A Study of Relationship Between Store Image and Store Loyalty in Indian Organized Grocery Retail

A Thesis Submitted During August' 2018 to The University of Hyderabad in Partial Fulfillment of the Award of

DOCTOR OF PHILOSOPHY

IN

MANAGEMENT STUDIES

By

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DEDICATED

To my parents

Mr. Ghulam Ahmad Bhat and Mrs. Zainab Bano

for their unwavering support and encouragement over the years.

DECLARATION

I, Ishfaq Hussain Bhat, hereby declare that this thesis entitled "**A Study of Relationship between Store Image and Store Loyalty in Indian Organized Grocery Retail**" submitted by me under the guidance and supervision of **Dr. Sapna Singh** is a bonafide research work which is also original, independent and free from plagiarism. I also declare that it has not been submitted previously in part or in full to this University or any other University or Institute for the award of any degree or diploma. I hereby agree that my thesis can be deposited in Shodhganga/INFLIBNET.

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This is to certify that the thesis entitled "**A Study of Relationship between Store Image and Store Loyalty in Indian Organized Grocery Retail**" submitted by **Mr. Ishfaq Hussain Bhat** bearing Regd. No. 14MBPH06 in partial fulfillment of the requirements for the award of Doctor of Philosophy in MANAGEMENT STUDIES is a bonafide and plagiarism free work carried out by him under my supervision and guidance.

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Further the student has the following publications before submission of the thesis for adjudication and has produced evidence for the same in the form of reprint in the relevant area of his research.

A. Papers published in refereed international journals

1. **Ishfaq Hussain Bhat** and Dr. Sapna Singh (2017). Analysing the Impact of shopping frequency on perceived risk in online grocery shopping in India. *International Journal of Applied Business and Economic Research, 15,* 49-63 ISSN 0972-7302 **(SCOPUS)**

2. **Ishfaq Hussain Bhat** and Sapna Singh (2017). Examining the Mediating Effect of Trust Between Store Image and Loyalty in Grocery Speciality Stores in Hyderabad. *The Journal of Indian Management and Strategy, 22*(3), 58-61. ISSN 0973-9335 doi:10.5958/0973-9343.2017.00025.4

3. **Ishfaq Hussain Bhat** and Sapna Singh (2015). Validating the Retail Service Quality Instrument in Jalandhar district (Punjab) at Grocery Specialty Stores. *An International Journal of Research & Innovation,* Vol. 2(2), 57-66, February 2015 ISSN 2348-2737 (Print) ISSN 2348-2745

B. Papers presented in national and international conferences

1. Presented a paper titled "Examining the relationship between store image and Store loyalty, A Study of selected organized Grocery Retail" in 7th IIMA Conference on Marketing in Emerging Economies held on January 11th -13th 2017 at Indian Institute of Management, Ahmedabad.

2. Presented Paper titled "Consumer perception towards e-store loyalty after Demonetization" in International Conference on Changing Paradigms in Marketing of Services held on January 10th December' 2017 at University of Hyderabad.

3. Presented a paper titled "An Empirical Study on Exploring Consumers Perceived Risk and Trust for Mobile Shopping in India" for National Conference on Digital Commerce: Opportunities and Challenges" in 1st TCA National Conference on Digital Commerce – Opportunities and Challenges held on 7th April' 2018.

Further, the student has passed the following courses towards fulfillment of course work requirement for Ph.D.

S.NO.	Name of the Course	Credits	Result
1.	Quantitative Methods	3	Pass
2.	Research Methodology	3	Pass
3.	Academic Writing	3	Pass
4.	Branding	3	Pass
5.	Self-Study	3	Pass

Signature of the Supervisor **DEAN**

Acknowledgement

At the very outset, I express my heartfelt gratitude to Almighty Allah, for his unending blessing, mercy and kindness which led me to this stage.

I am extremely grateful to my research supervisor **Dr. Sapna Singh,** for her valuable guidance throughout my research journey. I don't think without her constant words of encouragement and moral support I would have been able to complete this thesis. I could not have imagined having a better advisor and mentor for my Ph.D. study. She has gone beyond the guideship in providing me extra care, giving moral support when I felt depressed and motivating me when I doubted my strength in completing this research work. She is not merely a supervisor, she is an excellent teacher, a great mentor, an inspiring role model and above to all, a perfect human being.

I express my gratitude and sincere thanks to my Doctoral Committee members namely Prof. V. Venkata Ramana, Dr. Chetan Srivastava, Dr. D.V. Srinivas Kumar and Dr. P. Murugan for providing their continuous support during the period of my research work by giving invaluable inputs and suggestions from time to time, which helped in improving the quality of my research. I express a deep sense of obligation and thanks to Prof. B. Rajashekar, Prof. V. Sita, Prof. P. Jyothi, Prof. Mary Jessica, Prof. G.V.R. K. Acharyulu, Prof. Vijaya Bhaskar, Dr. K. Ramulu, Dr. Punam Singh, and Dr. Pramod Kumar Mishra for their valuable inputs and support during different stages of the research work.

I express my gratitude and special thanks to ICSSR, MANF University Grants Commission and the University of Hyderabad for granting me financial support in terms of Doctoral Fellowship to carry out my research work successfully.

I would like to acknowledge the support and cooperation received from Mr. Naganna, Mrs. B. Parimala and other supporting staff members of School of Management Studies, University of Hyderabad as a whole for their assistance during my research work in the past years.

On a personal note, I dedicate this thesis to my parents Mr. Ghulam Ahmad Bhat and Mrs. Zainab Bano. I owe a lot to my loving parents who encouraged and helped me at every stage of my personal and academic life and longed to see this achievement come true. I

express very profound gratitude to my sisters Rizwana Parveen, Safeena Parveen and Shugufta Parveen, my brother Mr. Muzamil Hussain Bhat and Brother-in-law Dr. Jan Mohammad for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of research and writing this thesis. This accomplishment would not have been possible without them. I also thank other family members who have been a constant support and source of inspiration for me and supported me in every possible way to see the completion of my research work. I express lots of love to my dearest niece Menaal Jan for being my source of eternal bliss with her multi-million-dollar smiles.

I would also like to thank my uncles Dr. Mohammad Akbar Bhat, Dr. Ghulam Mohammad Bhat, Dr. Mohammad Ashraf Bhat and my aunts for their continual support, encouragement and unconditional love and faith.

I owe special thanks to Soumya Singh for her continuous motivation and emotional support and helping me to compile my research work during my downtimes in the research journey. I also acknowledge my fellow researchers Amolak, Srikanth, Amrita, Dr. Ramulu, Nagraj, Rhulia, Dr. Urmila and Sallahudin.

I am thankful to my roommate Rafid Owais Bhat. I cannot thank him enough for all the mental support he provided me while I was facing the most stressful times. He has been an amazing friend and support and a constant source of joy for me. Thanks for that!
Getting through my dissertation required more than academic support, and I have many, many people to thank for listening to and, at times, having to tolerate me over the past four years. I cannot begin to express my gratitude and appreciation for my friends Sareer, Jamsheed, Ishfaq, Javeed, Ovais, Sajad, Aaqib, Sameer and Sarver. Their friendships have been unwavering in their personal and professional support during the time I have spent at the University.

Finally, I would like to thank all the people whose names I did not include here, but they provided me with the necessary help and made it possible for me to write this thesis and made my campus life memorable.

Ishfaq Hussain Bhat

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Glossary of Terms

AGFI	Adjusted Goodness of Fit Index
AMOS	Analysis of Moment Structure
AVE	Average Variance Explained
CAGR	Compound Annual Growth Rate
CFA	Confirmatory Factor Analysis.
CFI	Comparative Fit Index
COR	Composite Reliability
CR	Critical Ratio
CV	Construct Validity
EFA	Exploratory Factor Analysis
EY	Ernst &Young
FY	Financial Year
GDP	Gross Domestic Product
GFI	Goodness of Fit Index
IFM	Incremental Fit Measures
IT	Information Technology
KMO	Kaiser Meyer Olkin
LLCI	Lower Level Class Interval
MM	Measurement Model
NFI	Normed Fit Index
PFM	Parsimonious Fit Measures

RMR	Root Mean Square Residual
RMSEA	Root Mean Square Error of Approximation
SC	Store Commitment
SE	Standard Error
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SI	Store Image
SL	Store Loyalty
SPSS	Statistical Package for Social Sciences
SS	Store Satisfaction
ULCI	Upper Level Class Interval
USD/$	United States Dollar
USP	Unique Sales Proposition
VIF	Variance Inflation Factor

Notations

%	Percentage
H	Hypothesis
α	Cronbach Alpha
P	Probability value of significance level
Df	Degree of freedom
$\chi 2$	Chi-Square
LB	Lower Bound
SE	Standard Error
SDE	Standardized Direct effect
SID	Standardized Indirect effect
UB	Upper Bound

CHAPTER-1

INTRODUCTION

Chapter- 1

1.1. Introduction

India's rapid economic growth over the past decade and favorable socio-economic conditions have led to massive transformations in the Indian consumer market. India has been growing at an average annual rate of 7.6% from the past five years and is expected to consistently gain momentum in the coming years. As the benefits of this massive growth continues to trickle down to the common masses in terms of increased employment and business opportunities, the purchasing power of average Indian will be on the rise. Further, the average household income is expected to become three-fold over the subsequent two decades. This is bound to make India the world's 5th largest economy by 2030 which is at 12th place now Forbes, (2017).

The new Indian consumer is a young and prudent customer. Almost 54% of the Indian population is under the age of 25 years (Ministry of Statistics and Programme Implementation, 2017). This young and economically endowed population is steering and escalating the consumer demand in the direction of a more value-conscious track. They are ready to overcome the price sensitivities of their previous generations to spend their discretionary income on value, experience, quality and convenience. This sudden consumption drive anchored primarily by rising discretionary income at hand has brought dynamic changes in consumer lifestyles and tastes and preferences.

Responding to as well as shaping and supporting the changing dynamics of the consumer space, the Indian retail sector has witnessed tremendous growth in the past one decade. Today, retailing is no more only about merchandising but also about moulding

shoppers in a story, manifesting their needs and desires, and building a long-lasting relationship, which in turn has proved to be a major source of employment and choices to the consumers. This newfound consumer orientation of the retailers has resulted in a number of innovative store formats and proliferating retail stores at every nook and corner of the growing Indian economy. To have their fair share in the pie of ever expanding consumer demand, the retailers are resorting to make highly specialized and experience laden offerings through multiple store formats (Popkowski, Sinha, and Timmermans, 2000). Each of these formats are uniquely designed to cater to the different customer needs and expectations. However, this race for satisfying and retaining customers has taken retail competition to a whole new level.

The retail sector continues to face structural changes in particular, while the consumer choices reflect dynamic changes regarding where and when to buy their products. New grocery stores such as supermarkets and hypermarkets have flourished to a great extent and have become highly focused towards a specific product category. These innovative opportunities provide patrons with a number of substitutes that may intensify the competition (Weinstein & McFarlane, 2017; Medina and Ward, 1999). The constant pressure faced by the retailers in terms of increasing operational costs and abating revenue margins (Yasin and Yavas, 2003) has pushed them to seize a bigger portion of the customers' wallet.

Different types of products are offered to shoppers in different formats, competition is very intense and unpredictable among retailers. The development of various types of retail formats is providing a diverse mix of offering to patrons which makes choice of the retail format more confusing. To overcome this confusion, the current store choice models

need to formulate and accept combinations of different store formats. At the same time, with a number of choices available, the consumers are exercising their discretion in deciding the store to shop from. Consumers are increasingly becoming more vigilant and are now considering many factors while selecting a retail store. In order to prevent customers from going elsewhere due to one or more of these factors, retailers are focusing more on establishing and strengthening their store's brand identity.

Many researchers have attempted to study the issue of store choice through many different perspectives. Practitioners and academicians have always given much prominence to the question "Why do Consumers Shop at the stores they do?" as it affects not only where and what consumers purchase, but also how much they purchase (Arnold, Ma and Tigert 1978; Arnold and Tigert 1981).

In the current vibrant business world, the retail industry is constantly raising itself. With the changing tastes and preferences of consumer choices, retailers need to maintain and develop their businesses. Traditional development model engrossed on developing out more stores and adding more product lines, no longer enjoy success and profits. Successful retailers are those who are ready to develop new ways to serve consumers, respecting the dynamics of current trends and acclimatizing accordingly. They appeal to the popular end of the market and have been instrumental in post-war retailing growth in four ways: pioneering their own label, introducing the concept of self-selection, trading from modern brightly lit stores and exploiting the benefits of economies of scale.

However, it has become quite a task for the retailers to correctly identify the motivations and preferences of customers visiting or leaving their stores. The highly

dynamic and uncertain modern retail scenario overflowing with information and choices demands a need to relook at the very basic question of consumer choice when it comes to selecting retail stores. Therefore, there is a need to look at how consumers prefer retail stores and what drives the patrons to the stores.

1.2. Global Retail Scenario

The global retailing scenario is quite vast and organized. The scope of global retailing can be assessed from the fact that almost one out of every ten companies operates in the retailing industry. A glimpse at the last decade shows that such a global growth in retail industries has not been symmetric due to the differences in market openings and regulations. As nations brought in LPG reforms and became more open to the outside markets, their retail industries began to pace up with the structural transformations, sudden demand and intensified competition.

The global retail industry has come a long way as top 200 retails account for almost 30% of the total demand. The retail revenue of these retailers has been more than 4.3 trillion USD in 2016 resulting in the average size of 17.2 billion USD per Retailer. Although the economies worldwide have struggled to gain momentum, the growth of organized retailing has differed vastly across the countries based on where they stood in terms of development. The organized retail of USA contributes almost 84% of organized retail and 70% in Europe, 40% in Brazil and almost 35% in Korea and Taiwan. From these statistics it can be inferred that the development of organized retailing in these countries is very far ahead than an emerging country like India.

However, when it comes to consistency, China, India, Russia, Vietnam and Chile performed way better and ranked consistently in the GRDI's top ten ranking of global retail markets. Such a consistent retail growth curve in these countries has been attributed to the ever-rising per capita retail spending and the expanding retail space. Although with different retail development stages and patterns, these countries are highly potent markets for the world's leading retail players.

1.2.1. Global Grocery Retail

Being an integral part of the retail industry, global food and grocery retail sales are projected to reach 11million USD by 2020. Inspired by the development of modern retail sales in other developing economies, China is set to become the worlds' largest food and grocery market worldwide by 2020 with 32% share of the global food and grocery retailing. Table 1.2.1 presents the data of top 15 grocery markets with their turnover.

