



# Examine the role of Service Quality and customer Commitment in improving the Customer Loyalty in telecom Sector

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## Abstract

This research aims to determine if and how service quality (service assurance and dependability) influences customer retention (specifically, customer commitment to a company). Method, strategy, and plan - Researchers in one of the major cities in southeast India asked experienced cell phone users to fill out a questionnaire. Partial least-squares modelling of the structural equation frame was used to assess the measurement model's precision and accuracy and verify or reject the assumptions. Based on the data, service reliability is correlated with customer retention, while necessary to ensure it is not. Workers' emotional investment in their work immediately affects customer retention and acts as a mediator between service quality and return business. Emotions and persistence, however, act as buffers, mitigating the effects of other factors. It was identified and worked on that better service delivery led to improved client loyalty. Ultimately, affective commitment serves as a mediator between steadfast dedication and the consumer loyalty it generates. When examining the connections between the many facets of service quality, it is important to remember the constraints and consequences that stem from the mediating function supplied by the different contract information.

Literature. This avenue of inquiry may give the structure for future studies. Furthermore, the sample size must be bigger to draw firm conclusions. More participants should be used in future investigations.

Managerial Implications: Increasing client loyalty is a top priority for businesses in the service sector, particularly for the telecommunications industry. This can be accomplished by improving service quality, reliability, emotional commitment, and continuous commitment. This strategy can be used to understand its impact on larger samples also.

This study is the first to examine the mediating effect of emotive and continuous commitment on the relationships between customer support and commitment factors.

**Keywords:** Telecommunications Services, Reliability, Service Quality, Customers Commitment, Affective commitment, and Quality of Service.

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## Introduction

Profitability in business depends on maintaining and growing one's customer base. Several studies have linked customer loyalty to business prosperity (see, for example, Reichheld and Sasser, 1990). Research by Hur et al. in 2010 found that acquiring a new client cost at least five times

as much as maintaining an existing one. In competitive, established markets, focusing on keeping current customers is more important than trying to attract new ones. Investments in retaining existing clients may yield a far higher return than those in acquiring new ones (Zeithaml et al., 1996). Knowing what makes customers stick with a telecom



operator in the face of intense competition is a fascinating area of research.

India's telecommunications market is highly competitive due to the maturity of the industry and the prevalence of large, well-established companies. Hence, just like in China (Lai et al., 2009) and Taiwan, the telecom market in India is completely saturated (Chen & Cheng, 2012). (Ford, 2013). The current tele density is 91%. This is supported by the data (Okafor, 2014). In developed economies, companies must work harder to keep their existing customers and attract new ones. In contrast, India's telecom sector is thriving. Customer turnover is a major problem in the relational services industry, according to Sweeney and Swait (2008). (retail banking and telecommunications). According to research by Oghojafor et al., 40% of customers defect annually in India's telecom business (2012). This goes against what Sweeney and Swait found (2008). This worrying trend could be attributable, in part, to businesses' demand for more data on how to retain customers. The need for recently published, relevant research may account for this. Furthermore, most market participants widely hold the prevalent assumption that transferring telecommunications firms is expensive. Due to this, companies make the erroneous assumption that consumers are less likely to switch brands. The Indian Communications Commission has adopted portability legislation to slash pricing, which has led to a significant fall in switching fees and enhanced market competition (Okwuke, 2014). According to a group of researchers (Lee et al., 2006). Although price changes tend to reduce customer churn, this relationship is not always (Izogo, 2013). Based on the specifics, raising the bar for change may only be the optimal course of action in unusual circumstances. It is ideal for a business to construct marketing strategies on the loyalty of its existing clientele. Telecommunications service providers have an immediate need for guidance in understanding what drives and what deters customer loyalty.

Customer retention efforts prioritizing service quality and client happiness tend to

experience positive results. Nonetheless, there are still some gaps in our present comprehension. Tarus and Rabach, (2013) have discovered a link between a higher perceived service quality and greater client retention, relatively little research has explored the correlation between essential traits of quality of service and maintaining current clients. Second, there needs to be consensus on the commitment criteria that greatly affect client retention. To add insult to injury, research has yet to examine commitment's role in the links between service quality factors and customer retention. This article aims to provide the findings of a study that examined the relationship between high-quality customer service and the expansion of repeat business. This study will also investigate the impact of enduring emotional attachment on the link between service quality metrics and customer loyalty (Ladhari & Leclerc, 2013).

