THE ROLE OF RELATIONSHIP MARKETING IN BUILDING CUSTOMERS' LOYALTY- A CASE STUDY OF THE MOBILE TELECOMMUNICATION INDUSTRY IN SOUTHERN PUNJAB-PAKISTAN

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ABSTRACT: *The objective of this research paper is to assess the role of relationship marketing in winning customers' loyalty in the mobile Phone industry in Pakistan. Deregularization of the telecommunication sector in Pakistan has created huge competition to capture the maximum market share. For this purpose, industry marketers and planners are exercising various relationship marketing strategies to attract new customers and retain the old ones. To analyze the role of relationship marketing in building customers' loyalty, the author has selected four independent variables such as service quality, price perception, brand image and value offers while customer's loyalty is taken as dependent variable. A structured questionnaire containing 24 closed ended questions was developed to collect data from the field. The data was analyzed through Likert- scale. This scale is defined with 5 options of strongly agree on 5 and strongly disagree on 1. In order to check the reliability of the variables, a reliability test was conducted on 20 respondents of different age groups with different occupations. The results of this test showed positive significant relationship among the variables. The results of this study are robust and consistent with previous studies. This study provides in-depth knowledge about mobile users and cellular companies operating in Pakistan can take benefit from it.The finding of this research study is expected to be beneficial for the managers of the mobile operators in their decisions relating to the relationship marketing issues that are connected with the needs of the customers. These needs and interests of the customers, in turn, can increase their revenue and profits in the long-run.*

Keywords: Brand**, c**ustomer, loyalty, marketing, quality, relationship, satisfaction, telecommunications.

INTRODUCTION

As competition among the companies is increasing with every passing minute, therefore almost all of the companies are emphasizing on providing the excellent and good products and services to the customers. The survival of the firms lies in the retention of the loyal customers for long term basis to get long term profits. For this

purpose, relationship marketing tactics are used to attract, keep and maximize more and more customers in order to multiply the profits. The aim of the under discussion study is to look into the relationship marketing role in building the customer loyalty. The main reason of this intense competition is the elimination of entry barriers into the Pakistani Mobile Telecommunication Industry. In result of this, a large number of mobile operators have entered in this sector in Pakistan. Different marketing tactics are being used for the customers to keep them loyal with the firm and attract the new ones. These tactics are being used as a market symbol to increase in share of profit. In result of this heavy competition, the customers are having much more benefits. They are facing massive and aggressive techniques being applied and exercised by the companies such as door step selling through couriers, electronic media advertisements, and internet promotions etc. Studies show that mobile telecommunication industry have to face many challenges such as poor interconnectivity among the operators due to uncertain coverage of the mobile network and excess use of cell phones in most of the urban areas of the country etc. There has been the lack of the clear policies about the misuse of the mobile service. For these reasons, relationship marketing should be at top priority to observe the customers' loyalty to retain and attract the customers, resulting in high profits of the company.

This research helps in the development of both theory and practical implication for academics and marketing management respectively. The results of the study are expected to be taken into the knowledge of the mobile operators, so that the responses of the customers to various relationship marketing strategies can help the concerned persons to feel the privileges of adopting the relationship marketing from customers' point of view. In this way, the marketers can get many ideas from this to improve the customer retention strategies. The marketers can pick useful ideas from this to make the improvements in their strategies related to relationship marketing. This research study is closely concerned with Pakistan Telecommunication Authority (PTA). PTA is responsible for protecting the customers' rights by implementing its policies. There are possibilities for the society to get advantages of this study as it will serve as a source of new information in addition to the existing knowledge based data on customers' loyalty in the Pakistani mobile telecommunication industry. As for as academic sector is concerned, it may get useful help from this study.

Main Research Question

The main research question is "what is the role of relationship marketing in building customers' loyalty?" Other relevant questions are:-

"Is there a significant relationship between Service Quality and Customer Loyalty in the Pakistani mobile telecom industry?

"Is there a significant relationship between Price Perception and Customer Loyalty in the Pakistani mobile telecom industry? "

"Is there a significant relationship between Value additions and Customer Loyalty in the Pakistani mobile telecom industry?"

"Is there a significant relationship between Brand Image and Customer Loyalty in the Pakistani mobile telecom industry?"