Table 1.2.1 Top 15 Grocery Markets in world

Rank	Country	2020 US$ bn	2015 US$ bn	Change in value % 2015 - 20
1	China	1,491	1,119	33
2	USA	1,305	1,078	21
3	India	901	503	79
4	Russia	557	380	47
5	Brazil	547	389	41
6	Japan	485	457	6
7	UK	352	310	14
8	Indonesia	351	215	63
9	Mexico	341	245	39
10	Germany	340	304	12
11	France	310	282	10

12	Nigeria	306	165	85
13	Turkey	271	168	61
14	Italy	239	221	8
15	Philippines	160	100	60

Source: IGD Food and Grocery Research Training

A major portion of the grocery retail space is dominated by convenience stores. However, their supremacy is being challenged by the rapidly growing online retailers. With growing internet usage and convenient and swift delivery, they are becoming a viable alternative to the otherwise constrained consumers. As the online retail format becomes more pervasive, the scope of global retail will further widen.

Which format of grocery retailing will flourish in a particular market has been observed to depend on the population of a country. For instance, world's most populous countries i.e. India and China are dominated by local and small grocery retailers whereas other less populous emerging markets mainly operate amidst the large-sized convenience stores.

1.2.2. Global Retail Development Index (GRDI)

According to a recent research report by AT Kearney on Global Retail Development Index (2017), India occupied the first position in terms of retail development in the world. The index is drawn based on scores of four indicators namely; market size, country risk, market saturation, and time pressure. Each parameter carries 100 points and is given 25 percent weight in calculating the overall score. Thus, on a 100-point scale, India scored 71.7 points and stands next position to China, which stood second by scoring 70.7 points (see Fig. 1.2.1.). The retail demand in India is increasing mainly due to increase in

urbanization, middle-class expansion, an increase in woman workforce, dual income source, and a shift in lifestyles. India's retail sector is almost reaching a maturing stage. However, there is a potential scope for development of modern retail further and will see a new height of growth. In recent years, consumers' spending has risen drastically due to rise in their income levels and thus sharp rise in their purchase power. This helps in patronizing of modern retail in India. Today, India has become a potential destination for investment by foreign investors and retailers alike for growth and expansion.

Figure 1.2.1 GRDI Ranking

Rank	Country	Market attractive-ness (25%)	Country risk (25%)	Market saturation (25%)	Time pressure (25%)	GRDI score	Population (million)	GDP per capita, PPP	National retail sales ($ billion)
1	India	63.4	59.1	75.7	88.5	71.7	1,329	6,658	1,071
2	China	100.0	64.5	24.4	92.5	70.4	1,378	15,424	3,128
3	Malaysia	77.1	87.1	23.3	56.2	60.9	31	27,234	92
4	Turkey	75.8	60.4	31.7	71.4	59.8	80	21,147	241
5	United Arab Emirates	92.3	100.0	0.9	44.4	59.4	9	67,696	73
6	Vietnam	26.7	25.4	72.4	100.0	56.1	93	6,422	90
7	Morocco	34.6	55.4	64.5	69.8	56.1	35	8,360	40
8	Indonesia	49.3	45.5	52.1	76.7	55.9	259	11,699	350
9	Peru	45.5	62.2	50.8	57.6	54.0	32	13,019	61
10	Colombia	49.7	71.1	48.7	44.9	53.6	49	14,162	90

Source: GRDI Report

The internationalization process adopted by such retailers more or less involves proposing the same offers and incentives to the new market that they offer in their domestic arena (Burt and Mavrommatis, 2006). Following this thread, it can be assumed that the western retailers entering the emerging markets may indulge in loyalty building strategies, which has been found to be valid and in perfect sync with the desire for long-term relationships expressed by the Indian consumers in a study conducted by Khare et. al. (2010). However, they may have to face fierce competition from the domestic retailers very well experienced in store management skills in their home market (Swoboda et. al., 2012). To ensure their successful entry and growth, the foreign retailers will have to adapt their retailing strategies according to the local market practices and context (Diallo and Cliquet, 2016).

Not only this, the stark as well as subtle cultural differences between the developed and emerging markets may further complicate the standardization versus adaptation equilibrium which is considered to be a crucial parameter in the retail propositions made by the foreign retailers (Kaufmann and Froglu, 1999; Cox and Mason, 2007).

Thus, it is crucial to identify the key challenges faced by the retailers in Indian retail market which is one of the promising emerging markets. Also, it is highly important to understand the contextually relevant drivers of loyalty in the ever-evolving Indian retail market.

1.3. Evolution of Indian Retailing

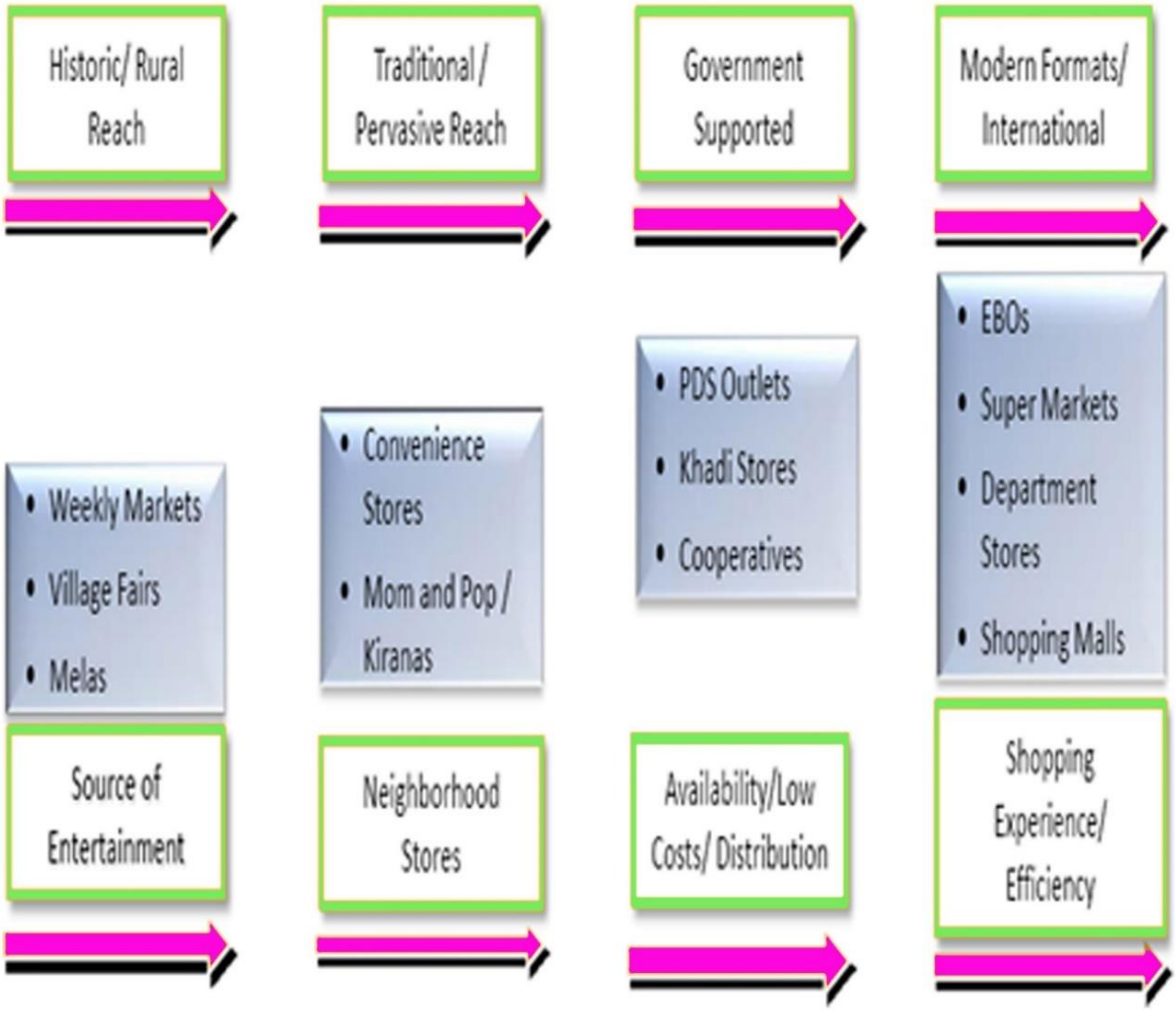
The retail industry concentrates on the sale of merchandise from a particular place for direct consumption by the buyer and retailers are directly involved with the final consumers at the point of purchase. So, their retail strategy is very vital for their success or failure. They must follow the old saying “Goods well brought are half sold”. Therefore, retailers must select their own target market very carefully. In the earlier days, a general store would stock everything from grocery to stationery, food items to personal products. This practice has developed over the years. However, over a period of time, specialization became more prominent and thus emerged single/limited line stores specialized in established lines of products which are interrelated rather than having a wide assortment of goods emerged.

In the early nineties, retailing was used synonymously with village melas, weekly bazaars, peddlers, neighbourhood Kirana stores or consumer durable stores in a less distance town. These retailers were operating extremely unorganized and fragmented markets. The development of retail sector came into existence with the setting up of retail stores in the locality for convenience, but very few retailers operated in more than one city. Before 1990, the manufacturer-owned retailer outlets led the Indian organized retailing, mainly for the textile industry e.g. Bombay Dyeing, Raymond's Kumars and Grasim.

With the government interventions the retail industry in India took a new shape and in the late nineties, the Indian retail scenario started changing for better. The Indian economy was liberalized, which led to the entry of some multinational companies to tap into the demand created by western-influenced Indian consumers. Moreover, it paved way

for higher earning of the employees working in these companies which gave rise to a completely new set of buyers with higher purchasing capacity. Various outlets like the khadhi store's public distribution system and co-operative stores were set up. These retail stores required less capital for their formation. In India, the retail industry corroborated a new dimension with the establishment of various international brand outlets, departmental stores, supermarkets and speciality stores. Figure 1.3.1. shows the evolution of the Indian retail industry in detail.

Figure 1.3.1 Evolution of Indian Retailing



Source: Indian Retail Sector (March 2016) by Resurgent India limited

1.4. Indian Retail Scenario

The Indian retail industry is one of the top three retail markets in the world and accounts for approximately 18% of the country's gross domestic product (GDP). The market share of total retail is growing by leaps and bounds, whereas simultaneously, modern retail continues to scale new heights. There has been a huge change in the retail environment in the developing markets. Retailers, whether big or small are entering into the new prosperous markets and opening a variety of speciality stores.

Table 1.4.1 Overview of Indian retail Sector

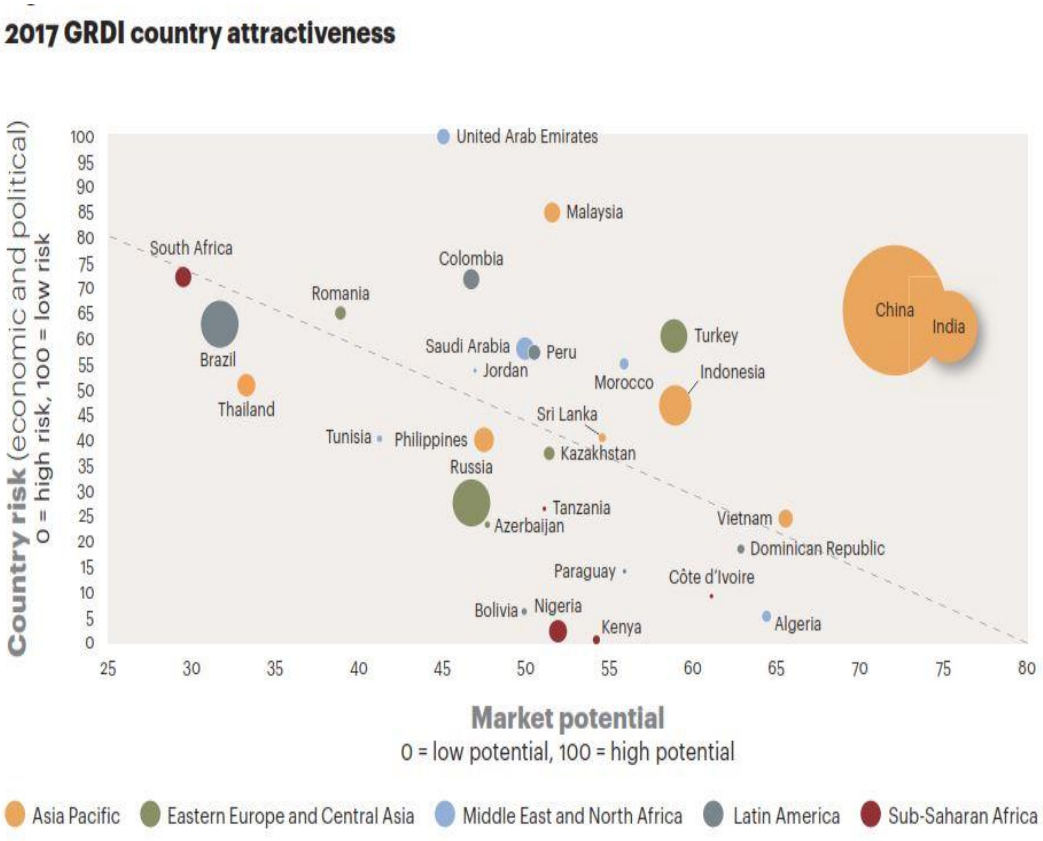
Market Size	INR 16 Trillion
Organised Retail Penetration	8%
Un-Organised Retail Market	12 Million Kiranas
Growth Rate	15-20%
Retail Industry	6%

Source: Techno Pack Research 2016

Among the developing countries, Indian retail has taken a dynamic stride by occupying 10% of the country's GDP and generating employment opportunities to almost 8% of its people (IBEF Report). It has registered itself as one of the fastest developing retail markets at a global level with a projected volume of USD 1.3 trillion by the year 2020 (IBEF Report 2018). As can be witnessed in the Figure 1.4.1 depicting countries' market

attractiveness, India is lying just behind China among the developing countries. With the onset of 2017, however, India has become the most promising and potent retail market across the globe, leaving China way behind (A T Kearney Report, 2017). Such a turnaround in its ranking can be attributed to the FDI relaxations, taxation reforms (GST) and cashless economy drive initiated by the government. The government has allowed 100% foreign ownership in B2B e-commerce business and those retailers who sell food products. The rapid growth in the e-commerce has also benefitted India's retail sector. Needless to infer, India has become the center of potential global retail expansions attracting retail players from across the globe.

