The personnel/staff of Moon Sun petrol station play a crucial role in creating a positive and customer-oriented environment, making them an integral part of the station's success.

5. Crowding

The crowding of Moon Sun petrol station is a common occurrence due to its convenient location. During peak hours, the petrol station can become quite busy, with a high volume of vehicles coming in to refuel and make purchases. This can result in a

crowded and congested environment, with limited parking space and long lines at the fuel pumps and convenience store. However, the station's layout and operations are designed to handle such situations, with multiple fuel pumps and a spacious parking area. The staff members are trained to efficiently manage the crowds, ensuring that customers are served in a timely and organized manner. Despite the crowding, the station maintains a clean and well-maintained environment, with staff members regularly monitoring and cleaning the premises. Overall, the crowding of Moon Sun petrol station is a testament to its popularity and success, with the station's operations designed to handle such situations and provide a positive experience for customers.

3.4   Reliability Test

The reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set, Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran & Bougie, 2009).

Table (3.1) Rule about Cronbach's Coefficient Alpha

No.	Coefficient of Cronbach's Alpha	Reliability Level
1	More than 0.9	Excellent
2	0.80 – 0.89	Good
3	0.70 – 0.79	Acceptable
4	0.60 – 0.69	Questionable
5	0.50 – 0.59	Poor
6	Less than 0.59	Unacceptable

Source: Sekaran & Bougie (2009)

The value of Cronbach's alpha and its reliability level is as shown in Table (3.2).

Table (3.2) Reliability Test

Variables	Cronbach's Alpha	No. of items
External Environment	0.744	5
Internal Ambient	0.761	5
Merchandise Layout	0.899	5
Personnel/Staff	0.932	5
Store Crowding	0.930	5
Customer Satisfaction	0.921	5
Customer Loyalty	0.916	5

Source: Survey Data (2023)

Table (3.2) indicates that the validity test for all variables, factors, customer satisfaction, and customer loyalty is reliable. The questions in the questionnaire that pertain to the various factors influencing customer satisfaction and customer loyalty demonstrate a reliability level of $\alpha = .700$ and above. The alpha coefficient for all variables ranges from 0.744 to 0.932, implying that the items exhibit relatively high internal consistency, thus rendering the questionnaire acceptable.

3.5 Demographic Characteristics of Respondents

This information includes gender, age, education level, occupation, and income. The first part focuses on the gender distribution among respondents.

Table (3.3) Demographic Characteristics of Respondents

No.	Categories	Number	Percentage (%)
	Total	**363**	**100.0**
1	**Gender**		
	Male	273	75.2
	Female	90	24.8
2	**Age**		
	18 – 25 years old	38	10.5
	26 – 35 years old	161	44.4
	36 – 45 years old	92	25.3
	46 – 55 years old	43	11.8
	55 years old above	29	8
3	**Education Level**		
	Middle Level	5	1.3
	High Level	34	9.4
	Undergraduate	38	10.5
	Graduate	205	56.5
	Postgraduate	81	22.3
4	**Occupation**		
	Student	18	4.9
	Company Staff	192	53
	Government Staff	29	8
	Business Owner	37	10.1
	Others	87	24
5	**Monthly Income (Kyats)**		
	300,000	76	21
	300,001 – 600,000	93	25.6
	600,001 – 900,000	93	25.6
	Above 900,000	101	27.8

Source: Survey Data (2023)

In the above Table, it is evident that the majority of respondents are male, accounting for 75.2%, while females make up 24.8%. The age information is divided into

five groups: 18-25, 26-35, 36-45, 46-55, and 55 years old and above. The distribution among these groups is as follows: 10.5% for the 18-25 age group, 44.4% for the 26-35 age group, 25.3% for the 36-45 age group, 11.8% for the 46-55 age group, and 8% for those aged 55 and above. The education level is categorized into five levels: middle, high school, undergraduate, graduate, and postgraduate. The distribution among these levels is as follows: 1.3% for the middle level, 9.4% for the high school level, 10.5% for undergraduate, 56.5% for graduate, and 22.3% for postgraduate. In terms of occupation, 4.9% of respondents are students, 53% are company staff, 8% are government staff, 10.1% are business owners, and 24% are engaged in other businesses. Finally, the income section is divided into four groups: 300,000 MMK, 300,001 - 600,000 MMK, 600,001 - 900,000 MMK, and above 900,000 MMK. The distribution among these groups is as follows: 21% for the 300,000 MMK group, 25.6% for the 300,001 - 600,000 MMK group, 25.6% for the 600,001 - 900,000 MMK group, and 27.8% for those earning above 900,000 MMK.

CHAPTER IV

ANALYSIS ON THE EFFECT OF STORE ENVIRONMENT ON CUSTOMER SATISFACTION AND CUSTOMER LOYALTY OF MOON SUN PETROL STATIONS IN YANGON

This chapter of the study is dedicated to the interpretation of results that were gathered from the questionnaire. It contains analytical methods and tools used in this research, and multiple linear regressions. Moreover, 363 respondents who are purchasing fuel from Moon Sun petrol stations in Yangon are selected and given structured questionnaires.