Objectives of Research

Classification of research is made according to the purpose of the research. There are basically three type of research: exploratory research, descriptive research and explanatory research. (Saunders et al., 2000)

If cause-effect relationships are mainly focused in the study, it is noted that what causes produce what effects. In other words, when the focus is on cause-effect relationships, the study can be explanatory explaining which causes produce which effects (Yin, 1994).

"There is possibility to have more than one purpose in a study and the research purpose can be made of two or all of three main categories of research purposes"(Saunders et al., 2000). Moreover Yin (1994) says that the boundaries between the categories are not always clear.

Thus, this research work is based on Explanatory Research.

LITERATURE REVIEW

According to this chapter, it relates and introduces the overall setting of the study concerning the relationship marketing and the customers' loyalty. Moreover, it discusses matters that are concerned with the mobile telecommunication industry. Specifically, the department addresses the major developments in the telecom sector in recent times and the relevancy of customers' loyalty with the relationship marketing. On the basis of the discourses of the subject, the research problem along with the research objectives and research questions including major issues; and the significance of the subject along with the justification of the research are briefly introduced.

Definition of Relationship Marketing

Morgan and Hunt (1994) in their study have defined relationship marketing as, "all marketing activities that contributes toward building, growing; and maintaining successful relationships". These Relationships can be found among the establishment and customers; and in the same way these can be found within the organization and in other governing bodies/ stakeholders. The said relationships between the valued customers and the business firms have been encouraged consistently proving the successful business practices all over the world. The marketing association has been made in the past during the evolution of marketing theory". (Yau, 2000).

Relationships with customers have been practiced from ancient time to cope with the complications of everyday life. Relationship marketing approaches can be viewed from very old age of the merchandising. Because it is a very wide subject, thus large numbers of researchers as well as students have argued it in their different views. In the year 1983, Berry was the first person who used the term relationship marketing. Now-a-days, this concept is being widely used as one of the innovative terms by almost every marketing executive, but many of them have defined it in different ways. According to Lindgreen et al., 2001, this revival of the concept has been discussed in completely different way to the traditional and the transactional marketing concept. In the views of the Venice, 2002, in fact the relationship marketing plays an important

role in creating a client-relationship from very beginning to satisfy and retain the existing customers, on the other side of the picture, the transactional marketing seeks to maximize the sale and create new customers as well. Anyhow many researchers have criticized relationship marketing concept. Kotler is of the view that transaction marketing is more fruitful than the relationship marketing in the short time horizon of the customers and customer can easily switch from single provider to another without spending extra.

According to Gummeson, 1994; Morgan and Hunt, 1994, irrespective of this criticism on the relationship marketing, this theory had become globally accepted in the 1990s by covering a range of marketing activities (Palmer, 2000), and thus it is identified as a "young-old" concept (Berry, 1995). Since that time, relationship marketing has been taken as a subject of interest in special topics of international journals such as the "Journal of Academy of Marketing Science" (Bejou, 1997).

If we look further into the matter, we see that a consensus also exists among various sources that this new paradigm emphasizes a shift in marketing from short-term transactions (traditional marketing or marketing mix) to long-term relations (Kotler, 1992; Morgan and Hunt, 2004; Palmer, 2002; Lin et al, 2003), as far as this thesis is concerned. Morgan and Hunt (2004) have argued that, in order to distinctly realize this new paradigm, there is the demand for a clear distinction between a discrete transaction (a discrete source, a short term period, and a sharp and sure ending by performance) and a relational transaction (Tracing back to past deeds, living longer and reflecting on ongoing operations). Inside the hospitality context (the involvement of this dissertation), Bowen and Shoemaker (2002) also maintain that relationship marketing means developing the client as a cooperator, and is a procedure that is markedly dissimilar from traditional transaction-based selling. That is, it concentrates on moving away from body processes for pulling customers to activities for delivering customers and guiding care of them (Grönroos, 2004). Indeed, relationship marketing aims to retain profitable customers by establishing and keeping strong relationships, whereas traditional marketing aims to gain new customers. In other language, relationship marketing is oriented towards long-term ongoing relationships (Kim et al., 2001). In the views of Gummesson, 1996, it is revealed from the further inspection of the literature that relationship marketing concept is used in many ways by many authors.