#### **Literature Review Conceptual Clarifications**

"Service assurance" refers to a company's "knowledge and civility of people in addition to the potential to establish trust and confidence". Assuring someone of something has the potential to reduce anxiety by removing sources of worry. Further "service dependability" is defined as "the degree to which the service provider reliably and repeatedly provides the service" (Parasuraman et al., 1988, p. 23). According to Martinelli and Balboni, the reliability of a service can be judged by the extent to which the provider can fulfil promises, do things "right," facilitate a quick checkout process for customers, and give them accurate information about sales and promotions (2012 in Izogo). When people feel accepted and proud because of their place in a team or group, they have developed what psychologists call an "emotional or affective attachment to the organisation" (Allen & Meyer, 1990). The term "attitude loyalty" refers to the propensity for repeat business dealings with counterparties based on the strength of personal relationships and other emotional attachments developed over time. An alternate interpretation of fidelity (Geyskens et al., 1996). When consumers

publicly show appreciation, they develop a more personal relationship with the associated brand.

The company stays the course despite the risks, the high switching costs, and the restricted alternatives (Allen and Meyer, 1990 in Izogo, 2015a). After giving the potential benefits and drawbacks of breaking off the transaction due to thought, a decision is made to do so (Geyskens et al., 1996). Weighing the benefits of staying together against the costs of breaking up with your partner and your marketing efforts might help you decide whether or not to stay in a relationship. Izogo (2016a) cites Oliver (1999), who defines customer loyalty as "a strongly held resolve to re-buy or penalising a valued product/service frequently in the future". According to Morgan and Hunt (1994), consumer sentiments and viewpoints can represent actual brand loyalty. Devotion, on the other hand, is founded on one's individual experiences and is more emotionally motivated.

#### **Perceived Service Quality**

Izogo (2015b) puts it as a managerial concept of perceived service quality, a business must "align the customers' expectations and perceived service to each other" to achieve customer satisfaction. According to Izogo, this is what "service quality management" means for a company. Hence, the level of satisfaction with the service provided is an important measure of performance. Telecom companies can differentiate themselves from rivals and achieve client loyalty by focusing on service quality, as Ladhari and Leclerc (2013) stated. In today's highly competitive market, a company's success or failure hinges on the quality of its products and services (Reichheld & Sasser, 1990). Therefore, businesses must define the components or aspects of customer service in measurable terms in order to monitor service quality over time, begin trying to compare it to the achievement of competitors and assess the efficacy of different departments within an organization or the performance quality of the sector as a whole (Izogo & Ogba, 2015).

Researchers have focused on the conception, operationalization, and repercussions of

service quality in several studies. The research conducted by Parasuraman and colleagues is largely considered to be among the best in the field (1985, 1988). Parasuraman et al. (2009) identified five factors contributing to high-quality service: consistency, reassurance, tangible objects, empathy, and responsiveness (1985). This was reduced in later research (Parasuraman et al., 1988), which used a quantitative method to measure how well or poorly actual outcomes matched expectations. Moreover, they stated that the emphasis on customers' expectations should be dropped from Parasuraman et al. (1988)'s service quality assessment in favour of a greater emphasis on customers' actual impressions of the service. According to Jain and Gupta, the larger variation in the construct can be attributed to the fact that operational definitions of service quality place a premium on customers' impressions (2004). So far, all attempts to quantify service quality have relied solely on surveys of satisfied consumers (e.g., Izogo, 2015b).

Izogo and Ogba (2015) described service quality characteristics as empathy, tangible objects, punctuality, reliability, and commitment. The original SERVQUAL dimensions were successfully reproduced by Izogo (2015b). Chen and Cheng's (2012) two-dimensional model states that a service's quality is determined by its interactive and foundational features. Davis-Sramek and coworkers state that technological order fulfilment and relational purchase orders are important aspects of service excellence. In addition, speed, information quality, responsiveness, and site design were four of the criteria contributing to the excellence of online financial services. Research into service quality should hone in on what matters most in the specific field or context at hand. Assurance and dependability, two facets of service quality, are the subject of this research. The choice to concentrate on these specific framework components was primarily influenced by two factors: Other generic ancestors of service quality, like attentiveness, compassion, and tangibles, were excluded from the study because the communications network is a lowered service and for lowered

services, the sentient characteristic is very marginal because of the predominance of computer systems, which enables services to be standardized (Izogo, 2015a).