4.1 Store Environment, Customer Satisfaction and Customer Loyalty

The factors that are taken into account when assessing the store environment include the external environment, internal ambient, merchandise layout, personnel/staff, and store crowding. Each of these factors is evaluated based on five items (statements). Similarly, customer satisfaction is measured using five items (statements), and customer loyalty is assessed using five items (statements). This section presents the mean and standard deviation of each statement for all variables, as well as the overall mean for each variable. According to Best (1977), the mean values 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- 3.40 means neither agree nor disagree.

The score among 3.41- 4.20 means agree.

The score among 4.21- 5.00 means strongly agree.

4.1.1 External Environment

In Table (4.1), one of the determinants of the measurement pertaining to the effect of the store environment is the external environment, which comprises five distinct

elements. The reliability of these factors was assessed using a 5-point Likert scale, and the resulting mean values are displayed in the Table below.

Table (4.1) External Environment

No.	Description	Mean	Standard Deviation
1	Having clear and informative signage for easy navigation	4.09	.756
2	Locating in a convenient and accessible location	4.26	.676
3	Having an attractive and appealing architecture and external design	3.63	.826
4	Offering additional services, such as a convenience store or car wash	4.13	..761
5	The lighting around the petrol station is adequate for safety and visibility	4.09	.642
	Overall Mean	4.04	

Source: Survey Data (2023)

In the Table provided, it is observed that locating in a convenient and accessible location gets the highest mean score of 4.26 which is the strongly agree level. Having an attractive and appealing architecture and external design has the lowest mean score of 3.63. The overall mean score for external environment factor is 4.04 which is the agree level. Based on the highest mean score of 4.26 attributed to the external environment, it can be inferred that the respondents of this survey agree on selecting a specific petrol station due to its convenient and easily accessible location. Consequently, the respondents participating in the survey questionnaires have indicated that their choice of a specific petrol station is primarily influenced by its convenient and accessible location. The results point out that the location of the petrol store plays a pivotal role in their decision-making process. The substantial mean score of 4.26 further signifies that a majority of respondents strongly agree with this viewpoint, indicating their preference for the convenience of easily accessing the petrol station, which ultimately saves them time and effort.

Furthermore, the notion of a convenient location implies that the petrol store is strategically positioned, such as along major roads or in close proximity to their regular routes, thereby enhancing the convenience factor for refueling purposes. In light of these findings, it becomes evident that the respondents' inclination towards a conveniently located petrol store underscores the significance of accessibility in their decision-making process.

4.1.2   Internal Ambient

In Table (4.2), one of the determinants of the measurement pertaining to the effect of the store environment is the internal ambient, which comprises five distinct elements. The reliability of these factors was assessed using a 5-point Likert scale, and the resulting mean values are displayed in the Table below.

Table (4.2) Internal Ambient

No.	Description	Mean	Standard Deviation
1	Being impressive by the Interior design and decor of petrol shop	3.91	.719
2	Making the filling fuel a pleasant experience	3.87	.685
3	Being visible and accessible by security measures, such as CCTV cameras and emergency call buttons	4.17	.723
4	Being pleasant and inviting by the overall ambiance of the petrol station	3.97	.693
5	Helping to make the shopping easy at the convenience store by the petrol station atmosphere	3.84	.818
	Overall Mean	3.95	

Source: Survey Data (2023)

In the Table provided, it is observed that being visible and accessible by security measures, such as CCTV cameras and emergency call buttons gets the highest mean score of 4.17 which is the agree level. Helping to make the shopping easy at the convenience store by the petrol station atmosphere has the lowest mean score of 3.84. The overall mean score for internal ambient factor is 3.95 which is the agree level. The respondents in

the survey questionnaires indicated that they choose a specific petrol station because of the visible and accessible security measures, such as CCTV cameras and emergency call buttons. This suggests that safety and security play a crucial role in their decision-making process. The high mean score of 4.17 indicates that a majority of respondents agree with this viewpoint. The presence of CCTV cameras and emergency call buttons provides a sense of security to the respondents. They likely value the assurance that their safety is being prioritized at the petrol station. The visibility of these security measures may act as a deterrent to potential criminal activities, making the respondents feel more comfortable and protected while visiting the petrol station.

The accessibility of these security measures further enhances the respondents' perception of safety. By being easily visible and readily available, the CCTV cameras and emergency call buttons ensure that help can be quickly summoned in case of any emergencies or security concerns. This accessibility may give the respondents peace of mind, knowing that there are measures in place to address any potential threats or incidents that may arise. Overall, the respondents' preference for a petrol station with visible and accessible security measures highlights their emphasis on personal safety.

4.1.3 Spatial Layout

In Table (4.3), one of the determinants of the measurement pertaining to the effect of the store environment is the spatial layout, which comprises five distinct elements. The reliability of these factors was assessed using a 5-point Likert scale, and the resulting mean values are displayed in the Table below.