Figure 1.4.1 Indian retail Sector



Note: Size of bubble indicates retail sales in 2016. Market potential is based on a weighted score of market size, market saturation, and time pressure.
Sources: Planet Retail, Euromoney; A.T. Kearney analysis

1.4.1. Indian Retailing in Transition

There has been a tremendous transformation in the Indian retail sector. The retail industry which is at its peak, brings a bright career, monetary advantages and growth potential for the young India. The retail industry coupled with the current phase of economic boom is going through a paradigm shift. Due to a large share of FDI, the streaming of national and international retail players in retail landscape is inevitable. On the one side, psychographic changes and favourable demographics in Indian shopper's segment, growing income, availability of quality retail space, international exposure, better marketing communication and extensive brand choice are some of the factors driving retailing in India. On the other side much depends on the readiness of Indian retailers in terms of having proper formats, accessible business models, suitable technology and appropriate organizational competence for the success.

1.4.2. Shift in consumer patterns

The Indian economy is estimated to supplement another trillion USD to its GDP in next 4-5 years, enabling the per capita income CAGR of 12% (GRDI, 2017). As a result, income growth will alter the shape of income distribution from pyramid to diamond which will be having the huge middle-class consumer category at its center.

Indian purchasing behaviour is progressively changing in response to transformation in the social structure. The number of nuclear families is increasing, income has doubled, households and working women have amassed, amplified work pressure and increased commuting time have kept consumers under constant pressure. Consumers have ubiquitous access to information through multiple media channels, which has exposed shoppers to a

comfortable shopping experience. The new generation of consumers are opting for a changed lifestyle and the notion of 'value for money' is taking up. Apart from this, the high consumer expenditure by the young consumers over the years (IBEF, 2018) and rapid rise in disposable income are driving the Indian organized retail sector's growth. Even the cities and small towns are witnessing a major shift in shopper's preferences and lifestyle, and thus have aroused as an attractive market for retailers to increase their presence. In a survey question put by India retailing, "Is the consumer more receptive to value for money deals than in-store experience?" almost eighty percent (80%) of the respondents supported 'value for money', whereas only seven percent (7%) endorsed for in-store experience, the remaining thirteen percent (13%) chose to remain neutral (Payal and Kapoor, 2012). As the consumers start shopping for themselves, they appreciate and welcome:

- An enjoyable Shopping Experience
- Convenience of shopping at single place with widespread product portfolio
- Promptness and efficiency in processing
- Improved quality and Hygiene
- Discounts especially during festivals and holidays
- Enhanced customer services and good ambience

1.4.3. Shifts in the retail sector

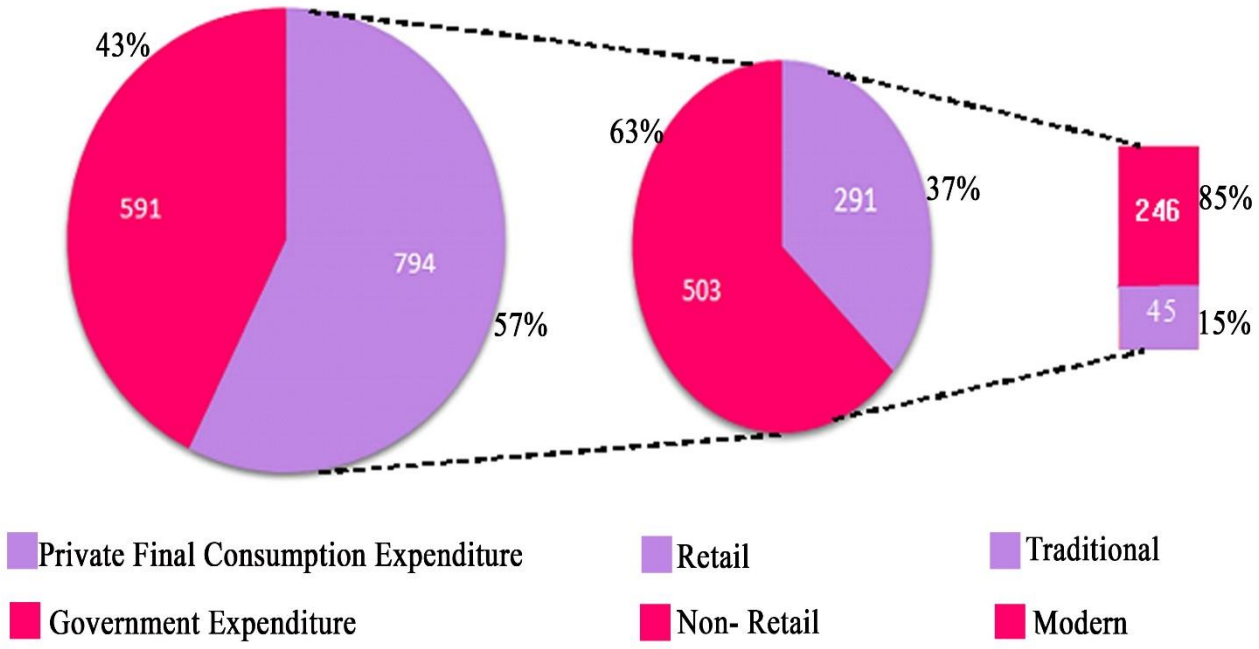
The Indian retail sector is witnessing a considerable change in its development and investment pattern. Both the existing and the new retail players are experimenting with new retail formats and are preparing their strategies and policies to offer value to shoppers.

Demand for consumer goods is increasing due to increasing awareness, broadband penetration and internet access with mobile devices.

Increasing territory of organized retail in India is building tremendous potential for entrepreneurship development in retail. As per the report by Mc Kinsey & Co. (2017), the organized retail market in India is anticipated to grow at 18-22% by 2020 which is currently growing at 12%. BMI India retail report for the first quarter of 2017 forecast that total retail sales will grow to USD 700 Billion by 2020, from USD 509.63 billion in 2017. The fastest growing segments of this sector include food and beverages, electronics and apparels.

The groceries sector is expected to grow at almost 60% between 2018-2025, with most of the growth driven by demand for the daily necessity items, change in habits and lifestyles. With the expansion of the services sector and accelerating internal production, the pace of growth has given rise to different formats of organized retailing like supermarkets, hypermarkets and big malls. It has created a sustainable platform for consumerism and easing per capita expenditure directed towards inclusive growth.

Figure 1.4.2 2017-2020 Gross Domestic Product (USD 1385 BN)

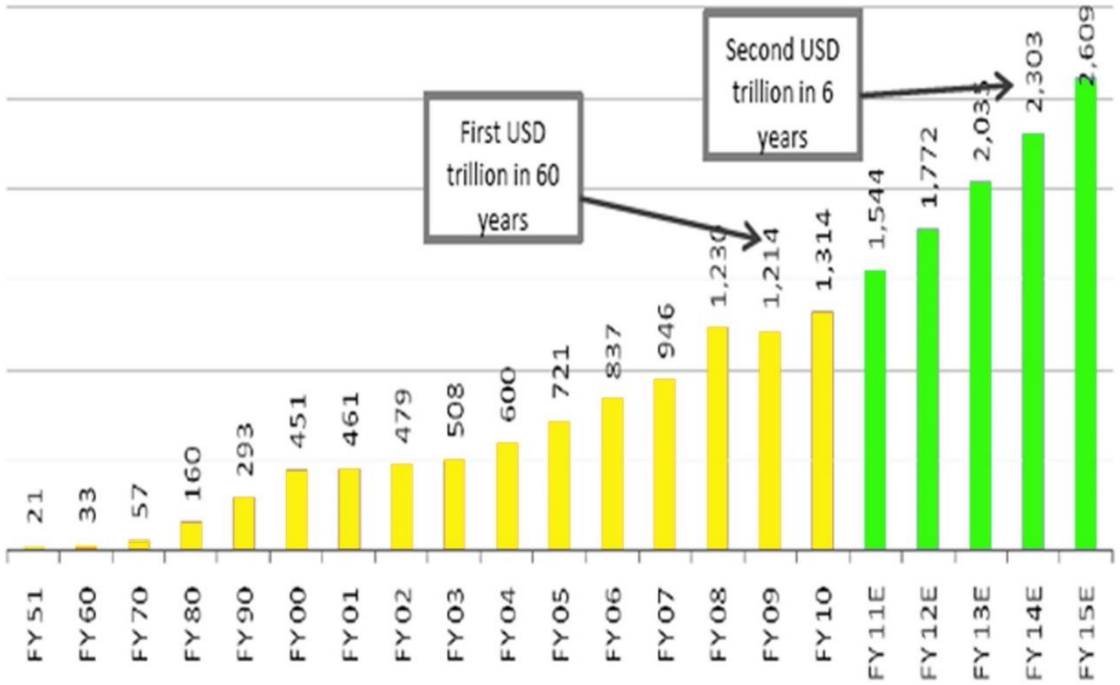


Source: Indian Retail Sector (March 2018) by Resurgent India Ltd.

It is estimated that the mass grocery retail (MGR) will go through a huge increase over the sales forecast period. BMI further forecasts that the sales through MGR outlets will increase by almost 150% to touch USD 20 billion by 2020. This is the result of India's rapid and dramatic change from small independent retailers to large modern outlets.

The established retailers are entering the growing retail market through innovative store formats. In addition, according to the report published by Knight Frank India 2017 titled "Think India - Think Connected Retail" around 60 million square feet of retail space would be ready in Hyderabad, Kolkata, New Delhi and Mumbai. Apart from this, the stock of organized retail real estate between 2015 and 2020 will raise from the existing 41 million square feet to 96 million square feet.

Figure 1.4.3 Per-capita Nominal GDP



Source: India Retail Sector by Resurgent India limited.

1.5. Shift in the Organized Indian Retail

The retail sector is categorized into two segments, unorganized and organized retail sector. The organized sector consists of big malls which provide a thrilling shopping experience. It arises from higher labor cost, employee social security, high quality, much higher premises, comfort facility like air conditioner, backup power supply, taxes etc. Unorganized sector mainly comprises of small grocery stores, commonly recognized as kirana stores, vendors, handcart vendors etc.

Indian retail is at a turning point where organized retailing and consumption by the shoppers are going to take advanced growth track. The retail structure is evolving at an

alarming pace with its sectors transforming from the traditional and dying formats into more modern and consumer-oriented landscape in relatively no time. Such a rapid restructuring at the various levels of the industry simultaneously has led to intense competitive strains on Indian retailers.

As compared with the organized sector, the unorganized retail segment is possessing the larger share of about 92% of the market. However, the organized retail sector is spreading very fast with huge alterations in the formats of the retail sector. Currently with 8% share, this sector is expected to expand significantly in the coming years. It is expected to cross almost 20% in 2020 (KPMG, 2017) owing to the growth in various factors like availability of funding options, international exposure, media exposure, increased brands, implementation of the vat and demographic changes.

The organized retail shares are gaining strength due to a strong economy which has provided more disposable income in the hands of shoppers. It has led to growing demand for products and services alike and a superior shopping environment. India is also witnessing the growth in luxury brands which has led to the introduction of a new retailing store segment called as luxury store. The Indian consumers are rapidly developing and accepting modern retail formats. New and indigenous formats such as departmental stores, hypermarkets, supermarkets, speciality and convenience stores and fun zones are growing fast in the current retail scenario (Table 1.6.1. and Table1.6.2).

1.6. Major Formats in the modern Indian Retail Space

There are two types of formats in retailing. One being the Non-Store retail formats and other being the Store retail formats. These are further explained in the Table 1.6.1. and Table 1.6.2.

Table 1.6.1 Non-Store Retailers

Non-Store Retail Formats					
Channel/format	**Types of merchandise**	**Price**	**Size (sq. ft)**	**Location**	**Examples**
Kiosks/Stalls	Small Food Items and Accessories	Normal	20-100	Malls, Multiplexes, Cinema Halls	Popcorn
Vending Machine	Small Items	Normal	-	Station, Commercial and Office Complexes	Chocolate and Newspaper Vending Machine
Order Retailing (Catalogue/TV/ Website)	Any one type of merchandise	Competitive	-	-	Argos
Door-to-Door	Mostly low volume items	Normal	-	-	Amway

Source: ICRIER and D&B Research 2007 The retailer, Ernst & Young, January 2009.

Table 1.6.2 Store Formats

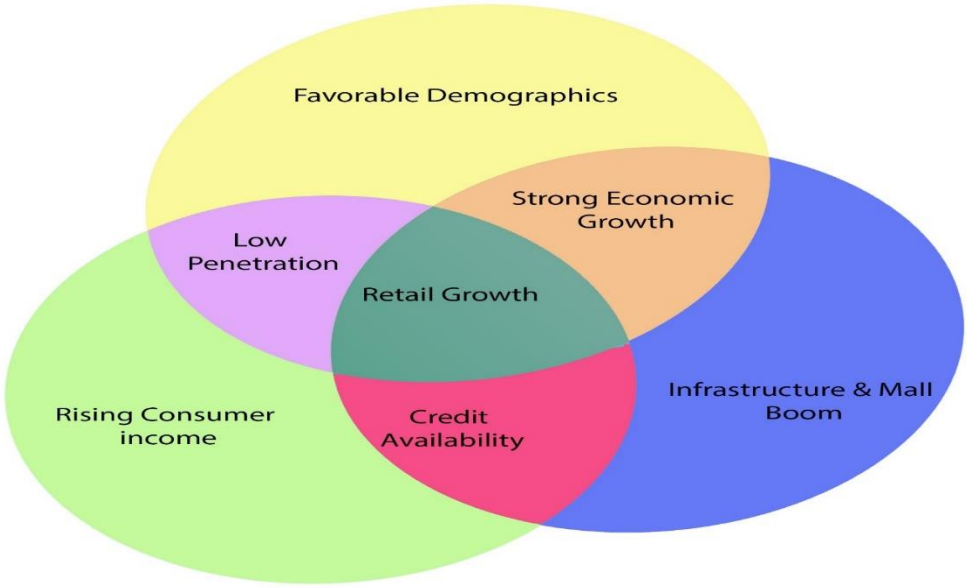
Channel/format	Types of merchandise	Price	Size (sq. ft)	Location	Examples
Supercenter	All type of merchandise	Discount Pricing	200,000-300,000	Outskirts	Wal-Mart Supercenter
Hypermarket	Mostly food and grocery ad focus on value products	Discount Pricing	60,000-120,000	Malls	Hypercity, Big Bazar, Vishal Mega Mart
Supermarket	Food & Grocery	Discount Pricing	10,000-30,000	Malls	Food Bazar
Neighborhood/Convenience store	Daily Use Items		500-3,000	All Location Within a city	Subhiksha
Cash & Carry	Mostly Food & Grocery	Bulk buying. heavy discount	100,000-300,000	Outskirts	Metro cash and carry
Discount Store	Food & Grocery and Fashion & Accessories	Heavy Discount	NA	NA	Subhiksha
Department Store	Apparels and Accessories	Competitive	20,000-100,00	Malls	Shoppers stop
Specialty Store	Anyone type of merchandise	Competitive	500-5,000	Malls, Main Markets	Mobile Stores
Category killer	Anyone type of merchandise	Discount Pricing	30,000-100,000	Malls, High Streets	Vijay Sales

Source: ICRIER and D&B Research 2007 The retailer, Ernst & Young, January 2009.