### **Customers' Commitment**

Customer loyalty, according to Geyskens et al. (1996), is "a user's guilty verdict to preserve (rather than cease) a connection that may offer psychological and practical benefits." According to Morgan and Hunt (1994), customer loyalty can be defined as "a firm commitment to either forming or maintaining a relationship" (Geyskens et al., 1996). The significance of maintaining a presence in a well-established market is emphasised in both definitions. Although both are useful, Geyskens et al. (1996) 's definitions are more appropriate for this study because of their emphasis on building meaningful connections with others. According to the concept of commitment offered by Geyskens et al. (1996), the customer has faith that their relationship with their telecom provider will continue to yield positive psychological and functional outcomes. It is hypothesised that devoted service to a single telecom company is to blame. The research determined two main types of commitment: emotional dedication and logical dedication (Kaur & Soch, 2012). One's level of emotional investment in a brand is proportional to the degree to which one can relate to and value the brand (Fullerton, 2003). Customers that buy from a company repeatedly do so because of their positive experiences with the firm. It symbolises commitment throughout time (Geyskens et al., 1996). Yet, the term "continuance commitment" is used to describe customer loyalty that stems from factors such as the customer's belief that switching costs are high, the absence of viable competitors, or an evaluation of the financial consequences of the company's fault (Davis-Sramek et al., 2009; Gustafsson et al., 2005). A less enjoyable, psychologically-based desire characterises persistence or calculative commitment (Sweeney & Swait, 2008). Different forces motivate the two types of commitment (Geyskens et al., 1996). The desire to continue spending time with another person is at the heart of an affective

commitment. On the other hand, persistently loyal people do so because they reap emotional and financial benefits from their partnerships (Evanschitzky et al., 2006). As a result, the effects of the two types of commitment on organisational outcomes are distinct (Gustafsson et al., 2005). There needed to be more consistency in results from prior investigations (Sweeney & Swait, 2008). Given Hur et al. (2010) 's observation that little research has focused on how the various components connect at the sub-dimension stage, it is vital to examine if there is a relationship between commitment and marketing success (such as loyalty).

A company's bottom line, name recognition, client retention rate, and profit margin can all benefit from having devoted clients (Hur et al., 2010). Due to the specialised nature of telecom services, customers tend to be more loyal to the companies that provide those services. Customers are less likely to switch providers, for instance, if the company provides a more favourable pricing and payment schedule. If consumers find the goods to be of great quality, they are more likely to buy from the company again and spread the word. Telecoms should investigate the connections between the various components of commitment dynamics and the outcomes of their operations (e.g., loyalty).

### **Customer Loyalty**

Loyalty is defined by Hur et al. (2010) as "the persistent purchase (or ongoing supportive action towards) a selected goods or service," notwithstanding the availability of alternative options and marketing campaigns designed to encourage switching to competitors. This idea is comparable to Oliver's (1999) in that both stress the importance of looking ahead to secure a clientele in the face of rivalry. In a highly competitive market like India's telecoms market, a company that takes the time to develop and implement successful client retention tactics would come out on top. Because repeat customers bring in new customers at a reduced cost per acquisition, businesses with high retention rates have a higher return on investment. Maintaining profitable customer relationships is more

likely for businesses that actively work to increase client loyalty than those that do not. Phone companies should only lose customers with the reason (Sweeney & Swait, 2008). So, in order to succeed in the cutting-edge telecommunications market, it is crucial to cultivate a loyal consumer base.

Many studies have focused on customer loyalty in the telecommunications sector. Past studies have uncovered multiple facets of loyalty, with behavioural and attitude loyalty emerging as the most prominent. A customer with a positive attitude about a brand is more likely to make repeat purchases, spread the word, and recommend that brand to others (Rauyruen & Miller, 2007). A customer choosing to repurchase has more leeway than a devoted customer. According to loyal consumers, the cost of switching brands is higher, and the value of brand loyalty is higher. Building a loyal client base is more significant than keeping many clients because it leads to more sales and word-of-mouth advertising (as mentioned by Rauyruen and Miller) (2007). So, additional effort is required to ensure client satisfaction at telecom firms. Businesses should strive to make customers feel so committed to their brand that they buy from them again and advocate for it to their friends and family. As a result, comprehensive loyalty evaluations need to consider behavioural and attitude elements. By defining devotion in terms of behaviour and attitude variables, this research followed the traditional technique of previous studies on the topic.

### **Hypotheses Development**

Aggregate service quality metrics have been utilized in studies establishing a connection between high levels of service and satisfied, repeat customers. An issue with this method is that not all of the generic service quality features found in the study of Parasuraman et al. (1988) are significant in unique or diversified situations, as Zeithaml et al. (2002) pointed out. It is important to establish the dimensional implications of service quality on the primary outcome of customer behaviour so that we can study the framework's components relevant to the research environment and determine which aspects of

service quality should be stressed most. We could not locate any research on how individual service quality aspects affected customer loyalty. Very little prior study has focused on the link between the two, and even fewer have gone beyond a cursory examination of service quality. High service quality has a large and statistically significant effect on loyalty's affective and persistent characteristics, as discovered by Davis-Sramek and colleagues (2009). Service quality greatly impacts affective commitment, as stated by Chomvilailuka and Butcher (2014). Customer happiness with the company's telecommunications services is a top priority. If a customer has a positive opinion of a company because of the consistency and dependability of its services, they are more inclined to stick with that company. Ladhari and Leclerc (2013) say that customers like businesses with reliable service. If customers feel safe and confident in the quality of the service they receive, they are more likely to show passionate and steadfast loyalty. This is the case because "customers' principal source of data for appraising alternative options is their own or other people's experience" (Edward & Sahadev, 2011). This results in following hypotheses:

H1: Affective and continuous commitment is significantly influenced by the service assurance and service reliability.