Table (4.3) Spatial Layout

No.	Description	Mean	Standard Deviation
1	Having an attractive and convenient merchandise organization and layout	3.90	.792
2	Being easy to find the merchandise that want inside the petrol station	3.92	.893
3	Making it convenient to find what need quickly	4.02	.896
4	Being well organized by the tanks at this petrol station	3.95	.828
5	Being easy to navigate by the tanks layout at this petrol station	3.95	.726
	Overall Mean	3.95	

Source: Survey Data (2023)

In the Table provided, it is observed that making it convenient to find what need quickly gets the highest mean score of 4.02 which is the agree level. Having an attractive and convenient merchandise organization and layout has the lowest mean score of 3.90. The overall mean score for spatial layout factor is 3.95 which is the agree level. The respondents in the survey questionnaires indicated that they choose a specific petrol station because the layout of the station makes it convenient to find what they need quickly. The results point out that the layout plays a significant role in their decision-making process. The high mean score of 4.02 indicates that a majority of respondents agree with this viewpoint. The respondents in the study chose the petrol station for its exceptional convenience in finding what they need quickly. In today's fast-paced society, time is a precious commodity, and customers appreciate a petrol station that understands and caters to their need for efficiency. The spatial layout of the petrol station is designed to ensure that customers can effortlessly locate the items they require without any unnecessary delays or frustrations. The convenience store, strategically positioned at the heart of the station, allows for easy access from the fuel pumps and the parking area. This central location enables customers to swiftly navigate the store, saving them valuable time.

4.1.4 Personnel

In Table (4.4), one of the determinants of the measurement pertaining to the effect of the store environment is the personnel, which comprises five distinct elements. The reliability of these factors was assessed using a 5-point Likert scale, and the resulting mean values are displayed in the table below.

Table (4.4) Personnel

No.	Description	Mean	Standard Deviation
1	Being knowledgeable about the products and services offered	3.98	.673
2	Being kind and willing to help by the personnel at the petrol station	3.84	.675
3	Being competent and have knowledge about the products commercialized	4.03	.800
4	Handling customer complaints or issues effectively	4.17	.806
5	Providing accurate information regarding fuel types and grades	4.05	.765
	Overall Mean	3.98	

Source: Survey Data (2023)

In the Table provided, it is observed that handling customer complaints or issues effectively gets the highest mean score of 4.17 which is the agree level. Being kind and willing to help by the personnel at the petrol station has the lowest mean score of 3.84. The overall mean score for personnel factor is 3.98 which is the agree level. The respondents in the survey questionnaires indicated that they choose a specific petrol station because of the personnel at the petrol station handle customer complaints or issues effectively. The high mean score of 3.98 indicates that a majority of respondents agree with this viewpoint. The positive views expressed by respondents in the survey questionnaires are a testament to the personnel's dedication and commitment. One of the key reasons behind the personnel's ability to handle customer complaints effectively is problem-solving skills. When faced with a complaint or issue, the personnel at Moon Sun petrol station approach it with a proactive mindset. They analyze the situation, identify

the root cause of the problem, and then work diligently to find a suitable solution. They understand the importance of effective communication in resolving customer complaints.

The personnel at Moon Sun petrol station actively listen to customers, allowing them to fully understand the nature of the complaint and the customer's perspective. This empathetic listening helps build trust and rapport, making customers feel heard and valued. The personnel at Moon Sun petrol station also demonstrate a genuine willingness to go the extra mile for their customers. They understand that a complaint or issue can be frustrating and inconvenient for customers, and they are committed to turning the situation around. Whether it is providing a refund, offering a replacement, or simply offering a sincere apology, the personnel at Moon Sun petrol station are always ready to do whatever it takes to ensure customer satisfaction.

4.1.5 Store Crowding

In Table (4.5), one of the determinants of the measurement pertaining to the effect of the store environment is the store crowding, which comprises five distinct elements. The reliability of these factors was assessed using a 5-point Likert scale, and the resulting mean values are displayed in the Table below.

Table (4.5) Store Crowding

No.	Description	Mean	Standard Deviation
1	Seeming not crowded	4.11	.743
2	Being convenient and time-saving payment counter	4.07	.660
3	Being no much traffic and cars in the petrol station	3.95	.811
4	Being enough space to move around comfortably within the petrol station	3.92	.832
5	Being comfortable filling fuel at the petrol station despite the crowd	3.82	.903
	Overall Mean	3.84	

Source: Survey Data (2023)

In the Table provided, it is observed that seeming not crowded gets the highest mean score of 4.11 which is the agree level. Being comfortable filling fuel at the petrol station despite the crowd has the lowest mean score of 3.82. The overall mean score for

store crowding factor is 3.84 which is the agree level. The respondents in the survey questionnaires indicated that they choose a specific petrol station because the petrol station seemed not crowded to them. The high mean score of 4.11 suggests that the majority of respondents agree with this viewpoint. In today's fast-paced world, finding a petrol station that is not crowded can be a breath of fresh air for customers. The respondents in a recent survey indicated that they choose a specific petrol station because it seemed less crowded to them. This observation can be attributed to several factors, including the well-arranged store structure, attentive staff, and efficient security measures.