1.7. Growth Drivers of Indian Retail Industry

The development of Indian Retail is not only encouraging the domestic players to take their business to new heights, but also drawing the attention of foreign players to take advantage of the untapped market. The key factors of growth of organized retail in modern India are presented in figure 1.7.1. below.

Figure 1.7.1 Major drivers of Retail growth



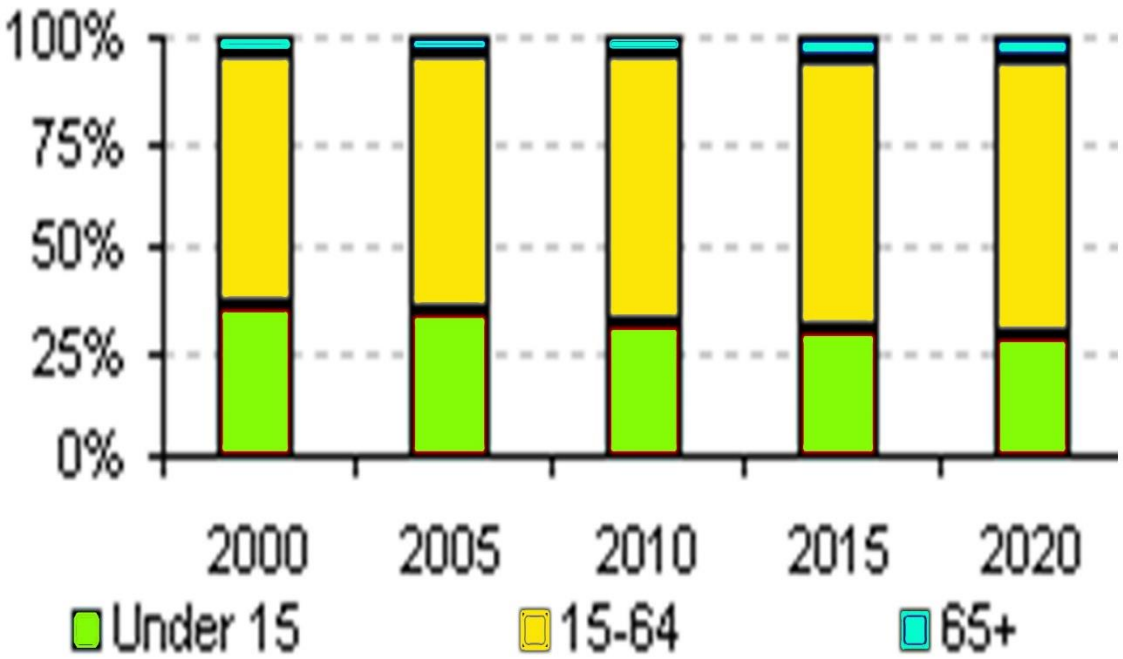
Source: India Retail Sector March 2010 by Resurgent India limited

1.7.1. Favorable Demographics

Due to the growing size of consumer category and purchasing capacity of India, the development of retail is also favored by the demography. As compared to Brazil, Russia and China where the average of consumer is 28 years, 38 years and 33 years respectively; the average age of Indian consumers is just 25 years. According to the report by McKinsey,

out of the 204 million households in India, about 13 million households have the income to support the development of organized retail. Moreover, the consumer segment is expected to grow at 20% annually. The rising aspirations of young adults entering the consumer society is another advantage of this population compared to the earlier generations. This is because their consumption was mainly driven by the utilitarian value rather than hedonic values, which escalate lifestyle requirement and unstable demand of branded goods.

Figure 1.7.2 Changing Demographic profile



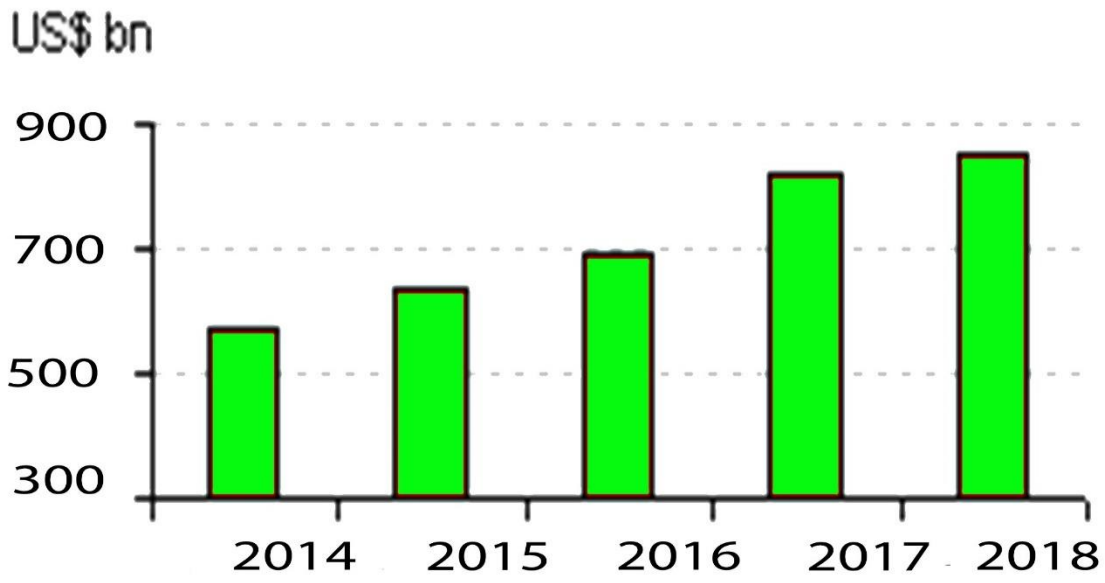
Source: SWOT Analysis report: Equity Master

1.7.2. Increasing Disposable Income

India stands at second place in terms of fastest growing economy in the world. The increase in the Indian middle-class population along with an increase in purchasing power is fueling the progress of organized retail sector. Further, this trend is assisting the growth

of the economy which ultimately provides new employment avenues. By 2025, the middle -class is projected to be around 25% of the total household and account for 44% of the disposable income. Figure 1.7.3 shows the increasing disposable income of Indian consumers with every passing year which is leading to their inclination towards consumption. Such consumption is assisted by facilities like easy availability of credit with income growth, which is about 15% per year. Thus, the figure is depicting a significant change in middle-class consumers from a "saving" to "spending" mindset.

Figure 1.7.3 Increasing Disposable Income



Source: SWOT Analysis Report: Equity Master

1.7.3. Strong Economic growth:

The urban population share has increased gradually from 22% in 1990 to 35% in 2018 (IBEF, Census). The urban population is estimated to increase to 40% of the total population by 2020 and earnings are generally anticipated to grow in these segments.

Urban population representing almost 30% of the total population accounts for 45% of personal consumption. This shoppers' segment has further increased the growth of the modern retail sector. Another report from Business Monitor International (BMI) shows that the increasing middle and upper segment of shoppers has set up large prospects in tier II and tier III cities of India. Better availability of personal credit, better mobility, better tourism etc. are minute but essential contributors to the development of Indian retail industry. In addition, more and more companies are willing to invest in India due to significant growth forecast on GDP (BMI predicts Average Annual GDP Growth of 7.6% through 2018).

1.7.4. Low Penetration

The retail business value in India is around 550 USD and account for 8% of its organized sector. A Report by Boston Consulting Group (BCG) has shown that the organized retail of the country is projected at 33 billion USD which is about 12% penetration. It is estimated to be worth USD 250 billion business in the next decade with an estimated 21% penetration.

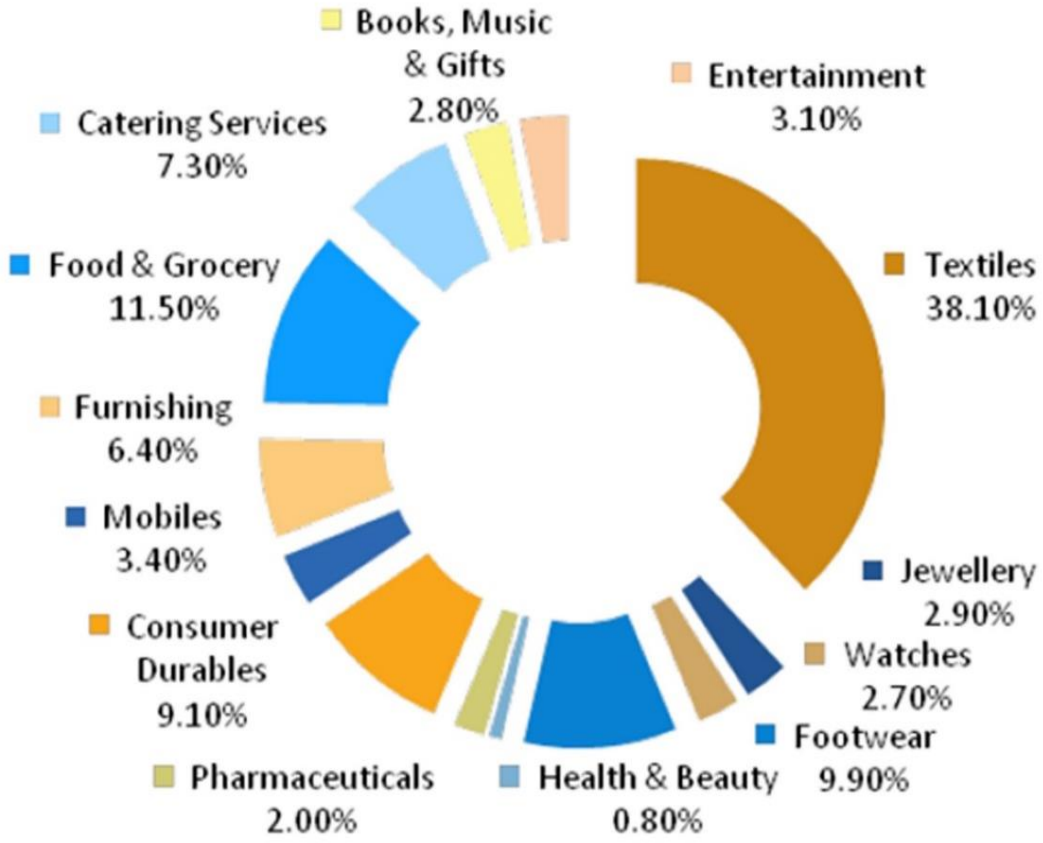
1.7.5. Infrastructure and Mall Boom

In addition to the population, desire and ability to spend, the other factor which makes consumers loyal to modern or organized retail is the convenience of shopping and compressive variety. Although mom and pop stores exhibit few hundred SKUs (Stock Keeping Units), the organized retail can stock around 5,000 SKUs due to its size and scale of operations. The convenience of buying and time constraint with a multiplicity of choice under one roof are the major drivers of organized retail in India.

1.8. Current Retail Penetration in India

India stands at 5th place in terms of the retail market in the world. The market size in 2018 was estimated at USD 672 billion (IBEF, 2018). It is expected to reach USD 1,100 billion by 2020. Retailing has played an essential role in enhancing the productivity across an extensive range of consumer goods and services. Figure 1.8.1 presents the detailed penetration levels of different consumer segments. In the developed economies, the organized industries account for almost 85% of the total retail sales. In contrast, in India organized retail sales account for merely 13% of total retail sales.

Figure 1.8.1 Current retail penetration



Source: India retail sector (March 2018) by Resurgent India

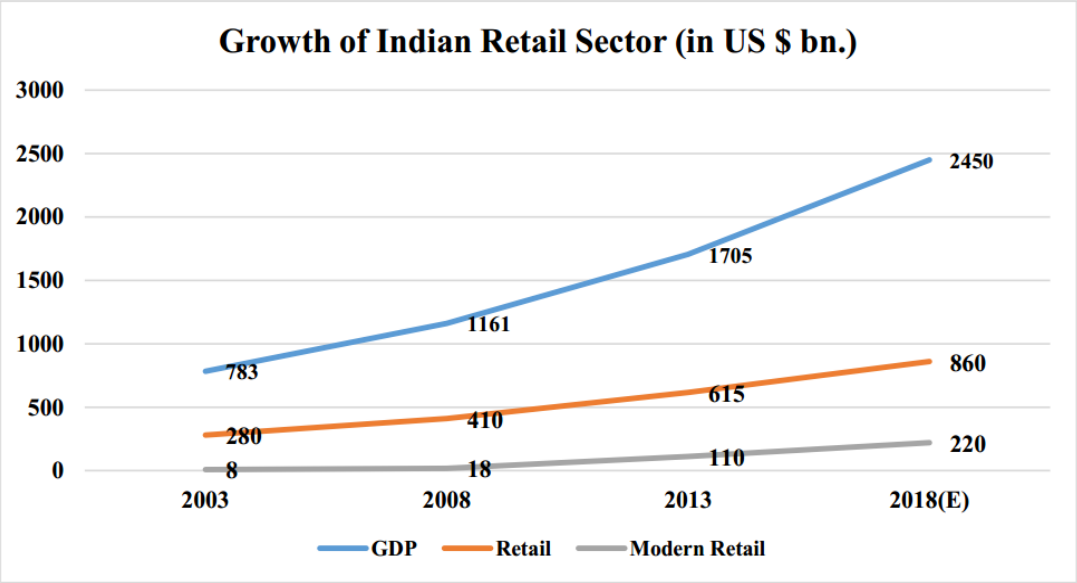
This shows incredible potential for the retail sector growth in India. If the Indian economy goes well, modern retail will reach the worth of 1/4th of total Indian retail by 2025 (Table 1.8.1). The industry can broadly be classified into two segments i.e., lifestyle retailing, a high margin-low business volume (Apparel, footwear etc.) and value retailing, which is mainly low margin-high volume business (Mostly Food and Groceries).

Food and grocery sector is the largest category within the retail sector with 69% share followed by the apparels and mobile segment. It has an annual sale of about USD 300 billion which accounts almost half of total retail sales which is about USD 672 billion. Over the past few years, the industry has grown at about 13% a year, exceeding the GDP growth rate. Food and Grocery retail stores account for one-third of the retail sector and 60% of total retail sales.

Table 1.8.1 Growth of Indian Retail

	2004	**2009**	**2015**	**2020E**
GDP	790	1170	1710	2590
Retail	290	420	625	910
Modern Retail	9	21	125	230

Figure 1.8.2 Growth of Indian Retail Sector.