The likelihood that a client will make a second purchase and suggest the service to others has increased linearly with service quality in several studies. Further research is required to identify the aspects of service quality that most influence customer loyalty. Our hypotheses are grounded in prior studies that investigated the effects of service quality variables on repeat business:

H2: Service assurance and service reliability has significant and positive impact on the customer loyalty.

An attachment to the product on an emotional level might encourage repeat purchases in the same way loyalty to the brand can. This contradicts the widely held belief that shoppers always make well-informed judgments. Recognizing that loyalty is predicated on an emotional attachment

challenges the premise that all buying decisions result from sound economic methods and methodology (Davis-Sramek et al., 2009). Even with the significance of commitment to client retention, there is still a need for more agreement on the variables influencing client loyalty in service relationships. Emotional investment in a brand, as found by Fullerton (2003), increases customers' desire to advocate for that brand. Instead, the connection between consistent dedication and brand loyalty is established through affective commitment. The emotional and persistent commitment correlated positively with steadfast behaviour and convictions by Evanschitzky et al. (2006). Despite this, the findings showed that consistent dedication had a small effect on loyalty. Furthermore, Gustafsson et al. (2005) discovered that continuous commitment accurately predicted retention, whereas affective commitment could not do so in their study of telecommunications services. The positive association between dedication and customer loyalty is likely attributable to psychological and ongoing commitment, as various pieces of data have shown. Costs associated with switching telecommunications providers can quickly mount up. Customers stuck or dependent on their current connection may opt to stick with their current insurance while receiving bad service. Emotionally invested customers, however, are more likely to remain loyal to their chosen service. A school of thinking in this area predicts significant changes in consumer loyalty due to the transition from focusing on continuity to affective commitment. This leads us to put forth the following set of hypotheses:

H3: Affective and continuous commitment are significantly correlated and influencing customer loyalty.

Dedicated clients exhibit "affective commitment," a deeper emotional connection to the company, over time. On the other side, a consumer's loyalty creates an attachment on the part of the customer (Davis-Sramek et al., 2009). This is what customers of competing communication services believe as well. Higher switching costs increase

consumers' willingness to commit financially to a purchase (Burnham et al., 2003). This is because telecommunications providers establish trust with their clientele by offering a plethora of services at a dizzying array of price points, including but not limited to the number of free weekday and weekend minutes, the area code range for which calls are free, voicemail, phone insurance, etc. Customers will gladly show their emotional commitment to the service provider as long as they do not feel trapped. Hence, according to the conventional order, long-term dedication should come before developing an attachment. This leads us to propose the following theory:

H4: Affective and continuous commitment are significantly correlated and influencing each other.

The level of dedication shown by a person helps to create loyalty. As a result, it is obvious that businesses must demonstrate commitment before they can engender customer loyalty (Hur et al., 2010). Although the relationship between service quality and customer loyalty has been studied extensively, the role of persistence and emotional commitment as partial mediators has not yet been examined (for example, Tarus and Rabach, 2013) are thanked for this development (2013). (2004). It has previously been hypothesized that assurance and reliability directly affect consumer loyalty (H3a and H3b). Hence, it stands to reason that commitment and the emotional climate of the workplace play a moderating role in these associations. In addition, we show that the results from the several research are consistent with each other by testing whether or not emotional commitment is a mediation component, even though it is predicted that continuance commitment will have a direct influence on customer loyalty (H4b) (e.g., Davis-Sramek et al., 2009). This leads us to put forth the following set of hypotheses:

H5: Service assurance, customer loyalty, affective and continuous commitment are significantly correlated with each other.

H6: Service reliability, customer loyalty, affective and continuous commitment are significantly correlated with each other.