One of the key reasons why customers perceive a petrol station as less crowded is due to its well-arranged store structure. A well-designed layout ensures that there is ample space for vehicles to maneuver, preventing congestion and long queues. By strategically placing fuel pumps and organizing parking spaces, the petrol station can optimize the flow of traffic and minimize the chances of overcrowding. This thoughtful arrangement creates a more pleasant experience for customers, allowing them to access the fuel pumps and other amenities with ease. Furthermore, the staff and security personnel play a vital role in ensuring that the petrol station remains uncrowded. The attentive and proactive behavior of the staff members contributes to the smooth operation of the station. They are trained to guide customers efficiently, directing them to available fuel pumps and providing any necessary assistance. Additionally, the security personnel are responsible for maintaining order and ensuring that vehicles are parked in designated areas. Their presence helps to deter any potential chaos or congestion, ensuring a hassle-free experience for customers.

In conclusion, the reasons why customers perceive a petrol station as not crowded can be attributed to various factors. The well-arranged store structure, attentive staff, and efficient security measures all contribute to creating an environment that is free from congestion. The high mean score obtained from the survey indicates that the majority of respondents strongly agree with this viewpoint. By prioritizing customer convenience and ensuring a smooth flow of traffic, petrol stations can enhance the overall experience for their customers and differentiate themselves from their competitors.

4.1.6 Customer Satisfaction

In Table (4.6), one of the determinants of the measurement pertaining to the effect of customer satisfaction, which comprises five distinct elements. The reliability of these factors was assessed using a 5-point Likert scale, and the resulting mean values are displayed in the Table below.

Table (4.6) Customer Satisfaction

No.	Description	Mean	Standard Deviation
1	Meeting the expectations by the petrol station's products/services	4.12	.792
2	Being pleased with the experience filling fuel at the station	3.93	.744
3	Providing with the service and products that need	4.05	.765
4	Being satisfied with the petrol station because its employees are very knowledgeable, and cooperative	3.98	.737
5	Being satisfied with the store environment at this petrol station.	4.11	.743
	Overall Mean	4.07	

Source: Survey Data (2023)

In the Table provided, it is observed that meeting the expectations by the petrol station's products/services gets the highest mean score of 4.12 which is the agree level. Being pleased with the experience filling fuel at the station has the lowest mean score of 3.93. The overall mean score for customer satisfaction factor is 4.07 which is the agree level. The respondents in the survey questionnaires indicated that they choose a specific petrol station because the petrol station's products/services meet their expectations. The high mean score of 4.12 indicates that a majority of respondents strongly agree with this viewpoint. Customers feel that the products and services provided by the petrol station meet their expectations. Firstly, the petrol station offers a wide range of high-quality products. The petrol station ensures that their products are sourced from reputable suppliers, guaranteeing their quality and reliability. This commitment to providing top-notch products ensures that customers can trust the petrol station to meet their requirements.

The petrol station's services are efficient and convenient. The petrol station is well-equipped with modern fuel pumps and other facilities, ensuring a seamless and hassle-free experience for customers. The staff at the petrol station are also trained to provide prompt and courteous service, further enhancing the overall customer experience. The petrol station's excellent customer service is a key reason why customers feel their expectations are met. The staff at the petrol station are friendly, helpful, and knowledgeable. They are always ready to assist customers with any queries or concerns they may have. Whether it's providing information about the products, offering recommendations, or addressing any issues, the staff's dedication to exceptional customer service leaves a positive impression on customers. In conclusion, customers feel that the petrol station's products and services meet their expectations due to the availability of high-quality products, efficient and convenient services, and excellent customer service. These factors combine to create a positive and satisfying experience for customers, ensuring that their expectations are not only met but exceeded. The petrol station's commitment to providing exceptional products and services establishes it as a preferred choice for customers seeking a reliable and customer-centric petrol station.

4.1.7 Customer Loyalty

In Table (4.7), one of the determinants of the measurement pertaining to the effect of the store environment is the customer loyalty, which comprises five distinct elements. The reliability of these factors was assessed using a 5-point Likert scale, and the resulting mean values are displayed in the table below.

Table (4.7) Customer Loyalty

No.	Description	Mean	Standard Deviation
1	Saying positive things about Moon Sun	3.95	.811
2	Using Moon Sun in every time whenever need to purchase petrol	3.92	.832
3	Considering Moon Sun as the first choice among others	3.82	.903
4	Continuing as a client of Moon Sun even if charges are increased	3.84	.952
5	Recommending this petrol station store to others based on own experience	4.11	.792
	Overall Mean	3.93	

Source: Survey Data (2023)

In the Table provided, it is observed that recommending this petrol station store to others based on own experience gets the highest mean score of 4.11 which is the agree level. Considering Moon Sun as the first choice among others has the lowest mean score of 3.82. The overall mean score for customer satisfaction factor is 3.93 which is the agree level. Customers who have had a positive experience at Moon Sun petrol station are likely to recommend the store to others for several reasons. These reasons highlight the exceptional products, services, and overall customer experience provided by the petrol station. Customers appreciate the wide range of high-quality products available at Moon Sun petrol station. The petrol station ensures that their products are sourced from reputable suppliers, guaranteeing their quality and reliability. This wide selection of top-notch products ensures that customers can trust Moon Sun petrol station to meet their specific needs.