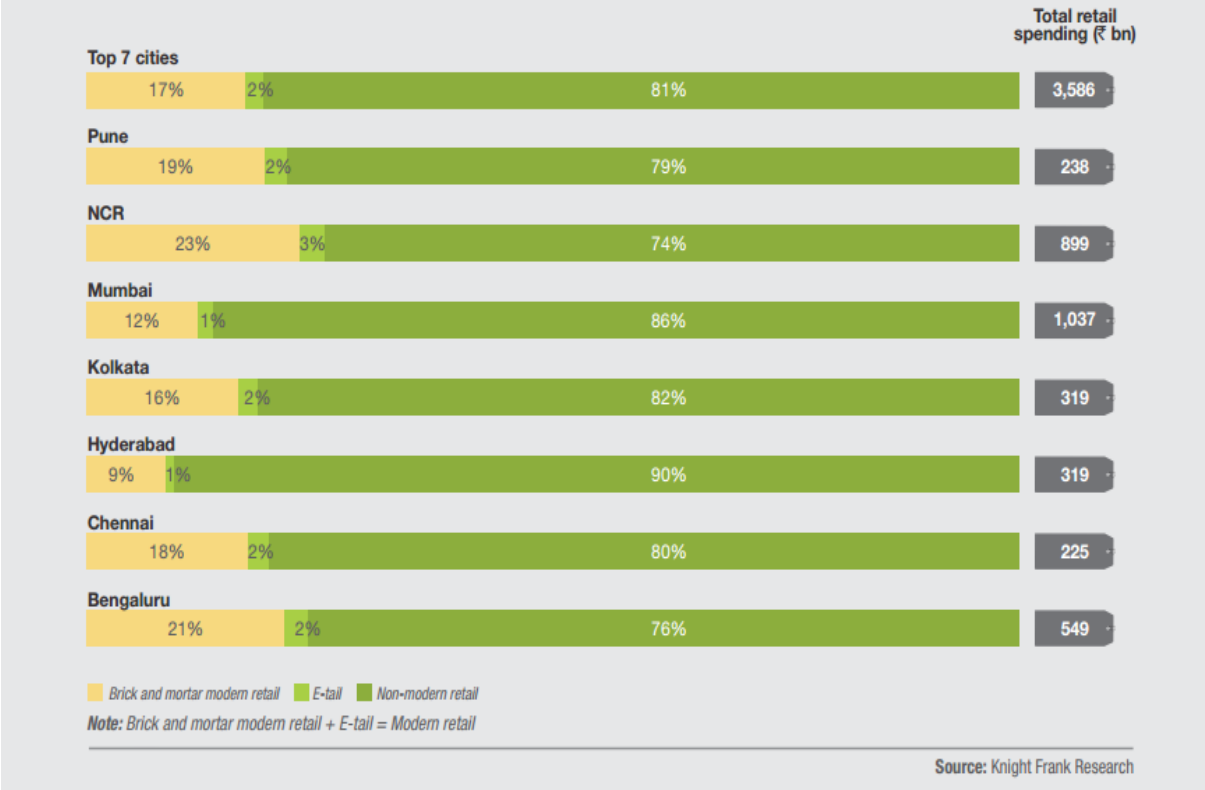


Source: Techno park estimates, GOI

1.9. Penetration of retail in Indian Urban Markets

Retail in Indian urban market is witnessing a marvellous growth since last few years irrespective of categories. According to report of Knight Frank India and Retailers Association of India (RAI), the aggregate retail sales across top six Indian urban markets is projected to reach ₹7,16,900 crores from the current ₹4,54,900 crores. The seven urban markets in their study include Bangalore, Chennai, Pune, Delhi, Kolkata, Mumbai and Hyderabad. However, Mumbai has the maximum penetration of modern retail with a market size of ₹141500 crores in 2018. And it is expected to reach ₹2,24,300 crores by the end of 2020. New Delhi comes second with a market size of ₹1,21,800 crores in 2018 and is expected to touch ₹191900 crores by the end of 2020 (figure 1.9.1.)

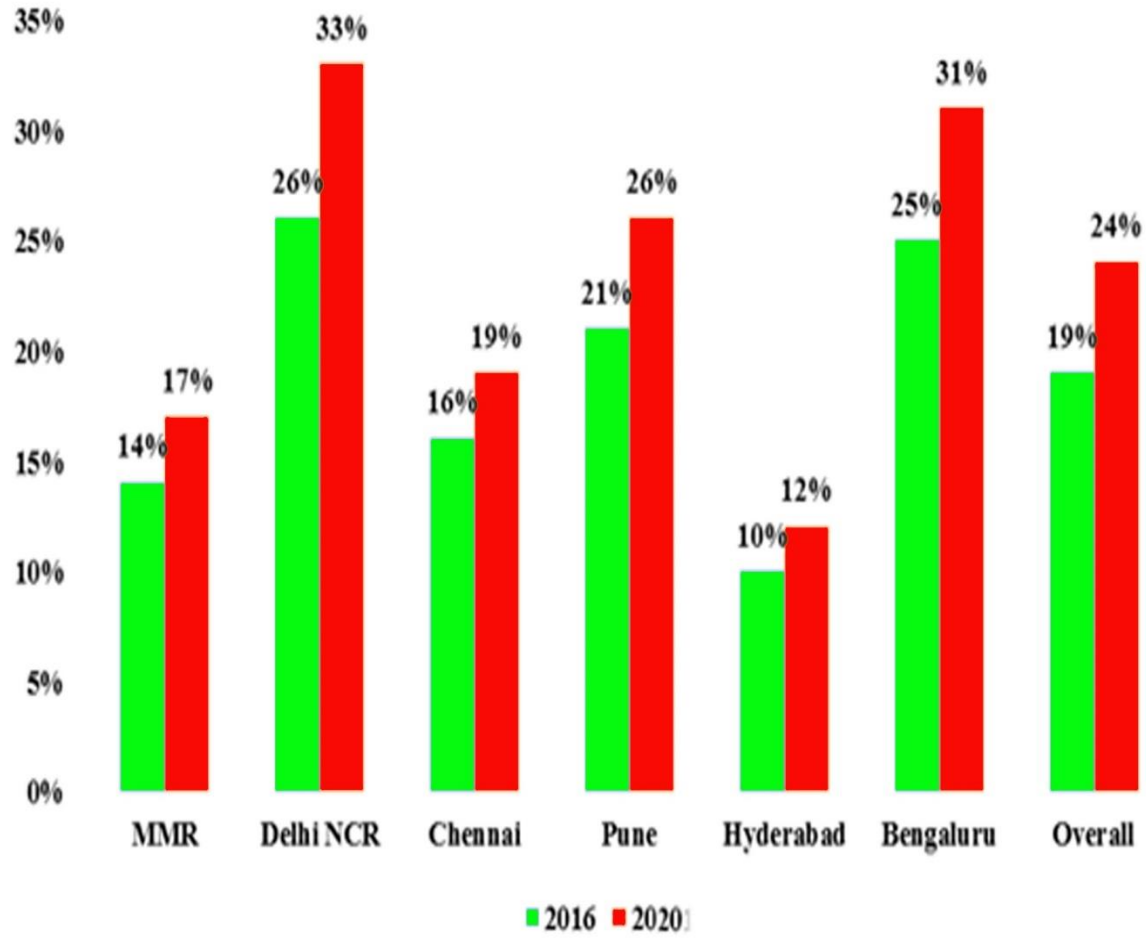
Figure 1.9.1 Size of Modern Retail in Top Indian Urban Markets; 2017-20(E)



1.10. Growth of Modern Retail in urban Indian markets

According to the reports by Retailers Association of India and Knight Frank India, modern retail in top urban markets of India is penetrated at an average growth of 19% of total retail in 2018, which will touch to 25% by 2020. As far as the cities are concerned, Delhi has the maximum growth in penetration of modern retail with an average of 26% of total retail in 2018 and is projected to touch 35% by 2020. Similarly, the growth of modern retail in other cities have been recording a steep growth since past few years (figure 1.10.1)

Figure 1.10.1 Retail Growth in Urban Market



Source: IRA and Knight Frank India (2017)

1.11. Major Challenges Facing Retail Sector

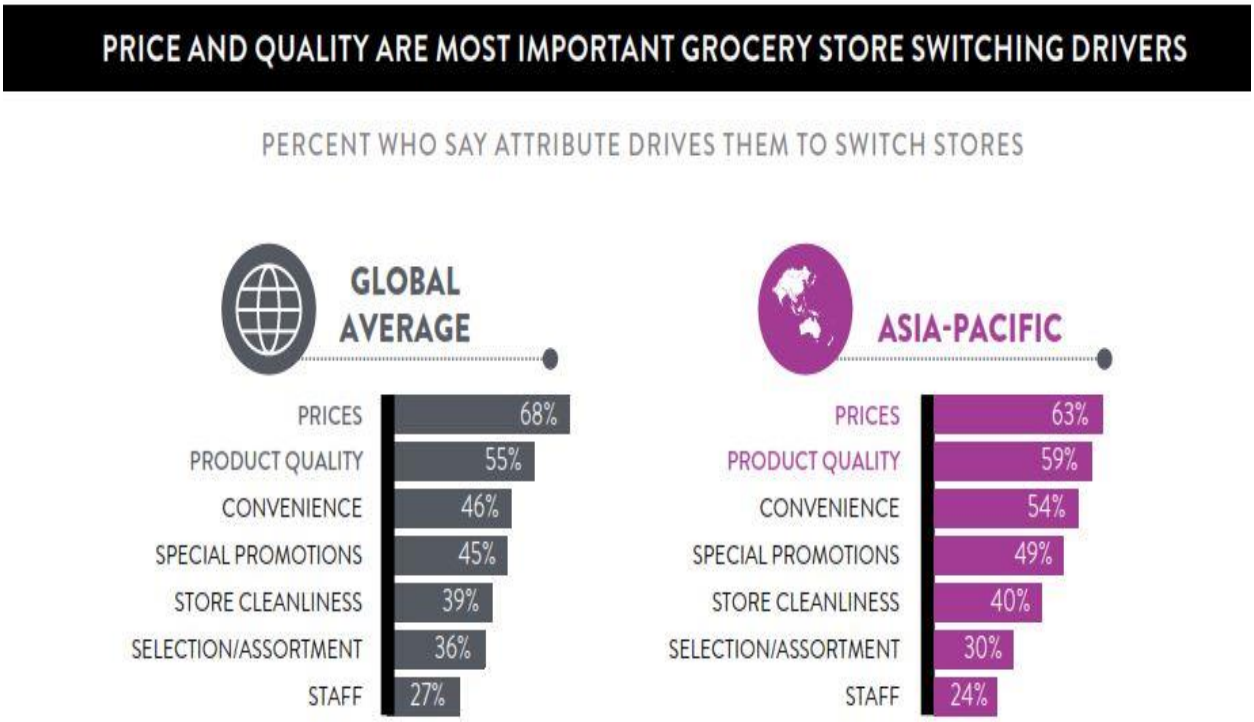
The Indian retail industry became a booming industry and secured fourth rank in the world retail scenario, promising the entry of foreign players. The Indian retail industry is mostly regulated by the government rules and policies and real estate prices. Moreover, retailers' activities and demand for consumers also show an impact on the retail industry.

With the changing dynamics of consumers shopping behaviour, they are familiar with the issue of sustainability and demanding retailers to keep pace with their changing expectations. Most of the shoppers in India are still in early stage of thinking that "luxury" is a high-cost affair that normal people cannot afford. Therefore, retailers play an essential role in promoting the reach of sustainable products to all consumers. In today's economic environment, consumers make educated choices for the value of money for those products which are in line with their emotional, ethical and functional needs. The reduced skill level for retailing management are the basic complexities of retailing such as fast price change, product obsolescence threat and low margins with the greater cost of operation wherein organized retail sector has to pay massive taxes. As the retail marketplace changes shape and competition intensifies, it is found that there is an absence of store differentiation with the confusion of merchandising and discounting. Therefore, it is essential for the retailers to grab a distinctive position in the marketplace by using innovative branding strategies, launching new formats meeting their all needs based on values relationship or experience. Although the dynamics of the supply chain is a precious factor for growth and profitability of modern retail, still regional changes exist in demand and value-conscious consumers demand low prices, which necessitates retailers to be cost-efficient.

Retailers are also facing a challenge to figure out consumers' choice pattern for formats and which format will be the great success formula. In a nutshell, the retail strategies are not sternly independent of each other. Value is a function of not only service, price and quality but can also be boosted by personalization and offering an unforgettable experience.

1.12. Need of the Study

Figure 1.12.1 Comparison of Global and Asian retail attributes



Current trends in India indicate that with the changing lifestyle and status need, economic growth consumers are influenced to purchase branded products. Sensing these shifts in shopping behaviour, major players are trying to fill up the need for a wide variety of branded products at a low price either by opening discount stores or providing seasonal discounts. However, recently it is noticed that big players are eying this sector. Modernization of the Indian retail sector will be reflected in rapid growth, and will make it essential for the developers and retailers to study store images of shopping centers (lai Suna, kayb and Chew, 2012) and continuous assessment is required to be aware of changes in consumer behavior, demographics and marketing practices which will help in

withholding profitability and stopping the movement of their stores from going into decline (Lowry 2014).

Many research studies have been done on organized retail in various dimensions taking a sample of hypermarkets in India and abroad. But store image and store loyalty dimension for a particular retail format is still the understudied areas in India. Studies explore the influence of various grocery shopping practices on the basis of their understandings of the discussions on store choice, repetitive purchases and cross-shopping (Hayiel Hino, 2016). In spite of the scale of activity, there is remarkably slight systematic, analytical investigation of loyalty towards store types (Supermarkets, Hypermarkets) instigating calls from Uncles and Simon Kwok (2017) to comprehend more about the retail shoppers. Therefore, the study needs to test and compare shoppers' behavior in relation to precisely identified retail stores which brings the need to recognize those factors which can be deployed to produce the best results for retailers (Debra, Gracea and Aron, 2015).

The main reason for a change in the shopping attitude of Indian shoppers is the variation in their tastes and preferences. Due to the increasing use of technology, Indian shoppers have become more aware of brands and lifestyle shops and are valuing brands according to the need and occasion. Buyers will endure to drive growth in the specialty retail stores by expanding the market and forcing the retailers to expand their product portfolio in terms of brands as well as variety with low price. This fact is already noticed by the major retail players who are now offering seasonal discounts on wide range of brands to compete in this growing era to maximize their sales and profit by attracting middle class population. The competition to sustain for a long-term within the organized sector is increasing day by day. Therefore, the need arises to study Indian supermarket

formats and to formulate a strategic model to sustain and gain profits in long term by understanding consumer preferences for store choice purchase and repeat purchase intention in changing environment.

The change in expectations has also enhanced the need for strong association with the shoppers and improved understanding of consumer behavior. The retailers use consumer loyalty programs as marketing strategies to connect to their consumers while endorsing the use of their goods and services (Cant and Toit, 2018). For some consumers, loyalty programs may become a status symbol when the loyalty program is a tier-based program (Arbore and Estes 2016).