## Methodology

The current research work has adopted all the constructs based on the previous literature. The study consists of five constructs having 23 items, which can be shown in table 1. All the tools were adapted from those employed in previous research. Twenty-three scale elements were used to calculate the five-factor loadings. In Table 1, we can see the amount of indicator reliability used to measure each latent concept. Enhanced customer delivery and reliability were quantified using a scale developed by Parasuraman et al. (1988) to assess service quality. The trustworthiness and security of providers of telecommunications services were reflected in four service assurance indicators. The five indicators of service

dependability demonstrate regularity, accuracy, and the capacity to deliver on commitments with some spare capacity. Three items, derived from Fullerton's Brand Loyalty Inventory, were used to gauge consumers' emotional investment in their favourite brands (2003). Continuity measures were modified from those developed by Kaur and Soch (2012). It tested how much people value their relationships and how much they believe they benefit financially and emotionally from them. Lastly, the customer loyalty measurements accounted for both the behavioural and attitude components of the construct. The readiness to spread the word, buy again, recommend to others, and pay more are all indicators of customer loyalty.

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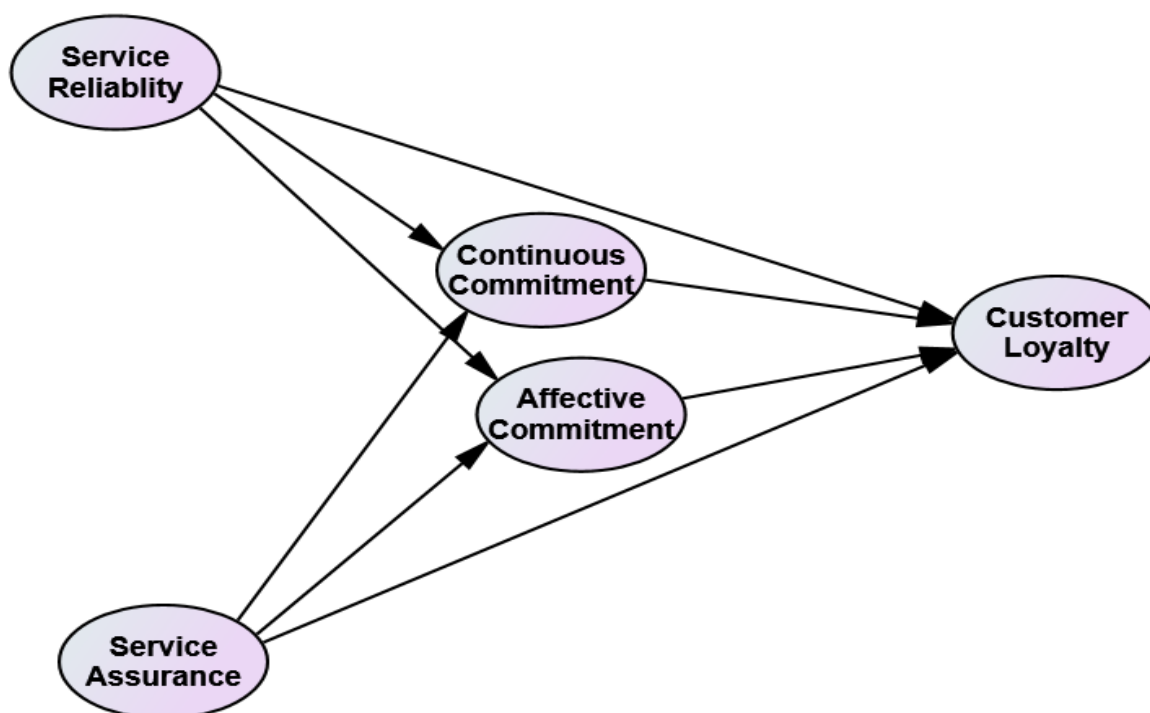


Figure 1 Hypothesized model

### The Likert scale was used for all constructs.

The application of mall-intercept sampling allowed for the quick identification of participants for current research work. Although a simple sampling method was used, the sample components were selected carefully to include only those who could answer the survey questions accurately. This is because, compared to the rest of Haryana, there is a significantly higher concentration of college graduates in the metro region surrounding Rohtak. The use of purposeful

sampling to conclude is also suggested by Saunders and Lewis (2012). The survey was distributed over five days, and participants had three months to finish it (the study took place between October 2021 and December 2021). Participants in the Rohtak metropolitan area were given the survey instruments at selective five predetermined spots. Every mall's refill card and GSM accessory vendors were recruited as the data collection hub. A full day was spent in each of the strategically important locations. The main goal was to win

over buyers of prepaid phone minutes. Efforts were made daily to identify individuals who had already participated in the survey and exclude them from further calculations. The five selected binding sites were dispersed nationwide to guarantee a statistically valid sample. Researchers in India distributed a self-administered questionnaire to potential participants, who were then asked to rate their level of satisfaction with numerous aspects of Indian telecom services on a scale from 0 to 10. These aspects included improved service delivery, reliability, affective organizational commitment, intent to stay, and customer loyalty. It was assumed that all responders would have completed secondary school. Thus, they were provided with directions in English. There were no monetary or other incentives for taking part. Hence, all participants agreed to participate in the research voluntarily.