Customers value the convenient and efficient services provided by Moon Sun petrol station. The petrol station is equipped with modern fuel pumps and other facilities, ensuring a seamless and hassle-free experience for customers. The staff at the petrol station are also trained to provide prompt and courteous service, further enhancing the overall customer experience. Customers highly praise the excellent customer service provided by the staff at Moon Sun petrol station. the personnel at the petrol station handle

customer complaints or issues effectively with any queries or concerns they may have. Their dedication to exceptional customer service leaves a positive impression on customers and makes them feel valued and appreciated. In conclusion, customers who have had a positive experience at Moon Sun petrol station are likely to recommend the store to others due to the availability of high-quality products, convenient and efficient services, and customer service. These factors combine to create a positive and satisfying experience for customers, making Moon Sun petrol station a preferred choice for those seeking a reliable and customer-centric petrol station.

4.2 Effect of Store Environment on Customer Satisfaction

To examine the effect of store environment on customer satisfaction, multiple regression analysis is performed. In this study, independent variables include store environment factors such as external environment, internal ambient, spatial layout, personnel and store crowding whereas dependent variable is customer satisfaction. The results of the multiple regressions are illustrated in the following Table (4.8).

Table (4.8) The Effect of Store Environment on Customer Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sign	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.105	.101		1.037	0.300		
External Environment	0.002	0.036	0.001	0.054	0.957	0.405	2.470
Internal Ambient	0.159***	0.034	0.125	4.687	0.000	0.437	2.286
Merchandise Layout	0.248***	0.029	0.263	8.460	0.000	0.323	3.092
Personnel/Staff	0.544***	0.023	0.608	23.956	0.000	0.487	2.055
Store Crowding	0.048***	0.018	0.069	2.723	0.007	0.490	2.043
R Square	0.888						
Adjusted R Square	0.887						
F Value	566.733***						
Durbin-Watson	1.803						
*** Significant 1% Level, ** Significant 5% Level, * Significant 10% Level							

Source: Survey Data (2023)

In Table (4.8), the model explains the overall level of customer satisfaction exist as adjusted R square value, 88.7%. This describes that independent variables (store environment variables) can explain 88.7% of the variation of dependent variable (customer satisfaction). The value of F (566.733) with a p-value of 0.000 implies that the model as a whole is statistically significant at 1% level.

In regression analysis shown in Table (4.8), four variables: internal ambient, spatial layout, personnel and crowding have significant and positive effects on customer satisfaction. Among these variables, standardized coefficients of internal ambient, spatial layout, personnel, and crowding are 0.125, 0.263, 0.608, and 0.069, respectively. Therefore, according to the statistical results, personnel is the most significant and positive effect on customer satisfaction.

In the study, the internal ambient of the petrol station has a significant effect on customer satisfaction, it means that the overall atmosphere, environment, and conditions within the petrol station have a noticeable impact on how satisfied customers are with their experience at the station. The spatial layout of a petrol station has a significant effect on customer satisfaction, it means that the arrangement and design of the physical space within the station have a noticeable impact on how satisfied customers are with their experience.

The personnel of the petrol station has a significant effect on customer satisfaction, it means that the behavior, attitude, and performance of the station's staff have a noticeable impact on how satisfied customers are with their experience at the station. The crowding of the petrol station has a significant effect on customer satisfaction, it means that the level of crowding or congestion within the station has a noticeable impact on how satisfied customers are with their experience.

4.3   Effect of Customer Satisfaction on Customer Loyalty

Linear regression analysis is performed to analyze the effect of independent variable (customer satisfaction) on dependent variable (customer loyalty). The result of the linear regressions is demonstrated in the following Table (4.9).

Table (4.9) The Effect of Customer Satisfaction on Customer Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	ß			
(Constant)	-0.009	0.125		-0.073	0.941	
Customer Satisfaction	0.968***	0.030	0.858	31.807	0.000	1.000
R Square	0.737					
Adjusted R Square	0.736					
F Value	1011.710***					
Durbin-Watson	1.973					
*** Significant 1% Level, ** Significant 5% Level, * Significant 10% Level						

Source: Survey Data (2023)

According to the linear regression result shown in Table (4.9), R square, 73.7% indicates that independent variable (customer satisfaction) can explain 73.7% of the variation of dependent variable (customer loyalty). Particularly, 73.7% changes in customer loyalty is due to customer satisfaction. The value of F (1011.710) with a p-value of 0.000 implies that the model as a whole is statistically significant at 1% level. The statistical result proved that customer satisfaction has a significant and positive effect on customer loyalty.