Development of Relationship Marketing

Technological Development

According to Sheth and Parvatiyar (2000), by the revolutionary impact of technology, the nature and bodily functions of marketing institutions are changing smoothly. In our society, the present growth of modern electronic and computerized communication system is making it easier for consumers to interact directly with the manufacturers. In the modern age of science and technology, producers of goods are also getting more informed about their customers by maintaining the updated database system that focuses on interaction with each and every customer, at cheaper price.

Total Quality Management

The total quality management is another major driving force due to which relationship marketing has revolutionized the industry's perspectives regarding the quality and price of a product and service. With the acceptance of the Total Quality Management (TQM) by the companies to improve their quality and cut costs, then it becomes necessary to involve the customers in the implementation of the course of study in all areas.

Growth of the Service Economy

In the views of the study made by Sheth et al. 2000, the development in the service economy is due to the third force steering in relationship marketing concept in the modern nations particularly. In this way, immense relationship is created between the supplier of the services and the utilizer of the services. In his view, Berry 1999, says that it is evident that relationship selling is important.

Increased Competition and concern for customers' loyalty

In the era of the peak industrialization, it is concluded that with the increase in the competition, the marketers are forced to retain the customers. According to different studies made by different researchers, it is very clear that retention of customers is relatively much more inexpensive than creating new customers.

Characteristics of Relationship Marketing

While designing the work of this study, different features of the relationship marketing were grouped together in a way that the grouping must favour the basic context of the dissertation. For this purpose, following bearings must be captured.

Long-term Orientation

Gummesson (1999) is of the view that long-term based contracts and win-win situation give birth to a relationship selling. In the case of the mobile operators, it is observed that customer and others are collaborators rather than representing the opposite parties. Relationship selling defines itself as a feature of Long-term orientation.

Attraction, Loyalty and Interaction Programs

According to the study made by Izduierdo et al., 2005, since relationship marketing can lead us towards the organization, growth and maintenance of exchange relationships (Morgan and Hunt, 1994). The activities of a relational strategy should comprise the following objectives:

• Attraction (creating relationships);

• Loyalty (developing relationships);

• Interaction (maintaining relationships);

Relationship Value

A very useful contribution in a business relationship and its successful publication in the value of a relationship is studied in the study made by Wilson and Jantrania (1995)'s. It shows Safety and usefulness, security and persistence etc. these all

increase the confidence among the suppliers and it supports and boost the client loyalty. (Ravald and Gröonroos, 1996)

The Brand Image

In the present era, it is the fact that brands are seeking value in consumer market. For this we have to look into the reasons for the increase in the brand valuation. It is more important to see how brand image ultimately works from the customer's point of view. In order to find out the facts about branding, two branding models are discussed to resolve different theories about the brand loyalty construct of an individual as a response variable by the consumers.

According to the American Marketing Association (AMA), the term brand is associated with ''a name, sign, symbol or design, or a combination of these all, which is intended to be identified as goods or services of one vendor or group of sellers, and to distinguish them from those of a competitor'' (de Pelsmacker et al., 2007, p. 40). A brand has set its image as a prominent and distinctive, and with the passage of time it is becoming figure, while a brand might initially set forth its life with nothing more than a distinctive figure, over time it is becoming admired by the customers due to the effectiveness of the brand that works and grows. It is linked with various unique values. (de Chernatony & Dall'Olmo Riley, 1998). According to Levine, (2003), a brand is discussed as the most important and compulsory tool in the field of selling because it can make mind of the customer about superiority. In the views of O'Cass & Grace, (2003), customer's point of view about brand is that it gets advantages of both economic as well as symbolic values. The basic source of data about the quality of the product and service is provided by the brand. It also reduces search cost of the customer and eliminates the factor of uncertainty (if any) associated with the product/service (Biswas, 1992; Janiszewski & van Osselaer, 2000). Brands might create a symbolic image that compels a customer for the future purchase without wandering about the selection of the product/ service. (Keller, 1998). On the other hand, most of the companies make their strategies after keeping in view that the brands are valuable assets of the companies. Brands also enjoy the integral presence in the valuable source of competitive advantage. (O'Cass & Grace, (2003; Skinner, 1990 in Grace & O'Cass, 2002). In this context, Fournier, (1998) and Keller, (1993) express their views that branding has been proved to establish a systematic bounding relations between the buyer and the seller based on trust and satisfaction which will not let them go back in their respective shells.(Aaker, 1991). Furthermore, Arora & Stoner, (1996) described that the brands having solid footing might possess substantial importance in the decision making process of the customers than the traditional-positioned place of product or service.