Only 228 out of the 450 participants who approached the mall for this study participated. Tenety two polls were disregarded as extreme values. After this

## Results

### Validity and Reliability

**Table 1 Profiling of aspects relating to loyalty, commitment, and service quality**

Sr. No.	Constructs	Items	Cronbach Alpha	AVE	Factor Loading
1	Service Assurance	4	0.845	0.516	0.796 to 0.636
2	Service Reliability	5	0.895	0.547	0.818 to 0.671
3	Affective Commitment	3	0.873	0.670	0.840 to 0.781
4	Continuous Commitment	2	0.912	0.717	0.898 to 0.792
5	Customer loyalty	4	0.880	0.680	0.868 to 0.740

#### Source: Primary Data (SPSS 21.0 Version)

At first, we employed Smart-PLS factor analysis to make sure our measuring scale had unidimensional psychometric properties. As a result of this preliminary stage, one item

selection process, 208 usable surveys remained. This sample is similar to those used in previous research to accomplish the same thing (Tarus & Rabach, 2013; Lai et al., 2009). The ratio of the number of regressors to the number of sample cases/observations is a more conservative method of defining sample size (in this case, it is suggested that there be at least one regressor for every 10 sample cases/observations) (Bartlett et al., 2001). Current sample strategy met this requirement.

### Analyses

The data was checked with the screening techniques and after that, one way ANOVA is applied to test the possible in differences in perceptions through SPSS 21.0 version. The results showed 0.05 level of significance indicate, customers have difference in opinions in their perceptions based on their education and occupation. By using structural equation modeling (PLS-SEM) to build the correlations, the validity and reliability of the data are evaluated.

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assessing brand loyalty (CL1) was removed because of significant cross-loading, which can affect discriminant validity.

**Table 2 Inter item construct values**

Sr. No.	Constructs	SA	AR	AC	CC	CL
1	Service Assurance	0.713				
2	Service Reliability	0.691	0.740			
3	Affective Commitment	0.598	0.684	0.819		
4	Continuous Commitment	0.501	0.599	0.669	0.847	
5	Customer loyalty	0.548	0.648	0.712	0.678	0.825

#### Source: Primary Data (SPSS 21.0 Version)

**Table 3 Direct Effects of Service quality and loyalty**

Independent Variable	Dependent Variables	Path coefficient	SE	t-value	Result
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Service Assurance	Customer Loyalty	0.24	0.121	0.059	NS
	Affective Commitment	0.436	0.143	0.000*	S
Service Reliability	Affective Commitment	0.332	0.135	0.055	NS
	Continuance Commitment	0.671	0.142	0.000**	S
	Customer Loyalty	0.471	0.111	0.000**	S

Source: Primary Data (SPSS 21.0 Version)

(\* = sig. at 0.05, \*\* = sig at 0.001) (S = Supported, NS = Not Supported)

After that, we retested the 17 items to ensure their validity and reliability. Factor loadings ranged from 0.636 to 0.898, as shown by the results. Table II. The t-values of all the instruments were meaningful at the p0.001 level. The AVE was more than 0.5 for every latent variable in the study. Assume the formative and reflective measurement signals are rich with meaningful discoveries on the theoretical constructs and that the AVE of the measuring scale is more than 0.5 (Bagozzi & Yi, 1988). Every single example met this requirement (see Table III). Overall, the reliability and validity of the measuring system have been confirmed as valid constructs. To determine validity, we

employed Cronbach's alpha and a composite measure of reliability. An instrument with a reliability score of at least 60% and a composite reliability score of 70% or above is considered high reliability. The Cronbach's alpha for the latent variables ranged from 0.912 and 0.873. As a result, the reflected indicators of the hidden constructs are consistent. The scale is assumed to have convergent validity (Gefen & Straub, 2005). The measurement scale proved convergent validity. The value of AVE is greater than the correlation between each pair of latent components, demonstrating discriminant validity.