According to the result, customer satisfaction has the positive effect on customer loyalty. This shows that the greater the customer satisfaction, the greater the customer loyalty. Customer satisfaction is crucial for a petrol station as it directly impacts the success and profitability of the business. Satisfied customers are more likely to become loyal patrons, returning to the same petrol station for their fuel and convenience store needs. They are also more inclined to recommend the petrol station to friends, family, and colleagues, thereby increasing its customer base. Moreover, customer satisfaction plays a significant role in enhancing the station's reputation and brand image. Positive word-of-mouth and online reviews from satisfied customers can attract new customers and build trust in the station's services. Therefore, by prioritizing customer satisfaction, a petrol station can foster customer loyalty, attract new customers, and maintain a positive brand image, ultimately driving its success and competitiveness in the market.

CHAPTER V
CONCLUSION

This conclusion chapter presents finding and discussion drawn from analysis regarding the store environment factors, customer satisfaction and customer loyalty towards Moon Sun Petrol Station, the suggestions and recommendations and the needs for further studies.

5.1 Findings

The main purpose of the study is to analyze the effect of store environment on customer satisfaction and then, to examine the effect of customer satisfaction on customer loyalty on Moon Sun Petrol Stations in Yangon using the descriptive statistics and linear regression analysis. This section of the study presents relevant findings that are shown throughout the results of data. The study results obtained from 363 customers who purchase fuel from Moon Sun.

Concerning the characteristics of respondents, most of the respondents are male and at the middle age. The respondents are the customers of Moon Sun petrol stations in Yangon. The most of the respondents are young and educated. Most respondents who make international transaction got a Bachelor's degree. Therefore, it can be said that most of the respondents are young and educated.

Among the mean value of store environment, spatial layout variable within the store environment of Moon Sun Petrol Station has the highest mean value. It means that customers find the layout of the station to be well-designed, efficient, and easy to navigate. The layout of the station plays a crucial role in creating a positive customer experience, as it affects the ease of access to essential services, such as fuel pumps and convenience stores. By prioritizing the spatial layout of the station, Moon Sun has effectively catered to the needs of its customers, providing them with a seamless and efficient experience. The high mean value of the spatial layout variable also suggests that Moon Sun has invested in the design and layout of its station, recognizing the importance of creating a positive customer experience to foster customer loyalty and satisfaction.

Personnel variable within the store environment of Moon Sun Petrol Station has the agree level. In this result, it means that the behavior and performance of personnel/staff within the store environment of Moon Sun Petrol Station is well enough in

the store environment. The way the staff interacts with customers, their level of knowledge and expertise, and their overall demeanor can greatly influence the customer experience. When staff members are competent and have knowledge about the products commercialized, provide accurate information regarding fuel types and grades and handle customer complaints or issues effectively, it can create a positive and welcoming atmosphere that enhances customer satisfaction. This means that Moon Sun Petrol Station focuses on training and incentivizing their staff to provide exceptional customer service in order to improve the overall good experience for their customers.

Crowding variable within the store environment of Moon Sun Petrol Station has also the agree level. In the crowding variable within the store environment of Moon Sun Petrol Station, customers perceive the good arrangement by Moon Sun Petrol Stations when the store is crowded. In this case, it suggests that customers may perceive a crowded store as a sign of popularity, which can create a sense of excitement and a positive experience.

According to the multiple regression analysis, internal ambience, spatial layout, personnel and crowding have positive and significant effect on customer satisfaction. Moreover, customer satisfaction has also positive and significant effect on customer loyalty. As a conclusion, the study revealed that internal ambient, merchandise layout, personnel/staff and crowding can enhance the customer satisfaction and then, consequently customer satisfaction can lead to customer loyalty towards Moon Sun petrol station.

5.2 Suggestions and Recommendations

In the analysis of external environment, the study found that the store has an attractive and appealing architecture and external design is least significant. To improve customer satisfaction, the petrol stations company should focus on enhancing internal store elements like lighting, temperature, cleanliness, safety and atmosphere. It should also consider cost-effective external improvements such as landscaping, signage, and lighting. It should prioritize customer comfort by providing seating, clean restrooms, and ventilation. Training and empowering staff and regularly assessing and adapting strategies could meet changing customer expectations.

In the analysis of internal ambient, the study finds that the petrol station atmosphere helps to make the shopping easy at the convenience store is least significant. To improve customer satisfaction, the petrol station company should make the store

layout and organization better. It also should make checkout easier with self-checkout and mobile payments. It should make store signs and directions easier to understand and should ask customers for feedback to make things more convenient.

In the analysis of spatial layout, the study finds that the petrol station has an attractive and convenient merchandise organization and layout is least significant. To improve customer satisfaction, the petrol station company should prioritize product availability and variety, streamline checkout processes, enhance customer service, optimize signage and product labeling, and gather customer feedback to adapt strategies.