Customer Loyalty

Izquierdo et al., (2005) discussed in their study about the measurement of customers' loyalty in the way that it depends upon the percentage of loyal customers and income attached with them; and increase in the loyal customers after the execution of the activities of the relationship marketing activities. Buttle, 1996; Cited by Izquierdo et al., (2005) The dedication to customers through the provision of best possible service quality lead towards the satisfaction of the customers which results in close healthy

relations with the customers. We are also aware of the natural business phenomenon that concentrating on the existing customers is more useful and profitable than looking after the new customers. A firm should offer incentives to its existing loyal customers in the shape of cut in the price, free merchandize and consultancy services etc. Izquierdo et al., (2005) say that certain programmes to create loyalty are a part of the structured marketing efforts. These loyalty programmes are structured marketing efforts.

Dimensions of Customer Loyalty

Sheth (2002) is of the view that measuring the attitude of the customers is very difficult task to consider it practically as well as financially; retaining the customers can be taken as evidence for the loyalty of the customers. According to the researcher, however, attitude of the customers and their behavior seem very different to each other in most of the cases be very different. (Sheth and parvatier, 2002)

In the conditions that are considered favorable for the customers, the customers tend towards more convenient motivation.

Distinction of Study

Southern Punjab consists of three divisions: Multan, Bahawalpur and Dera Ghazi Khan. These three Divisions play a vital role in the economy of Pakistan and are famous for their rich cash crops and distinctive educational institutions. Mobile telecommunication companies are operating in this part of the country to avail the opportunities of higher profits. So, it was necessary to evaluate the better business opportunities present in these cities as no research was conducted previously over here. The variables taken in this study are of distinctive in nature to find the reasons of customers' loyalty and customers' retention.

RESEARCH METHODOLOGY

The research methodology is an important part of the research in which essential methods and overview approach is plotted by which the research was conducted. In this chapter, collection of data, processing of data and analysis of data is described to arrive at a conclusion. This chapter of the research study consists of case Selection & Sampling, questionnaire design & data collection, reliability and Pretesting.

Population and Sampling

While selecting the case for this study, Pakistan Mobile Telecommunication Industry has been focused. The Pakistan Telecommunication sector is monopolized by a Pakistan Telecommunication Company Limited (PTCL). But due to the reforms programmes, private operators were issued licenses in the cellular communication networks. Now this mobile telecommunication industry of Pakistan is growing very fast over the last few years. We have taken the whole sector as population while we have taken a sample of five companies such as

Mobilink, Telenor, Ufone, Zong; and Warid Telecom. The subscribers of these companies are the target group of this paper. The study area is consisted of three divisions: Dera Ghazi Khan , Multan and Bahawalpur. Total number of questionnaires distributed were 275. Out of these 275 questionnaires, 242 questionnaires were received back from the respondents. These all 242 questionnaires found properly answered .Thus 88% response rate was achieved, which is quite satisfactory.

Data and Types

To collect the primary data for the study, a questionnaire consisting of 24 questions was prepared. The questions were close-ended in nature. The language and the basic structure of the questions were so easy that everyone could answer them quite comfortably after easy understanding. According to Bryman and Bell (2003), close-ended questions possess several characteristics such as easy processing of the received answers; and enhancement in comparability of the responses. The first part of the questionnaire was related to the individual characteristics: Name of the respondent, occupation of the respondent, Age of the respondent, Mobile number, and the name of the mobile operator the respondent was using. In the other part of the questionnaire, 24 questions were developed by dividing them into four categories. These categories were made on the basis of selected variables). Likert scale has been used to measure the answers of the respondents.This scale is with 5 possible options: Strongly disagree, disagree, impartial, agree, and strongly agree.

Estimation Techniques

In this study, Statistical Package for Social Sciences (SPSS) has been used for statistical analysis. Majority of the researchers use this computer software for their analysis in the similar studies.

The author has used the following estimation and data analysis techniques :

- Cronbach's α(alpha) will be used as an estimate of the reliability of the variables. It is a coefficient of internal consistency.
- Descriptive analysis will be conducted through mean and standard deviation in order to describe the responses of the constructs.
- Correlation will be found to test the degree of association between the variables. In fact, correlation analysis tests for interdependence of the variables that how much relationship exists between the variables.
- ANOVA compares the means between the variables we are interested in and determines whether any of those means are significantly different from each other.
- The *t*-test compares the actual difference between two means in relation to the variation in the data (expressed as the standard deviation of the difference between the means).