This study was intended to classify the proven strategies that the grocery store managers use to effectively deliver a consumer loyalty program in India. The findings of the study are targeted to provide a better understanding of successful store image variables which can lead to successful consumer loyal programs for the grocery retail stores. The specific purpose of the study is to

- Identify the dimensions of the store image which can attract the consumers towards the store.
- Conceptualizing and linking the individual and combined effect of store image, satisfaction, trust, commitment and loyalty.
- Examining both parallel and serial mediating effect of store image and Store loyalty through Satisfaction, trust and commitment.
- Investigating the influence of moderating variables such as gender, loyalty programs and store choice on store image and store loyalty.

1.13. Operational Definitions of the Variables

1.13.1. Grocery Shopping

Grocery shopping refers to shopping for food and grocery products. According to Sinha, Mathew and Kansal (IIM A working paper), "food and grocery shopping includes shopping for grains, pulses, fresh fruits and vegetables, packaged food, personal products and certain household goods".

Therefore, for the purpose of the study, grocery shopping entails any purchase trip made for procuring food, grocery, personal and household products.

1.13.2. Shopping Orientation

Shopping orientation in the study refers to the natural tendencies of the consumers towards purchase activities, trips and experiences. It has been operationally measured in terms of consumers' exhibited shopping attitudes, intentions and behaviors.

1.13.3. Store Image

The concept of store image was first introduced by Martineau (1958) which fueled a soaring research work in this direction. The study conceptualized store image as "a way in which the store is defined in the shoppers' mind, partly by its functional qualities and partly by its aura of psychological attributes" (Martineau, 1958; p. 47). This definition of store image came to be widely used in the later marketing studies (e.g. Doyle and Fenwick, 1975; Lindquist, 1975; James et. al., 1976; Jain and Etgar, 1977; Sirgy and Samli, 1985; Zimmer and Golden, 1988).

While studying the dimensions of store image, Bloemer and Ruyter (1977) proposed a different take on store image based on its attributes. They defined store image as “the complex whole of the consumers’ perceptions of a store formed on the basis of various (salient) image attributes”. Casting light on such attributes, Bearden (1978) identified price, merchandise quality, assortment, location, parking facilities and personnel as the salient characteristics of store image.

Thus, the study also operationalizes store image based on the past definitions as “the perceived picture of a store in the consumers’ mind drawn on the basis of their preferences and perceptions of the constituting attributes”.

1.13.4. Store Image Attribute

Based on the past literature on the application of store image attributes, the study defines store image attribute as “the fundamental and unique characteristic of a store which is instrumental in the formation of store image perceptions”.

1.13.5. Store Satisfaction

One of the most important targets of creating and maintaining store image attributes is to incorporate consumers’ preferences into their shopping experience for a favorable evaluation. Oliver (1996) defined customer satisfaction as a “psychological state resulting when the emotions surrounding disconfirmed expectations is coupled with the consumer’s prior feelings about the consumption experience”.

The present study borrows this definition as it is from Oliver (1996) as it appropriately suits the context of grocery retail and has been widely used by the consumer behavior literature.

1.13.6. Store Loyalty

Loyalty is a very crucial outcome variable in many consumer behavior and retail studies. Out of its many dimensions, behavioral loyalty has been of particular interest for the studies pertaining to store loyalty. In retail store research, store loyalty has often been operationalized as repeat purchase behavior exhibited by the consumer. This repurchase behavior is evidenced by the purchases made at the retail store for same or similar products (Osman, 1993). Osman (1993) defined a store loyal customer as "someone giving the store his/her priority visit in any shopping event" (p. 135).

The present study also strives to explain store loyalty and therefore, operationalizes store loyalty as "a behavioral outcome of shopping experience which exhibits preference for the store despite competition".

1.13.7. Store Commitment

Commitment is highly intentional in nature and reflects a consumer's desire and promise to continue his relationship with the firm. Store commitment has been defined as a pledge made by an individual to always respect his store choice (cited from. Kiesler, 1968; Lastovicka and Gardener, 1977).

The study operationalizes store commitment as “a psychological attachment arising out of the shopping interactions and experience which emotionally binds the customer to the store”.

1.13.8. Store Trust

Trust has generally been defined in social sciences as a construct which attempts to demarcate a clear boundary between two highly coinciding concepts of honesty and benevolence. Whereas these two concepts depend on the traits and intentions of the evaluated party, trust is formed when some aspect of both these concepts are perceived to be fulfilled by the party under consideration. Thus, trust is a multi-dimensional construct lying between the perceptions of honesty and benevolence.

In the research domain of retailing, trust has been defined by Sirdeshmukh et. al. (2002) as “the expectation held by consumers that the service provider is dependable and can be relied upon to deliver on its promises” (p. 17). Thus, trust is highly dependent on the perceived competence of a firm and basically manifests itself in the store practices, policies and personnel.

The study operationalizes store trust as “the expression of confidence and belief in the store’s practices, policies, personnel and most importantly promise”.

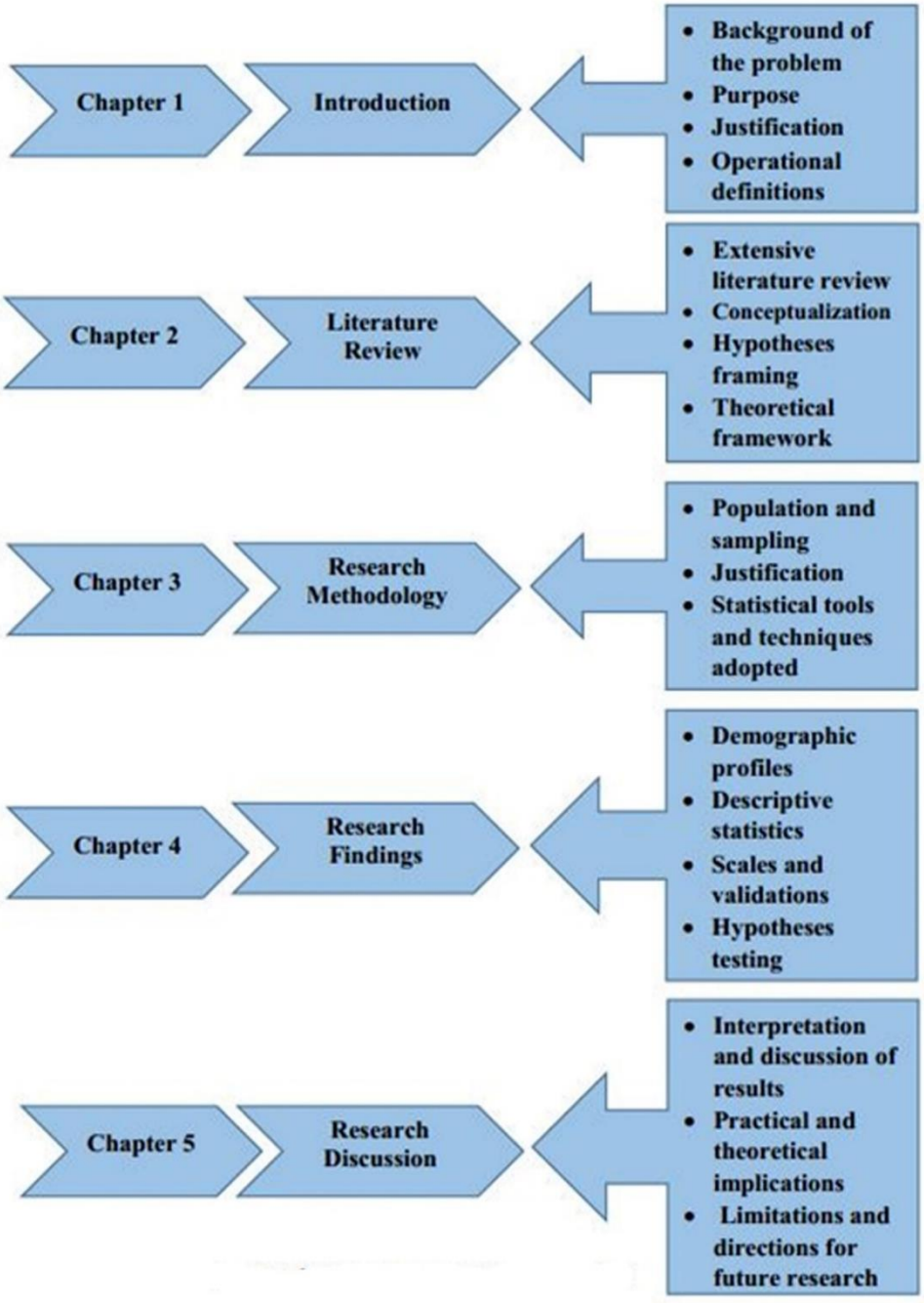
1.14. Research Process of the Study

The thesis has been designed across five chapters which are interlinked with each other to make the thesis more meaningful. In general, every study starts with a review of literature in order to ascertain the research questions and gaps and the Figure 1.14.1 shows the flowchart. Similarly, the current study also adopts the same approach by reviewing the available literature on store image and store loyalty concepts and theories. The study recognized services sector organization, mainly the organized grocery retail sector in India to test the relationships developed through literature. The study identified store image as an independent variable having sub-constructs and store loyalty was identified as dependent variable mainly to ascertain the repurchase behavior. A structured questionnaire was designed and a pilot survey was conducted to finalize the adopted scale. The final data was collected using the mall intercept method in four organized groceries retail stores from four metropolitan cities of India. Suitable and relevant statistical techniques were considered to analyze the data. Finally, the output of research is presented in the form of the systematic report which has been written based on findings of the study.

Chapter one gives the overview of the current scenario globally and focuses on the very many retail happenings in India. It also explores India's penetration level in top urban markets. Chapter two begins with the extensive literature review, identifying the research gaps, framing research objectives and questions and conceptualizing the relationships. Finally, it formulates the hypotheses and brings out a theoretical framework for current study. Chapter three lays down the research design, sampling, statistical tool used and justification for the sampling criteria. Chapter four gives the demographic analysis

followed by exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) of the constructs used. Mediation and moderation analysis techniques are also explained in this chapter. Chapter five summarizes the findings derived out of the results from the analysis of data in previous chapter and gives adequate conclusion. It also discusses the suggestions based on the findings and conclusion in the form of theoretical and managerial implications. The limitation and direction for future research are discussed at the end of the chapter.

Figure 1.14.1 Research Process of the Study



Chapter-2

REVIEW

OF

LITERATURE

Chapter 2: Review of Literature

2.1. Introduction to Retail

A massive transition in the retail industry is being witnessed, as big format retail investors have realized good business proportions. Regardless, the dominance of highly fragmented small players with specialized niche areas in their share cannot be denied. The spread of super markets, hypermarkets and discount store chains across the world reflects the global imprint of organized retail. The technology revolution is also going to shape up this industry in future, as the ties between the retail world and the virtual world is bound to grow stronger.

The origin of the term retailing lies in the French word "*Retailler*" which refers to "cut piece off" or "buy bulky amounts and sell smaller portions". Another reference to the term is found in the word "tailor" that is "the person who cuts into pieces", which got refined to mean piecemeal division of huge and complex functions in the context of marketing channels. Transcending way beyond "breaking bulk", the definition of retailing these days includes all the steps and activities undertaken to sell products and services considering the consumers' personal or family need and use (Berman and Evans, 2001). The explicit emphasis on personal and non-business use of products in retailing definitions (e.g., Kotler, 1991, p. 535) is rare, most of the definitions implicitly express this condition through words such as "ultimate" and "final". It is of important mention that the existing definitions use the end user (i.e. individual or business customer) as the basis for distinguishing retailing and non-retailing. The use of this criteria in setting the boundaries

of retailing caters to and is in line with the holistic take on retailing of managing the final consumers (Schultz et. al., 1993).

In their attempt to demarcate the scope of retailing, Tongiani & Luca (2018) investigated the role of societal changes on grocery businesses. They found greater economic wellbeing, diffused consumer societies and evolution of consumers as the major growth drivers for the grocery enterprises. They further highlighted the increased awareness and realization among the retailers of the need to be customer-centric in their approach. In more concrete terms, this customer-centric drive was understood by the retailers in their study as offering and delivering over and beyond the transaction and distribution functions.

These findings were consistent with a prior study by Goodman and Remaud (2015) which showed that both the traditional and the private label grocery stores are transforming their retail emphasis and strategies towards a more customer conducive one in order to differentiate themselves from intensive competition. This is reflected in the traditional grocers which are going against their conventional strategy of mass stocking to excel in providing specialized products to the niche consumer segments such as health conscious and multicultural consumers. Simultaneously, private label grocers and brands are competing to win over the value-conscious consumers. Thus, both the conventional and modern grocery stores are coinciding in their attempts to provide superior in-store experiences.

Further, offering the means to materialize this customer orientation, Pantano et. al. (2016) explained in the context of retailing that retailers need rapidly new methods to entice

customers back to the store. They advocated retail practices aimed at engaging consumers in designing innovative and customized shopping experiences merging the traditional retail offerings and physical settings with the new technological platforms and opportunities.

2.2. Indian Retailing Overview

Quoting the growth statistics, CEO of Retail Association of India opined in the year 2007 that the emergent retail sector in India is growing by leaps and bounds, surpassing the expected growth rate as the current rate is around 30 percent with annual growth potential of 40 to 50 percent.

Sensing the Indian retail revolution, Biyani (2007) stated that the industry is witnessing the edge of change in the highly diverse, multi-cultural and huge socialist economy of India. As a consequence of this transformation, he asserted that there lies a consumption-driven creative economy redefining the depth as well as scope of Indian retailing. Presenting enormous growth opportunities for both marketers and retailers in large as well as small cities, Indian retailing has been anticipated to play a significant role in shaping the future of India.

Voicing the same, Nagesh (2007) also stated the possibility of a consumption boom for the first time in history, driven primarily by the massive makeover of Indian retailing. However, hoping for a sustained and steady growth of Indian retail, he made a point that the process will range from shortage to overflow of modern retail over time.

Emphasizing its contribution to social development, Kearny (2007) argued that the unique platform provided by the retail sector can be utilized strategically both by the central and

the state governments to further social welfare of the country. Thus, it can be used as a reliable tool to bring growth opportunities for all.

Amidst the air of positive talks and enthusiasm regarding the future of Indian retail, Geller (2007) indicated the looming challenge of keeping up with the growing consumer demand while delivering superior brand promise concerning with the quality and geographic spread. Calling it as a significant profitability challenge for the modern retailers, the study called for discussions on the issue regarding problems encountered by emerging retail formats in the country.