In the analysis of personnel, the study finds that the personnel at the petrol station are kind and willing to help you is least significant. To improve customer satisfaction, the petrol station company should prioritize efficient service, enhance product knowledge, implement customer service protocols, foster a positive work environment, and gather customer feedback to adapt strategies.

In the analysis of crowding, the study finds that feeling comfortable filling fuel at the petrol station despite the crowd.is least significant. To improve customer satisfaction, The petrol station company should improve crowd management such as monitoring and managing crowds with waiting areas, clear signage, and efficient queues. It also should enhance customer communication, offer alternative fueling options, expand station capacity and conduct customer satisfaction surveys.

In customer satisfaction, being pleased with the experience filling fuel at the station is lowest. The company should investigate dissatisfaction and analyze its causes through surveys, focus groups, and complaints. It should also improve customer service by training staff to be attentive, friendly, and knowledgeable. Additionally, it should enhance communication by keeping customers informed through signage, social media, and mobile apps. By addressing concerns and implementing improvements, customer satisfaction and loyalty can be enhanced.

When the effect of customer satisfaction on customer loyalty is analyzed, it is found that there is a positively significant effect on customer loyalty. This means that customers who are satisfied with their experience at the station are more likely to remain loyal and continue using the station for their fueling needs. To leverage this positive effect, Moon Sun Petrol Station could consider strategies to manage and optimize the crowding variable. For example, they could ensure sufficient staffing during peak hours, implement efficient queue management systems, and provide clear signage or guidance to help customers navigate the store easily. By effectively managing crowding, Moon Sun

Petrol Station can create an environment that enhances customer satisfaction and fosters a positive experience.

5.3   Need for Further Research

This study examines the impact of store environment factors (external environment, internal ambient, spatial layout, personnel, and crowding) on customer satisfaction and the resulting effect on customer loyalty towards Moon Sun Petrol Stations in Yangon. It is important to note that this research only pertains to Moon Sun Petrol Stations and their store environment. Future studies should consider analyzing the store environment of other petrol stations. Additionally, there are several other factors that contribute to customer satisfaction and loyalty in the oil and gas service industry. Therefore, future studies should also explore these other service quality factors that may influence customer satisfaction and loyalty differently.

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Questionnaire

Effect of Store Environment

on Customer Satisfaction and Customer Loyalty

of Moon Sun Petrol Stations in Yangon

This questionnaire aims to analyze the customer satisfaction and customer loyalty on the store environment of Moon Sun Petrol Stations as a partial fulfilment of the requirements for the Degree of Master of Business Administration of Yangon University of Economics. Respondents are assumed of confidentiality of this questionnaire because it will only be used for academic purpose. Please kindly requested to participate this survey.

I. Demographic Profile

Gender

o Male

o Female

Age

o 18-25year old

o 26- 35year old

o 36- 45year old

o 46- 55year old

o 55year old above.

Education Level

o Middle level

o High level

o Undergraduate

o Graduate

o Postgraduate

o Others

Occupation

O Student

o Company Staff

o Government Staff

o Business Owner

o Others

Income

O 300,000

o 300,001 – 600,000

o 600,001 – 900,000

o Above 900,000

II. Questionnaire

Please rate how strongly you agree or disagree with the following the statements. 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral ,4 = Agree, 5 = Strongly Agree

External Environment

No.	Statements	1	2	3	4	5
1	The petrol station has clear and informative signage for easy navigation.					
2	The petrol store is located in a convenient and accessible location.					
3	The store has an attractive and appealing architecture and external design.					
4	The petrol station offers additional services, such as a convenience store or car wash.					
5	The lighting around the petrol station is adequate for safety and visibility.					

Internal Ambient

No.	Statements	1	2	3	4	5
1	The Interior design and decor of petrol shop was impressive.					
2	The in-store lighting and music make the filling fuel a pleasant experience.					
3	Security measures, such as CCTV cameras and emergency call buttons, are visible and accessible.					
4	The overall ambiance of the petrol station is pleasant and inviting.					
5.	The petrol station atmosphere helps to make the shopping easy at the convenience store.					

Spatial Layout

No.	Statements	1	2	3	4	5
1	The petrol station has an attractive and convenient merchandise organization and layout .					
2	It is easy to find the merchandise that I want inside the petrol station.					
3	The layout of this petrol station makes it convenient for me to find what I need quickly.					
4	The tanks at this petrol station are well organized.					
5.	The tank layout at this petrol station is easy to navigate.					

Personnel

No.	Statements	1	2	3	4	5
1	The staff at the petrol station are knowledgeable about the products and services offered.					
2	The personnel at the petrol station are kind and willing to help you.					
3	The personnel are competent and have knowledge about the products commercialized.					
4	The personnel at the petrol station handle customer complaints or issues effectively.					
5.	The staff members at the petrol station provide accurate information regarding fuel types and grades.					

Store Crowding

No.	Statements	1	2	3	4	5
1	The store seemed not crowded to me.					
2	The payment counter is convenient and time-saving.					
3	There was no much traffic and cars in the petrol station.					
4	There is enough space to move around comfortably within the petrol station.					
5.	Overall, I feel comfortable filling fuel at the petrol station despite the crowd.					