- Multiple regression analysis is a powerful technique used for predicting the unknown value of a variable from the known value of two or more variables- also called the predictors. More precisely, multiple regression analysis helps us to predict the value of Y for given values of X_1, X_2, …, X_k

Conceptual Framework and Proposed Model

Hypotheses

Keeping in mind the literature review of the study, four hypothesis have been developed that link the model of the study. The under discussion hypotheses directly emphasize on the interrelationships among customer loyalty (dependent variable) and Service Quality, Brand Image, Value Offers , and Price Perception (independent variables) These hypothesis are given belwo:-

H_1: Customer loyalty will be positively influenced by service quality.

4.4.2   Brand Image

Brand image can be taken as the customers' current view about a brand.

Definition: Brand image was defined by Keller (1993, p3) as the "perceptions about a brand as reflected by the brand associations held in consumers' memory." It is associated with the customers' response about brand's perception formed and resides in the mind of the customers (Dobni & Zinkhan, 1990). In short, brand image is all about the perception of customer about the product/service and it is the ways and means of how a product/service is offered in the market to the customers.

H_2: Customer loyalty will be positively influenced by brand image.

Value Offers

Customers will judge how much it costs to them after making cost and benefit analysis of the product and service that customers have used (Zeithaml, 1988).

Service firms can retain the customers and can maintain their loyalty by offering them best value. It can be made possible by minimizing the sacrifice of the customers and increasing the perceived benefits for the retention of the customers (Ravald & Grönroos, 1996).

The strategies for adding the value in the product or service can enhance the customers' perceived benefits and reduce the customers' perceived sacrifice. Through these strategies, customers are stimulated to repurchase the service/product. If the expectations of the customers are met accordingly, the feelings of safety and security are automatically developed in the customers. Due to this sense of safety and security, trust and loyalty of the customer is increased (Ibid). In this context, firms must look into the customers' value from the point of view of the customers. H3: Customer loyalty will be positively influenced by value offers.

Price Perception

Price perception of a customer has direct influence over the buying behavior of the customer and his/her product/service choice as well.

Dovaliene and Virvilaite (2008), say that price is included in the marketing mix elements which is quite flexible in the sense that it changes rapidly with the change in the characteristics of the product/service.

In general view, price is taken as what is sacrificed to get the services/products. The price perception usually plays unique role while selecting the service or product.

From these researches conducted by different researchers, it can be concluded that customers' satisfaction is always under the influence of the perceived price. Customers often switch from one product/service to other on the pricing issues.

Therefore, in order to increase customer loyalty, it is important for service firms to actively manage their customers' price perceptions, e.g. carrying out attractive pricing, offering reasonable prices mix, lower prices without decreasing quality, etc.

H₄: Customer loyalty will be positively influenced by price perception.

Proposed Model

The hypothetical model is shown in Figure 1

Figure:1 Analytical model of research and effects of independent variables on dependent variable.
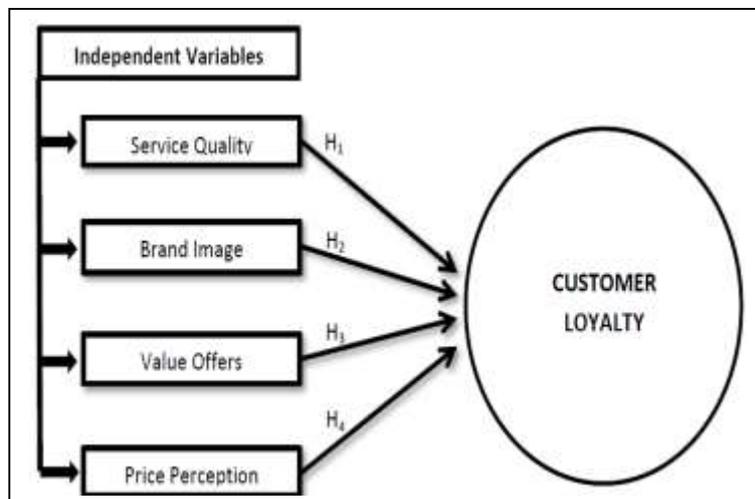
Data Analysis

Research is intended to check the customer loyalty so the direct opinion of the customer was required for the said purpose. To meet the data collection requirement, questionnaire was adopted as a tool to collect consent of the customer regarding their satisfaction to Service quality, Price perception, Brand image, Value offered and Customer loyalty. Questionnaire was based on 24 close ended items on five point Likert Scale from strongly disagree to strongly agree (1-5).