Highlighting the rising importance of retail sector in formulating socio-economic growth strategies in India, Mohanty and Panda (2008) identified the major growth drivers of Indian consumption boom. They found that proliferating urban pockets, rising purchasing power of enlarging middle class, changing demographic profiles, heavily entitled youth, IT and technological revolution and intense globalization are some of the main factors fueling the retail growth.

Similarly, Sahu (2010) also ascribed the changes in social scape along with rapid economic growth to pervading modernization, accessible retail space and skilled workforce; calling it as the positive spillovers of liberalization. Digging deeper into the influencers, he marked splurging consumer confidence, striding profitability and aggressive expansion strategies as important sources of strength for the listed players in the organized retail market.

Indian retail has a significant place in Indian economy, just as other economies in the world (Akash, 2009). This crucial position has been awarded to it for its massive

potential of generating over ₹2,00,000 crores (USD 45 billion) business along with employment opportunities for some 12.5 million people by the year 2010. Out of these 12.5 million people, 2.5 million have the chance of job in various retail operations whereas the rest 10.5 million may get absorbed by the retail enabled activities such as retail real estate development and management, supply chain logistics and contract production and processing.

In terms of growth statistics, the Indian retail sector has grown to be USD 400 billion market with average annual growth rate of 30 percent, thanks to the rising demand and disposable income of the Indian consumers. However, giving a glimpse of relative market penetration and future growth potential, Yuvarani (2010) cited that the market share of Indian retail is reckoned as ₹704 crores which is just 3 percent of the total retail market. He proposed that with organized retailing gaining ground and space in the market, the Indian retail industry will garner greater worth and recognition.

Thus, based on the literature, the future of Indian retail seems to be bright and promising with strong market growth support, favorable government policies and facilitating and synergizing technological advances. The industry can be expected to contribute more than the GDP growth in the upcoming five years moved by changing lifestyle preferences, burgeoning income and favoring demographic profiles.

2.3. Retail Theories

Despite the existence of deep and detailed understanding of shopping behavior and its characteristics as well as its role in shaping and sustaining individual identity, it is rare to find a universal or concrete theory of shopping. Expressing the essence of retail, retail

change theories investigated into the patterns and influences explaining the dominant retail formats, nature of such businesses and their trading activities. The common theme running through these theories suggests that there is an ordered and sequential evolutionary pattern of development among retailers.

One such theory is proposed by Hollander (1960), which marked six basic dimensions propelling the cycle of retail development, similar to the Wheel of Retailing. These propellers were retail personas, misguidance, imperfect competition, over-capacity, secular trend and illusion. Noting the limitation of the Wheel of Retailing theory, he stated that it fails to encompass all the variations of retailing formats as evidenced by the number of exceptions, hence, lacks generalizability. This being said, it cannot be denied that the wheel provides the basic framework of retail evolution which aptly suits some retailing forms if not all. Its most important contribution is that it links the development of retail formats with the rising purchasing power of the consumers. Thus, this theory suggests the influence of external environment in the evolution of retail over time.

Supporting the theory, Stephen Brown (1995) also emphasized the significance of the wheel theory in the postmodern economies of fragmentation, diversity and plurality despite being prone to criticism on its assumptions. He attributed the theory along with postmodernism to Friedreich Nietzsche's philosophical principles, thus, pitching the criticisms.

However, finding the Wheel of Retailing theory insufficient, McGoldrick (2002) claimed that with its core focus on the variations in costs and margins for explaining retail development, the wheel theory proves inadequate in explaining the evolution of retailers

which at the very start enter at a high margin as premium/luxury caterers. It underestimates the potential of such retail formats to sustain their high-end positioning for long. Secondly, he claimed that the sequential progress of the wheel does not allow to account for the speed, diversity and variability of the retail innovations and advances.

Sixteen years after the Wheel of Retailing theory, Davidson et. al., (1976) came up with an alternative theory of retail development, which he termed “Retail Life Cycle”. In an article in Harvard Business Review, he proposed a four-stage process for business development starting from Introduction to Growth then to Maturity and then finally to Decline. At the introductory stage, the business is driven by innovation and novelty, faced with few competitors. The business enjoys rapid growth with low or moderate levels of profitability. In its growth stage, the businesses witness rapid sale increases along with an upsurge in profitability with heightened competition. The maturity stage is marked by intense rivalry among competitors leading to increased price wars and growing profitability. In the decline stage, business is faced with unexpected superior challenges, most often from indirect competitors eroding its sale and profitability. In his study, the author investigated a range of retail formats in the US to provide an insight into the gestation period of various stages in the life cycle. He found that the average time taken to reach maturity is 80 years for the department stores, with the range being 45 years for variety stores and 20 years for discount department stores. These findings pointed towards the rapid and sustained evolution of retail formats in the recent years.

Retail Life Cycle (RLC) Theory has been profusely applied in general as well as specific formats (McGoldrick, 2002). A number of studies have researched the development of all kinds of retail formats in the US and EU through the lens of RLC theory.

However, there is paucity of comparable research when it comes to the Asian markets (Suna, Kayb and Chewe, 2009). There is a need to analyze the emerging Indian retail industry in terms of Retail Life Cycle theory. It should be enquired whether the industry follows the pattern proposed by the RLC theory. Further, the evolutionary stage of the markets confirming the trend should be identified and studied. Such practically relevant and theoretically enticing studies have not yet been explored in the Indian context.

Yet another theory on Retail evolution is the Theory of Retail Accordion, also known as the General-Specific-General cycle, which attributes the development of the emergent retail system to the merchandise mix of prevailing dominant retail formats. The theory rests on the proposition of rhythmic pattern alternating between retail stores merchandizing a wide variety of wares.

Put forth by Hollander (1966), the Accordion theory was explained with the help of orchestra analogy which states that when observed at any point in time, some members (those with compressed as well as those with extended accordions) leave the band while some others (mainly the ones with compressed instruments) join the band. Using this analogy, the study identified a number of factors influencing specialization in the retail firms. Some of these were (a) failed attempts at merchandise mix, (b) dropping of traditional product lines by the established retailers and (c) growing market share of emerging specialists. The study further highlighted five forces responsible for contraction in merchandise assortment namely non-economic choices, legal restraints, constrained resources, accelerating costs over revenues, and changing consumer preferences. One important suggestion of the study stated that some products may not go with each other, hence, care must be taken regarding the compatibility of products.

Although this Theory of Retail Accordion is highly insightful in gauging the wide-narrow-wide pattern of the established retail formats in a market, it proves to be of little use when it comes to predicting future retail track and advances. The theory very well describes the evolutionary pattern but gives no explanation regarding the structure of the pattern. It only indicates the dominance of certain kind of retail formats at a particular stage of the pattern.

2.4. History of Modern Retailing

The seed of modern retailing was sown more than 150 years ago when for the first-time retail store formats started competing with the unorganized and independent shops. As the retail industry is moving through the phases of evolution, it poses an interesting challenge. The industry is subject to changes as per the customer needs and demands. For instance, changing consumer dynamics have created the demand for new types of shopping formats, many initial department stores thrived for decades till variety stores came to existence. After enjoying a long period of profits, these store formats are heading towards their decline paving way for new formats such as hypermarkets.

Retailing has undergone an intense transformation over the past decades (Oscar Gonzalez-Benito, 2005). One consequence of this transformation is the diversification of retail formats marked with vivid positioning profiles. For instance, in the case of food shopping, self-service format has been trailed by hypermarket expansion and superstores, further by myriad discount store forms, and then by convenience stores. The emerging formats pose a considerable threat to the existing ones. In order to remain viable and sustain long in this dynamic environment, it is crucial for the retail firms to accurately anticipate

potential consequences of their marketing actions. The author observed that apart from the impact of proliferating store formats on food shopping behavior, what is more notable is the intense competition between discount stores and hypermarkets with the supermarkets maintaining equal footing with both. The results of the study have shown that the success of discount stores cuts deeply into the market share of supermarkets. At the same time, those discount stores offering parking space are taking away the customers of hypermarkets.

Intrigued by the saturating hypermarkets in France, Perrigo and Cliquet (2006) explored their evolution in France since their emergence in 1963. In an attempt to address certain managerial issues, the study applied the retail life cycle theory to analyze the evolution of this retail format. While investigating the reasons for its saturation, they found that most of the hypermarkets are transforming to face the stiff competition from discount stores and to attract and retain the consumers. However, a bright spot of hope in this adversity is that the hypermarkets may adapt very well to the consumers' preferences and revive back with superior value as compared with discount stores. Such an evolution may turn a new leaf in the path of the retail change theories. Thus, the type of store format has a strong bearing on the differentiating consumer behavior.

The results of Sinha and Uniyal (2005) strengthen this conclusion as the shoppers in their study displayed different behavior in the new formats in relation to the old store formats. The shoppers felt freer to express themselves in the new store formats. It has been established that different store formats are perceived differently and thus, become a matter of consumer preference.

Studying this retail format choice, Sinha and Kar (2010) found it to be one of the basic tools needed while successfully delivering and positioning value proposition in the minds of the target segments. Retailers need to be extra-vigilant of the competing formats in order to offer superior values and options completely suiting the consumers' needs. The concern for the retailers goes beyond the decision of format, to being better, faster and cost-effective. However, when it comes to the actual market scenario, most retailers' focus is on expansion rather than value creation. A number of retailers are striving for creating unique store atmospherics (such as more space, better illumination and display etc.) in order to lure customers to their stores. Even though these efforts are being fruitful, the delivered value is highly vulnerable to imitation and is tenuous. Thus, retailers need to broaden their vision to think of long run customer satisfaction and sustainability. Despite all odds, they need to design a business model aimed at deriving sustained and consistent profits for years to come.

2.5. Loyalty Concept

Plenty of definitions exist in the literature regarding loyalty. As conceptualized by Dick and Basu (1994), loyalty refers to a consumer's differential attitude toward an entity (which may be a brand, service, store or vendor) and further visiting and buying from that entity. Yet another definition by Oliver (1997) states loyalty "as a deep commitment towards a preferred entity (product or service) to enter into future exchanges regardless of situational factors and strategic efforts at play which may entice to indulge in switching behavior".

Regarding measurement of loyalty, Bowen and Chen (2001) systemized three different approaches which were behavioral, attitudinal and composite measurements respectively. In the behavioral measure, the authors took consistent and repeated purchase as an important indicator of loyalty. The behavioral aspect of store loyalty has been abundantly studied and applied in early retailing research. However, questioning its unidimensional focus, recent researchers have condemned the use of repeat purchases and visit sequences as behavioral measures on the ground of compromised conceptual basis (Avourdiadou and Theodorakis, 2014). Rather than repeat purchase behavior, Bloemer and Kasper (1995) found that consumers' disposition indicated by their preferences and intentions plays an important role in predicting loyalty.

Building upon this novel insight, Bowen and Chen (2001) proposed another approach to measuring loyalty, that is attitudinal measurement approach. They described the major concerned aspects to be sense of loyalty, engagement and allegiance. Using attitudinal elements (such as preferences and intention), attitudinal approach reflected the emotional and psychological attachment expressed through loyalty. Avourdiadou and Theodorakis (2014) in their study conceptualized attitudinal loyalty as consumers' expressed thoughts and feelings towards certain stores which may include positive recommendations of the store and its services.

The composite measurement approach mentioned by the authors assimilated both the behavioral and attitudinal measures to ascertain loyalty. Applying composite approach in determining store loyalty, Dick and Basu (1994) proposed that loyalty is composed of both behavioral and attitudinal aspects, and is highly subjected to the strength and synergy of the relationship between the two. They confirmed in their study that using both the

measures together significantly enhances the predictive capacity of loyalty. Designing a loyalty matrix between the behavioral and attitudinal measure, they further described four classes of loyalty: (a) No Loyalty i.e. low intent and low repeat purchase, (b) Spurious Loyalty i.e. low and high repeat purchase, (c) Latent Loyalty i.e. high intent and low repeat purchase and (d) Loyalty i.e. high intent and high repeat purchase.

Fostering the importance of developing loyalty in the retailing sector, Rowley and Dawes (1999) stated that loyalty induces positive behaviors and attitudes like repeat patronage and favorable referrals, which may make a mark on actual or potential customers. This makes more sense as retaining the existing customers is the very first priority when it comes to retailing. It has been argued by Reichheld and Sasser (1990) that catering to a new shopper is five times costlier than keeping hold of an existing customer. They emphasized the importance of retaining an existing customer in saving the running costs of business. Thus, retailers should work in the direction of formulating appropriate strategies aimed at maintaining and enhancing loyalty from both current and potential customers.

2.6. Store Loyalty

Store loyalty has gathered quite adequate attention in the retail management literature. As early as Sirgy and Samli (1985), store loyalty has been defined as “the disposition of consumers to shop repeatedly in a given store”. This showcased the behavioral measure of loyalty approaches. Defining in attitudinal terms, Knox and Denison (2000) stated that store loyalty refers to “the consumer’s inclination to patronize a given store or chain of stores over time”.

In their in-depth study on store commitment, Bloemer and Ruyter (1998) stated it to be a minimum fulfilling criterion for the existence of store loyalty. They maintained that in the absence of store commitment in the customer's repeat behavior, the consumer may merely be spuriously loyal or may be buying or visiting due to inertia. This spurious loyalty has been previously explained by Dick and Basu (1994), which contrasted it from true loyalty in terms of long-term benefits to the retailer. They argued that a spurious loyal customer is highly vulnerable to the persuasive forces leading him to purchase somewhere else. Therefore, store loyalty can be further defined as "the biased behavioral response, expressed over time, by some decision-making unit with respect to one store out of a set of stores, which is a function of psychological decision-making and evaluative process resulting in store commitment" (Bloemer and Ruyter, 1998).

Rising interest in store loyalty can be attributed to its sizeable role in a retail firm's success. It is easier to persuade loyal customers than the first-time customers having no prior experience of the store. Keeping this in consideration, store managers should indulge in creating and securing a loyal customer base by having appropriate strategies in place. It is highly imperative to develop corporate level strategies to maintain store loyalty and prevent switching behavior (Knox and Denison, 2000).

Enumerating the benefits of loyal customers, Ruiz-Molina and Gil-Saura (2008) stated that they can be easily encouraged for cross-buying leading to increase sales volume for the store. The study further presented that communication efforts get replaced by word-of-mouth advertising, resulting in reduced investments in advertisement. Yet another beneficial spillover of loyalty proposed was raised price inelasticity and protective cover from competitive advertisements.