Customer Satisfaction

No.	Statements	1	2	3	4	5
1	The petrol station's products/services meet my expectations.					
2	I am pleased with my experience filling fuel at the station.					
3	The petrol station provides me with the service and products that I need.					
4	I am satisfied with the petrol station because its employees are very knowledgeable, and cooperative.					
5	Overall, I am satisfied with the store environment at this petrol station.					

Customer Loyalty

No.	Statements	1	2	3	4	5
1	I will say positive things about Moon Sun.					
2	I will always use Moon Sun in everytime whenever I need to purchase petrol.					
3	I consider Moon Sun as my first choice among others.					
4	I will continue as a client of Moon Sun even if charges are increased.					
5.	I would recommend this petrol station store to others based on my experience.					

External Environment

Reliability Statistics

Cronbach's Alpha	N of Items
.744	5

Item Statistics

	Mean	Std. Deviation	N
External1	4.0937	.75585	363
External2	4.2562	.67549	363
External3	3.6281	.82568	363
External4	4.1322	.76102	363
External5	4.0882	.64195	363

Internal Ambient

Reliability Statistics

Cronbach's Alpha	N of Items
.761	5

Item Statistics

	Mean	Std. Deviation	N
Ambient1	3.9118	.71908	363
Ambient2	3.8678	.68458	363
Ambient3	4.1708	.72335	363
Ambient4	3.9725	.69275	363
Ambient5	3.8430	.81771	363

Merchandise Layout

Reliability Statistics

Cronbach's Alpha	N of Items
.899	5

Item Statistics

	Mean	Std. Deviation	N
Merchandise1	3.8981	.79228	363
Merchandise2	3.9201	.89301	363
Merchandise3	4.0248	.89624	363
Merchandise4	3.9532	.82804	363
Merchandise5	3.9449	.72618	363

Personnel

Reliability Statistics

Cronbach's Alpha	N of Items
.932	5

Item Statistics

	Mean	Std. Deviation	N
Personnel1	3.9840	.67281	363
Personnel2	3.8430	.67531	363
Personnel3	4.0275	.80008	363
Personnel4	4.1708	.80642	363
Personnel5	4.0523	.76528	363

Crowding

Reliability Statistics

Cronbach's Alpha	N of Items
.930	5

Item Statistics

	Mean	Std. Deviation	N
Crowding1	4.1047	.74334	363
Crowding2	4.0661	.65968	363
Crowding3	3.9532	.81119	363
Crowding4	3.9146	.83161	363
Crowding5	3.8209	.90328	363

Customer Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.921	5

Item Statistics

	Mean	Std. Deviation	N
Satisfaction1	4.1074	.79155	363
Satisfaction2	3.9278	.74402	363
Satisfaction3	4.0523	.76528	363
Satisfaction4	3.9752	.73728	363
Satisfaction5	4.1047	.74334	363

Customer Loyalty

Reliability Statistics

Cronbach's Alpha	N of Items
.916	5

Item Statistics

	Mean	Std. Deviation	N
Loyalty1	3.9532	.81119	363
Loyalty2	3.9146	.83161	363
Loyalty3	3.8209	.90328	363
Loyalty4	3.8430	.95195	363
Loaylty5	4.1074	.79155	363

Regression

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.942[a]	.888	.887	.22220	.888	566.733	5	357	.000	1.803

a. Predictors: (Constant), External Environment, Internal Ambient, Personnel, Merchandise Layout, Crowding

b. Dependent Variable: Customer Satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.907	5	27.981	566.733	.000[b]
	Residual	17.626	357	.049		
	Total	157.533	362			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), External Environment, Internal Ambient, Merchandise Layout, Personnel, Crowding

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.105	.101		1.037	.300	-.094	.304					
	EEM	.002	.036	.001	.054	.957	-.068	.072	.674	.003	.001	.405	2.470
	IAM	.159	.034	.125	4.687	.000	.092	.225	.674	.241	.083	.437	2.286
	MLM	.248	.029	.263	8.460	.000	.190	.306	.805	.409	.150	.323	3.092
	PM	.544	.023	.608	23.956	.000	.499	.589	.895	.785	.424	.487	2.055
	CM	.048	.018	.069	2.723	.007	.013	.082	.673	.143	.048	.490	2.043

a. Dependent Variable: Customer Satisfaction

Regression

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.858[a]	.737	.736	.38207	.737	1011.710	1	361	.000	1.973

a. Predictors: (Constant), Customer Satisfaction

b. Dependent Variable: Customer Loyalty

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	147.690	1	147.690	1011.710	.000[b]
	Residual	52.699	361	.146		
	Total	200.389	362			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), Customer Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.009	.125		-.073	.941	-.256	.237					
	CSM	.968	.030	.858	31.807	.000	.908	1.028	.858	.858	.858	1.000	1.000

a. Dependent Variable: Customer Loyalty