Table : 1   Statistics Analysis

Item	Mean	Std. Dev.	N
Mobile operator fulfills customers' requests intime.	4.12	0.786	242
The customer care officials of this operator are always well prepared for help.	4.05	0.907	242
The response to consumers' complaints is always taken quickly.	3.82	1.005	242

Operator provides timely information about the new services.	4.15	0.963	242
Operator is constantly providing good quality service.	3.83	1.081	242
Voice calls, SMS and internet services are always good, i hardly face network problems.	3.52	1.286	242
Operator possesses popular brand which is well admired by many people.	4.04	0.854	242
appreciate the social responsibility programs	3.85	0.957	242
People love to be associated with the brand of this operator.	3.86	0.942	242
Very useful and exciting promotions.	3.95	0.963	242
Beneficial promotional offers for customers.	3.83	1.006	242
It is easy to get benefits from the promotional offers.	3.74	0.988	242
Wish to always participate in the promotions	3.58	1.136	242
It is easy to know and understand the pricing policies	3.62	1.139	242
Attractive pricing policies of products and services	3.57	1.126	242
Competitive calling rates offered	3.64	1.118	242
Flexible prices for various services that meet needs.	3.78	1.014	242
Continue to stay with operator unless the price is significantly higher for the same service.	3.72	1.114	242
For a long time intention to continue using mobile services.	4.10	0.948	242
Additional telecom service	3.73	1.096	242
Prefer this provider due to other reasons even if another operator's price is lower.	3.84	1.008	242
Willing to say positive things about operator to other people.	3.89	0.964	242
Encourage friends and relatives to use the services	3.77	1.040	242
Operator is capable of providing best services.	3.92	0.889	242

Table 1 shows the mean score of each statement. Overall mean score was 3.5- 4.15 that shows that the most of the customers responded positively about the statements. Since the statements were of positive views so the average mean of 4/5 denotes all positive opinions of the respondents.

Table:2 Relationship between Service Quality, Brand Image, Value   Offers, Price and Customer Loyalty

Correlations		Service Quality	Brand Image	Value Offers	Price	Customer Loyalty
Service Quality	Correlation	1	.514**	.571**	.556**	.485**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	242	242	242	242	242
Brand Image	Correlation	.514**	1	.544**	.454**	.487**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	242	242	242	242	242
Value Offers	Correlation	.571**	.544**	1	.609**	.505**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	242	242	242	242	242
Price	Correlation	.556**	.454**	.609**	1	.524**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	242	242	242	242	242
Customer Loyalty	Correlation	.485**	.487**	.505**	.524**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	242	242	242	242	242

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows the relationship between service quality, brand image, value offers, price and customer loyalty. Correlation statistics between all of the variables show the positive relationship between them. Since service quality, brand image, value offers, price and customer loyalty keeps its two tailed significance value below 0.01, so it is proven that all of the results are highly significant and this approves the H_1 , H_2 , H_3 and H_4 that there is strong relationship between service quality, brand image, value offers, price and customer loyalty.

The results show the impact of Service Quality, Brand Image, Value Offers, and Price on the Customer Loyalty. The mean plot of the Service Quality, Brand Image, Value Offers, and Price on the Customer Loyalty show the trend of positive relation and proves H_5, H_6, H_7 and H_8 that Service Quality, Brand Image, Value Offers, and Price has significant and positive impact on Customer Loyalty.

The average of male respondents is 12.53 with standard deviation 4.253 and the average of female respondents is 12.41 with standard deviation 3.090. The average of male respondents is greater than female respondents. T-score is 0.204 and p-value is 0.005 shows the difference is significant at 5% level of significance. So these statistics

shows that there is significant difference of opinion about the service quality based on gender.

The average of male respondents is 6.31 with standard deviation 2.122 and the average of female respondents is 6.08 with standard deviation 1.828. The average of male respondents is greater than female respondents. T-score is 0.748 and p-value is 0.403 shows the difference is not significant at 5% level of significance. So these statistics shows that there is no significant difference of opinion about the brand image based on gender.