**Structural model and hypotheses testing**

**Table 4 Total effect of Service quality, commitment, and loyalty**

Sr.No.	Total effects		Path coefficient	SE	t-value	Result
1	Service Assurance	Customer Loyalty	0.482	0.146	0.095	NS
3	Service Reliability		0.911	0.091	0.000**	S

Source: Primary Data (SPSS 21.0 Version)(S=Supported, NS= Not Supported, \*=sig. at 0.05, \*\* = sig at 0.001)

The suggested research model's postulated pathways were tested simultaneously using the PLS-SEM method, implemented using the Smart-PLS software. As can be seen in Table IV and Figure 2, the p o0.05 level of significance was met for the following hypotheses: H1a, H2b, H3b, H4a, and H5. Hypotheses 1b, 2a, 3a, and 4b were not supported at the p o significance level of 0.05. Figure 2 displays that better and service dependability (two service quality dimensions) accounted for 32% of the variation in customer retention. Yet, 53% of the variation in loyalty might be accounted for by focusing on service quality and committing to the company long-term. In conclusion, the two factors of commitment and service quality construct together account for 58% of

the variation in customer loyalty. Several variations of the proposed model were used to test hypothesized mediating connections. This was done to avoid muddying the data by having multiple indirect channels. First, by examining the data with the impact of persistent commitment in mind, we looked into the moderating role of loyalty. Table V summarizes the effects as a whole. Initially, it was speculated that increased service provision and reliability would positively affect customer loyalty through "attitudinal loyalty" (H6a and H6b). Although a positive correlation was found, providing evidence for the expected indirect link between service assurance and client loyalty was still necessary. This meant that H6a had no basis for support (see Table V). However, the



connection between reliable service and loyal customers is partly mediated by customers' emotional investment. This resulted in H6b receiving the endorsement. Furthermore, when the amended model accounted for the impact of ongoing commitment, the direct impact of dependability on devotion became meaningful at a p-value of 0.05 or higher. This supports the idea that faithfulness over time moderates the connection between service quality and emotional investment. The second phase examined the mediating impact of continuing commitment while accounting for the influence of affective commitment. The results point to service assurance having a small but positive impact on customers' commitment to returning to a business (see Table V). The H6b theory was therefore debunked. Yet, a company's dedication to continued service mediates the connection between service dependability and customer loyalty. Hence, H6b was confirmed to have support (see Table V). Finally, after controlling for improved service delivery and service dependability, the mediation effect of emotional connection on the link between continued commitment and brand loyalty was tested. The controlled model found that once continuing commitment hit a particular threshold, it significantly impacted customer loyalty. Finding support for Hypothesis 8 meant that the affective commitment had a moderating effect on the effect of the continuous commitment on customer loyalty (see Table V). Contrary to the control model that caught the moderating impact of loyalty, which explained 49% of the total variance in client loyalty, the controlled model that assessed the mediating influence of devotion only explained 38% of the total variation in customer loyalty. So, in the long run, emotional commitment is a better mediator than continuous commitment.

#### **Summary, limitations, and implications**

In particular, the service industry has witnessed a huge rise in rivalry with other industries. Because of this, companies have to concentrate the majority of their marketing initiatives on maintaining their current clientele. The global market for telecommunications services is almost

completely saturated. Because of this, successful companies developing customer loyalty have a better chance of enjoying sustained economic security than their rivals over the long run (Reichheld & Scheffer, 2000). This study aimed to investigate the relationship between high service quality and long-term customer loyalty. We broadened the factors connected to loyalty by dissecting them into two categories: emotive and persistent commitment, on the one hand, and reassuring and reliable service quality, on the other. In general, previous research still needs to address the individual links between the elements of service quality, which were taken into account in this research, and consumer loyalty. Also, this study took into consideration two aspects of dedication. In addition, the mediation function played by the commitment components in the correlations between service quality features and consumer loyalty should have gotten more attention. This study investigated whether or not emotional and persistent commitment influenced the links between assurance and dependability in the delivery of services and client retention. The goal of this research was to fill the gaps that had been identified.

Before discussing the findings, it is essential first to acknowledge a few obvious restrictions. Inferences of causal relationships from cross-sectional data collections pose special difficulties when used in studies looking at customer loyalty over relatively long periods (Davis-Sramek et al., 2009). As a consequence of this, the presence of a causal connection cannot be demonstrated. In addition, even though we fulfilled all of the requirements for the testing model, the size of our samples still impacted the outcomes. This is a model (see Bartlett et al., 2001). Third, because the research was conducted with the telecommunications industry serving as its foundation, the results can only be extended to a limited extent. Consequently, the findings should be interpreted with a degree of reserve. Similarly, due to the inherent intricacies of the communication services market, one must approach the results with extreme caution. Despite

conventional wisdom showing that consumers are more inclined to stop purchasing brands that fail to satisfy their requirements, it has been retained that client switching is markedly tied to switching prices. This is even though switching prices is significantly tied to switching customers. The costs associated with switching telecommunications service suppliers are disproportionately high compared to the costs associated with changing providers in other service industries. Although several markets in India have introduced number portability to make it easier for users to move service providers, most of the Indian telecoms sector is still dominated by oligopolies. Because of the policy on the portability of numbers, more was needed. As a direct consequence, the expenses associated with making a change continue to be high, just as in other markets (especially emerging ones) where number mobility has been an abject failure. Despite the constraints and limits of our study, the context in which it was conducted has many characteristics in common with other marketplaces and service sectors. As a result, we conduct a more in-depth analysis of the outcomes.