According to gender comparison in case of customers' loyalty, the average of male respondents is 12.96 with standard deviation 3.980 and the average of female respondents is 12.2 with standard deviation 3.945. The average of male respondents is greater than female respondents. T-score is 1.301 and p-value is 0.320 shows the difference is not significant at 5% level of significance. So these statistics shows that there is no significant difference of opinion about the customer loyalty based on gender.

Multiple Regression Analysis

Table 3: Variables Entered/Removed

a. Dependent Variable: Customer Loyalty

b. All requested variables entered.

Model	R	R Square	Adjusted R Square	Std. Err. of the Estimate
1	.618[a]	.382	.371	3.15948

a.   Predictors: (Constant), Value Offers, Brand Image, Service Quality, Price

Table 4: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1459.317	4	364.829	36.548	.000[b]
	Residual	2365.807	237	9.982		
	Total	3825.124	241			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), Value Offers, Brand Image, Service Quality, Price

The above table shows that the independent variables statistically significantly predict the dependent variable, $F(4, 95) = 36.548$, $p < .0005$ (i.e., the regression model is a good fit of the data).

Table 5: Coefficients[a]

Model		UC B	Std. Error	SC Beta	t	Sig.
	(Constant)	3.334	0.807		4.132	0.000
	Price	0.28	0.073	0.261	3.837	0.000
1	Service Quality	0.152	0.068	0.152	2.242	0.026
	Brand Image	0.414	0.125	0.213	3.313	0.001
	Value Offers	0.188	0.099	0.136	1.893	0.060

a.   Dependent Variable: Customer Loyalty

UC   =   Unstandardized Coefficients

SC   =   Standardized Coefficients

A multiple regression was run to predict Customer Loyalty from Price, Service Quality, Brand Image and Value Offers. These variables statistically significantly predicted customer loyalty, $F_{(4, 95)} = 36.548$, $p < .0005$, $R^2 = .618$. Three variables added statistically significantly to the prediction except 'Value Offers', $p < .05$.

FINDINGS AND RESULTS

Data analysis deals with the ways and means through which information collected from the selected field and other sources are kept align in a meaningful way for easy comprehension. This includes: Reliability testing of question items in questionnaires, Editing Coding, Tabulation; and Statistical analysis of responses.

Reliability Testing

Initially the reliability testing was applied on 20 respondents. These tests are conducted to see:

- Whether questions were strongly related to the problem of the research; and

- Whether these questions proved good indicators for the construct.

For this purpose, Cronbach's alpha method has been used. The result of 0.893 which is above 0.70 shows an acceptable and significant reliability.

Demographic characteristics of respondents

A total of 275 questionnaires were distributed and 242 questionnaires were received back from the respondents, all of them are found correct and defect free. The respondents of the questionnaires are the subscribers of one mobile operator at a time out of five operators.

In addition they belong to age group of less than 25 years to above 50 years. (Table 5.4).The sample of this research study includes both genders, i.e. male and female.

The results of the study show that it captured users of all the mobile operators in Pakistan.

6.2.1 Gender analysis:

Frequency statistics carried out on gender showed that majority of the 242 respondents are male, 181 giving 74.8% of the total, while female respondents are 61 giving 25.2%.

The field data showed that the spread of mobile telephony among female is less compared to that among males in Pakistan.

6.2.2 Occupational analysis:

The structure of the respondents was built on the diversified occupational background in order to avoid the bias in the answers. Occupational background includes, Student, Employee, Business person; and others.

6.2.3 Distribution of respondents according to City

- 31.8% of the respondents belong to Bahawalpur,
- 39.3% of the respondents belong to Multan; and
- *28.9% of the respondents belong to Dera Ghazi Khan.*

6.2.4 Distribution of respondents according to Age

- 68.6% of the respondents are aged blow 25 years,
- 22.3% of the respondents are aged 25-50 years; and
- 9.1% of the respondents are aged blow 25 years.

6.2.5 Distribution of respondents according to Occupation

- 64.5% of the respondents are students,
- 11.2% of the respondents are businessperson,
- 17.4% of the respondents are employee; and
- 7% of the respondents are from other occupations.

6.2.6 Distribution of respondents according to Operator

- 35.5% of the respondents are users of Mobilink,
- 29.3% of the respondents are users of Ufone,
- 20.2% of the respondents are users of Telenor,
- 9.9% of the respondents are users of Zong and
- 5% of the respondents are users of Warid.

So the majority of the respondents are the users of Mobilink Network.

Selected variables and results

Relationship between Service Quality, Brand Image, Value Offers, Price and Customer Loyalty

Statistical analysis between all of the variables show the positive relationship between them. Since service quality, brand image, value offers, price and customer loyalty keep its two tailed significance value below 0.01, so it is proven that all of the results are strongly significant and this approves the H_1, H_2, H_3 and H_4 that there is strong relationship between service quality, brand image, value offers, price and customer loyalty.

ANOVA for Impact of Service Quality, Brand Image, Value Offers, and Price on the Customer Loyalty

The mean plot of the Service Quality, Brand Image, Value Offers, and Price on the Customer Loyalty that shows the trend of positive relation and proves H1 , H2 , H3 and H4 that Service Quality, Brand Image, Value Offers, and Price has significant and positive impact on Customer Loyalty.

Comparison among Respondents according to their Gender in case of Service Quality

The average of male respondents is 12.53 with standard deviation 4.253 and the average of female respondents is 12.41 with standard deviation 3.09. The average of male respondents is greater than female respondents. T-score is 0.204 and p-value is 0.005 which shows that the difference is significant at 5% level of significance. So these statistics show that there is significant difference of opinion about the service quality based on gender.

Comparison among respondents according to their Gender in case of Brand Image

The average of male respondents is 6.31 with standard deviation 2.122 and the average of female respondents is 6.08 with standard deviation 1.828. The average of male respondents is greater than female respondents. T-score is 0.748 and p-value is 0.403 shows the difference is not significant at 5% level of significance. So these statistics show that there is no significant difference of opinion about the brand image based on gender.

Comparison among respondents according to their Gender in case of Value Offers

The average of male respondents is 8.85 with standard deviation of 2.915 and the average of female respondents is 9.08 with standard deviation of 2.836. The average of female respondents is greater than male respondents. T-score is -0.552 and p-value is 0.913 that shows that the difference is not significant at 5% level of significance. So these statistics show that there is no significant difference of opinion about the value offers based on gender.

Comparison among respondents according to their Gender in case of Price

The average of male respondents is 11.75 with standard deviation of 3.774 and the average of female respondents is 11.41 with standard deviation of 3.589. The average of male respondents is greater than female respondents. T-score is 0.619 and p-value is 0.574 shows the difference is not significant at 5% level of significance. So these statistics show that there is no significant difference of opinion about the price based on gender.

Comparison among respondents according to their Gender in case of Customer Loyalty

The average of male respondents is 12.96 with standard deviation of 3.980 and the average of female respondents is 12.2 with standard deviation of 3.945. The average of male respondents is greater than female respondents. T-score is 1.301 and p-value is 0.320 shows the difference is not significant at 5% level of significance. So these statistics shows that there is no significant difference of opinion about the customer loyalty based on gender.

CONCLUSIONS AND RECOMMENDATION

Conclusions

This study is an addition in context of the findings of many other researchers. These researchers were of the opinion that relationship marketing plays a decisive role in building the customers' loyalty in the mobile telecommunication industry. Peng and Wang (2006) also concluded the same. This study affirms that relationship marketing tools such as service quality, price perception, value offers and brand image have significant / positive influence on the customer loyalty.

If a service firm manages to retain and increase the number of loyal customers, then it will be taken as an increase in the assets of the firm. The long term profits of the organizations are promised only by its loyal customers. (Tseng, 2007). For the mobile telecom companies, it is compulsory to regulate the four tools of the relationship marketing discussed in this research work to increase new and existing customers. (Hayes, 2008). Customers' loyalty was found positively related with the service quality and the brand image, whereas the value offers and the price perception also created positive relationship with the customers' loyalty. (Boulding et al., 1993; Oliver, 1999; Brady and Cronin, 2001).

Recommendations

The findings of this research study provide evidence to the managers to take charge of the relationship marketing strategies. The marketing Managers of the Pakistani mobile companies are recommended to get benefits from the usefulness of this study. They can take effective decisions by using the findings of this study. As the competitive environment has become very aggressive, thus the voice of the customers must be kept at priority and certain preferences of the customers should be given. In this context, findings of this study can be proved beneficial by being informed about the customers' feedback. This feedback can be taken as an input for future rewards and improvement plans for customers.

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