The provision of service assurance has a significant and beneficial influence in increasing affective commitment. Advertising is the major tool that telecommunications firms use to establish service assurance because of the low-contact nature of the services they provide. Advertising contributes to developing a devoted customer base for the product or service being advertised. When advertising can successfully appeal to the positive emotions of consumers, the consumers' attachment to the brand grows stronger. Our findings support the hypothesis that reassuring clients about excellent service can improve their likelihood of continuing to be loyal customers( Davis-Sramek et al., 2009).

There is a large positive linear link between cognitive commitment and service reliability. However, this association does not exist between affective commitment and service reliability. It was shown that perseverance commitment is an intermediary between

conceptual and affective commitment. This suggests that the existence of continuing commitment, which conveys the impact of provider reliability on emotional commitment, limits the direct influence that service reliability has on affective commitment. This is indicated by the fact that this limit exists. Consequently, customers who receive consistent care have a lower propensity to switch to a competitor and a higher propensity to have an emotional bond to the business. This sequence of causes and effects seems quite reasonable, considering that a robust direct good relationship exists between persistence and affective commitment. The effect of service assurance is more pronounced on loyalty, whereas the effect of service reliability is more declared on continuance commitment. Nevertheless, both service confirmation and reliability of service are significantly associated with both types of commitment. However, the impact of improved service delivery is more pronounced on affective commitment. Increasing the quality of service assurance, reliability of service, and continual commitment are all things that service firms may do to boost affective commitment.

There was shown to be a correlation between the reliability of services and the loyalty of customers; however, there was not a similar association between enhanced service delivery and the retention of customers. This was generally expected, as research has shown that customers who believe a service can be trusted are likelier to use it again and may even recommend it to others. On the other hand, service assurance focuses primarily on the guarantees provided to the customer. Just committing does not ensure that a person will keep that promise. Customers will feel more at ease and have more faith in the reliability of the service when those pledges are honoured. Businesses that can reliably meet the requirements of their clientele acquire their loyalty (Ladhari & Leclerc, 2013).

Many research (such as Davis-Sramek et al., 2009) have demonstrated that the two factors of dedication directly predict customer loyalty. Despite this, the influence of

continued commitment was not statically important in any of the investigations. The effect of having an emotional investment was far more significant than that of having a long-term commitment. The logic behind this decision is plain to see. Customers are pushed into committing to an ongoing membership due to the negative mental state prevalent in the telecommunications sector. As a result, customers may remain loyal despite the availability of alternative options or the high expense associated with switching providers. The oligopolistic market structure in India's telecoms industry is one probable explanation for the problem. In India, there are only a few different brands of telecommunications services. Because only some other options are available, users tend to stick with the ones they are familiar with. When all of the hidden variables' low average scores are considered, the significance of this finding becomes more obvious. In conclusion, the research indicates that emotional and continuing commitments partially regulate the impact of various service quality aspects on customer loyalty. On the other hand, there was not even a statistically significant correlation between better service delivery and customer loyalty to the brand. So, cognitive commitment acts as a mediator in the connection between service reliability and client loyalty, while affective and continuing commitment also perform this function (see, for example, Hur et al., 2010; Evanschitzky et al., 2006). In conclusion, the conceptual model received strong support from various sources. This research contributes to the existing body of knowledge by demonstrating that increases in client satisfaction can be ignited by increases in both the level of service and customer commitment, with the former serving as a mediator for the advantages of the latter. Even if earlier studies have demonstrated that customer retention and service quality affect customer loyalty, much more still needs to be learned about how customer retention mediates the link between consumer loyalty and service quality. This article demonstrates that a higher level of affective commitment can be achieved through strengthening

quality service, reliability, and continual commitment.

Improved service delivery was found to have a significant and beneficial path coefficient about increased customer loyalty; however, the hypothesized mediation effects of affective and persistent commitment were inconsequential. This research establishes the priority of continuous commitment and the significance of loyalty as a mediator in the relationship between the two. The preceding has important ramifications for businesses because it suggests that while commitment is still essential in locking-in customers, the businesses most likely to win true clients' loyalty are those that construct emotional attachment through great service guarantees and effective service. This is because these companies are more likely to provide a positive experience for their customers, increasing the likelihood of them remaining loyal to the company. Improving quality service, reliability of service, and effective and ongoing commitment may individually and collectively result in favourable outcomes for telecommunications companies regarding client retention. But, putting an excessive amount of faith in steadfastness can be hazardous.

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