Over the past decade, loyalty has garnered a crucial place in the heart of marketing discipline, especially in the ever-expanding customer relations space (Ball et. al., 2004; Soderlund, 2006). Meyer-Waarden (2006) in their study presented the set of variables used by the retailers to measure loyalty induced success namely high purchase frequency, customer profitability, low inter-purchase gap, high basket size due to cross-sales. However, usually retailers take sales as the basis to determine loyalty performance at the firm level, which for many is the foundation for loyalty programs (Baird, 2007). Loyalty programs are launched with two main goals. One is to raise maximum sales revenue by increasing purchase and usage levels and/or widening product assortment. The other is to build a defensive circle of intimate and close bonds with the existing customers to maintain a highly connected and loyal customer base. Pursuing either of these goals will bring success for the retailers in the market, as argued in favor of loyalty programs (Uncles et. al., 2003).

Loyalty programs have been found to favorably associated with satisfaction and loyalty. The satisfaction attained from obtaining program rewards lead to more loyal and less price concerned customers as per the study conducted in grocery retail settings (Omar et. al., 2015). However, the attempts aimed at linking loyalty programs with perceived status could not produce conclusive results across industries and individuals. A study conducted by Arbore and Estes (2013) regarding the effect of program structure on perceived status found no significance in the supermarket sector, owing to its inherent low perceived exclusivity. Further, the same study in the aviation sector identified the impact only among flyers exhibiting positive attitudes towards the loyalty programs.

2.7. Antecedents of Store Loyalty

One very strong antecedent heavily emphasized by the past research on loyalty is "customer satisfaction" (Baumann et. al., 2011). However, Terblanche (2017) mentions a number of factors influencing customer loyalty at retail level such as the nature of different store formats and the difference in the merchandise-mix offered. The merchandise-mix offered at different retailers may be different due to the dependence on varying levels of customer involvement needs. Put simply, the variables driving customer loyalty may not be same in all types of stores. Another important factor influencing store loyalty was proposed by Kongarchapatara and Shannon (2016) as 'time-pressure stress'. They examined the store loyalty of food and grocery shoppers in Thailand after putting them under a condition of stress induced by giving a limited time for shopping. They showed that such a time constraint prompts the shoppers to be more hedonically motivated in their shopping trip. Regarding store loyalty, the study indicated that the time-constrained consumers preferred to be loyal to the stores which consumed minimum of their time and effort in shopping.

Distinguishing between brand and store loyalty, Zhang et. al. (2017) stated that brand loyalty significantly enhances retailer's dependence on supplier whereas store loyalty makes suppliers highly dependent on the retailers. Retailer's dependence is significantly high when brand loyalty is relatively stronger than store loyalty; and in case of both the loyalties being equal, it grows with the rise in both. Following the same pattern, the supplier's dependence is more when store loyalty is relatively stronger. Further, establishing relation between dependency and perceived conflict, the study found that

supplier's dependence negatively impacts retailer's perceived conflict whereas retailer's dependence follows an inverted U-curve impact on perceived conflict. Thus, more conflict is perceived by the retailer when his dependency on the supplier is relatively high.

By using multiple loyalty metrics and data from multiple retailers while controlling for interfering factors, Seenivasan and Talukdar (2015) found a highly robust, monotonic and positive linkage between store brand loyalty and store loyalty. It was further found as a result of natural experiment regarding a store closure that the households exhibiting greater store brand loyalty just before closure had later shown lower erosion from store chain loyalty.

2.8. Store Image

A key strategic tool for ensuring an edge over competition, store image is regarded as one of the supreme elements for success in the retailing industry (Amirani and Gates, 1993; Delgado et. al., 2014). In fact, being one of the utmost valuable marketing assets, a unique store image awards an edge almost irreplaceable by the competition (Rosebloom, 1983). Zimmer and Golden (1988) in their study broadly described store image as "the way it is perceived in the minds of the consumers". Viewed in this light, store image is perceived as a genuine brand with the assimilated essence of awareness and image attributes delivered at an attractive price in the minds of the developed and mature countries' consumers. This perception can be explained by the presence of proliferating stores offering wide assortments of brands at comparable quality, hence, catching consumers' attraction (Olle and Riu, 2009).

Omar (1999) has defined store image as the "summation of all attributes of a store as perceived by the shoppers through their experience with that store". The subjective view of individual shopper is highly instrumental in shaping patronage intentions, and thus, is of special importance to the retailer. With the help of such subjective views, the retailers can appropriately gauge the consumers' understanding of the store, and then, can attempt to favorably shape their controllable attributes such as merchandise, service etc.

Such aggregate views of consumers have been termed as store image which has been conceptualized as the consumers' set of attitudes towards the store formed on the basis of relevant store attributes evaluation (Doyle and Fenwick, 1974; James et. al., 1976). Many researchers have operationalized store image as an aggregate score of the identified store attributes contributing to the image of the particular store (Hirschman et. al., 1978; Keavency and Hunt, 1992). One such study is of Martineau (1958) which identified and summated the four attributes of store namely store architecture and layout, colors and symbols, advertising efforts and store personnel for measuring store image.

Lindquist (1974) proposed early on that there are nine store image attributes central to store image. First one is merchandise which consists of the quality, assortment, price, design and securities. The second one is service which includes all kinds of service factors such as service by staff, credit and delivery as well as ease of return service. The third mentioned attribute is clientele which stated factors such as social status, self-image congruence and store staff. The fourth attribute is regarding physical facilities encompassing the entire store architecture and layout whereas convenience is the fifth factor which is all about the ease of reaching the store i.e. location. The sixth characteristic is promotion which includes displays, ads, sales promotion efforts and the seventh attribute

of atmospherics is composed of the colors and symbols used by the store. The eighth store attribute central to store image consists of institutional factors influencing stores' reputation and reliability. Lastly, the ninth store attribute of post-transaction satisfaction includes after-sales efforts and adjustments and returns.

Highlighting the characteristics important for favorable store image, Bearden (1977) proposed price, merchandise quality, atmospherics, location, parking space and friendly service staff. However, recent research has considered retail-mix elements as significant elements of store image. A pioneer study in this regard can be Ghosh (1990), which fostered location, stock, atmospherics, customer service, pricing, advertisement efforts, personal selling and incentive programs as the main elements.

Awarding credit to store attributes, Darden and Babin (1994) proposed that they play a major role in influencing store choice decision through store image by creating a distinct place in the minds of consumers. The study further stated that store attributes are highly predictive of customers' preference of outlet, when analyzed along with crucial consumer characteristics such as shopping style, buying orientation, gender etc. Therefore, retailers have been suggested to make efforts to appropriately match store layout with the offered merchandise in addition to their standard approach to layout design and decisions.

Further, Engel et. al. (1995) found that while choosing a shopping store, consumers compare stores on the basis of six factors such as location, assortment, advertising and promotion, price, store staff and services offered. They also proposed that during the comparison process, the consumer assigns proper weights to store attributes and aligns them with store image (that is overall perception) to conclude his store choice. Thus,

positive perceptions regarding store attributes may significantly influence store preference decision. Otherwise, negative perceptions of store attributes may evidence consumers shopping elsewhere.

Using factor analysis ratings, Marjanen (1995) also listed recreation, quality and variety, accessibility, atmospherics, price sensitivity and family purchase as the six choice criteria used for selecting a retail store. The study categorized the respondents on the basis of the type of outlet (local store, discount shop, supermarket, hypermarket and departmental store), where they shop the majority of their products. Significant differences were noted between the groups across all the choice variables regarding store loyalty except for accessibility.

Yet another study along the same lines is Bloemer and Ruyter (1998) which reported from its findings that favorably perceived store image positively impacts store choice, frequent visits, satisfaction and loyalty towards the store; and is crucial for the success of retail strategies. Based on these studies on store image and store choice, it can be stated that customers' reactions and responses to the layout and image of a specific store are exceedingly essential and likely to significantly enhance store sales and revenue (Newman, 2003).

Recently, Vale, Matos and Caiado (2016) referred to store comfort and its physical aspects such as layout and atmospherics as crucial factor in store selection. Generation Y has been observed to be highly responsive to product packaging and in-store displays in relation to an average shopper (Bazaarvoice, 2012). This observation uncovers the constant stimulation seeking tendency of generation Y consumers who easily get bored while

shopping (Urban Land Institute, 2013). Thus, the need of considering and consolidating the different store attributes, influencing store image and ultimately choice, is hard pressing.

As a consequence, a wide variety of store attributes have been considered to measure the point-of-sale store image across various studies, although most of them revolved around the basic elements of accessibility, space management, comfort and facilities (Beristain and Zorrilla, 2011; Delegado et. al., 2014; Gill et. al., 2017). Some of such store attributes studied were advertising efforts, physical characteristics of the store, convenience, friends influence, merchandise selection, store personnel, price charged and reliability of the store.

2.9. Store Image and Brand Equity

Store image is highly instrumental in building brand equity and hence securing a winning edge for the retailers in the dynamically transforming and ultra-competitive Indian marketplace. While investigating the consumer store-choice decision process, Sharma (2017) attempted to establish store image as the antecedent of brand equity in the sportswear industry. Using international brands as stimuli, the study confirmed the significant role played by store image in store selection process. Using this insight, the author arrived to the finding that store image inflicts a significantly positive influence on overall brand equity. However, the intensity of this influence varies across the equity dimensions. Nevertheless, the study successfully establishes store image as the antecedent to brand equity, thus, centering retailer's store in the firms' brand related strategies.

2.10. Store Image and Risk

A study conducted by Delgado, Hernandez and Rodriguez (2014) found that store image impacts perceived risk with differing intensities across its various categories as directed by value-consciousness of the consumer. They further mentioned that the perceived unfairness concerning brand price is aggravated by social and psychological risk, however, the functional and financial risk aspects contributed by the store helps in attenuating it to a great extent. Thus, store brands balance out the perceived risk effects for the manufacturers' brands.

An interesting observation is made by Rokonuzzaman and Paswan (2017), which stated the reverse influence of perceived risk on store image, thereby patronage intention. The study used an experimental design to show that consumers' price and quality perceptions reduce the perceived risk associated with store choice and thus, enhance store image. The findings exhibited significant interaction effect of easy return facility and quality perception on store image and revisit intent.

2.11. Satisfaction

Satisfaction was initially defined by Bloemer and Kasper (1995) as "a state occurring as a result of matching of expectations and perceived performance". Placing it in a cognitive framework, Macintosh and Lockshin (1997) defined store satisfaction as "the customer's holistic assessment of the store experience". Bloemer and Ruyter (1998) gave a more retail context-specific definition as "Satisfaction is the outcome of the subjective evaluation that the chosen alternative (the store) meets or exceeds customers' expectations". These definitions are primarily grounded in the disconfirmation paradigm

of Oliver (1980). In these definitions, customer experiences disconfirmation due to the discrepancies between his prior expectations and observed actual performance. The disconfirmation theory of Oliver (1980), proposes three possibilities as a result of such discrepancies: (a) zero disconfirmation, when store performs as expected, (b) positive disconfirmation, when performance goes beyond expectations and (c) negative disconfirmation when expectations from the store fall short of performance leading to dissatisfaction. The possibilities of positive and negative disconfirmation have been restated by Kotler and Keller (2006) as the customers' state of high satisfaction or delight and dissatisfaction or disappointment respectively.

Considered as the most important predictor of customers' future behavioral intentions, satisfaction has become the core focused metric of the firms' marketing activities (Shamdasani and Balakrishnan, 2000). Since the satisfaction derived by customers is highly dependent on fulfillment of their expectations regarding all the aspects of a store, it may possess the highest potential to influence their purchase intentions. Explaining this argument with the help of examples, Grace and O'Cass (2005) state that satisfied and delighted customers indicate fulfilled or exceeded expectations which assist in better prediction of future service outcomes. This enhanced knowledge reduces the associated perceived risk of the customer and thus, increases the chances of repeat patronage.

Many studies have found satisfaction to be a major antecedent of loyalty (Cronin and Taylor, 1992; Shamdasani and Balakrishnan, 2000; Isa, 2005). There is further evidence in the literature revealing beneficial effects of satisfaction on attitudinal as well as behavioral loyalty (Bloemer, Ruyter and Peters, 1998; Hui, 2004). Making the

satisfaction construct more relevant to the firms' performance, Bitner (1990) successfully established its direct association with repurchase intention, likelihood of referring a product or service, loyalty and profitability. Thus, it is suggested to store managers to go beyond maintaining satisfied customers to delighting and retaining highly satisfied ones. This renewed approach will help them leverage on the marketing power of the already committed customers, thus saving them their marketing expenses, apart from the secured repeat patronage (Bowen and Chen, 2001).

A study by Verhoef and Sloot (2017) found three important drivers of satisfaction namely service, price and convenience. The results exhibited that the effect of these drivers on store satisfaction was explained by the type of shopping trip undertaken by the customer. The weightage assigned to these factors varied across customers, for instance, service was relatively less important to bulk shoppers, whereas, convenience was more appealing to the regular fill-in shoppers. However, when the same regular fill-in shoppers visited for some special purpose purchases such as birthdays and family dinners, price became more important element for attaining satisfaction.

At the same time, Nilsson, Garling and Marrell (2017) went a bit further to explain that the satisfaction derived by regular fill-in shoppers is higher than those of major or bulk shoppers. They also found that the stress created by time pressure has no impact on satisfaction. Further, they depicted that price, service or product quality and range are more important for major shoppers whereas, for fill-in shoppers, access is more important. The study also emphasized that type of shopping is more instrumental in explaining satisfaction than individual differences.

2.12. Trust

As conceptualized by Morgan and Hunt (1994), Trust refers to one party's confidence in the other party's reliability and integrity in the context of an organizational exchange framework. A high level of underlying trust between organizations boosts the predictability of their behavior towards each other, as is obvious from inter-organizational research (Gulati and Nickerson, 2008).

However, specifically from the perspective of consumer research, Bloemer (2002) defined trust as "a consumer's confidence in retailer honesty". This confidence is greatly boosted when the customer is satisfied with the retailer. When consumers are satisfied with a series of transactions with a retailer, they tend to gradually establish trust beliefs toward the retailer. This is evident in the channel relationship literature, where satisfaction has been positioned as a significant antecedent of trust (Siguaw, Simpson and Baker, 1998). Echoing this relationship, a meta-analysis of satisfaction conducted by Geyskens, Steenkamp and Kumar (1999) to analyze marketing channel associations also concluded that satisfaction favorably influences customer trust. Thus, satisfaction is an important facilitator of consumer trust toward a retailer.

Trust has been examined as a moderator by Porral and Levy-Mangin (2016) in their study in the context of food private label brands. They argued that consumer attitude is highly shaped by perceptual influences like trust and perceived risk while shopping for private label brands. In a way, they implicitly linked trust and perceived risk directly to perceived quality. Leveraging trust along with attitude was found to be highly associated with customer loyalty towards the private labels in the study, which straightaway furthered

loyalty towards the store as well. Thus, trust needs special attention from retailers for its sizeable contribution in garnering loyalty.

2.13. Commitment

Morgan and Hunt (1994) defined commitment as "a consumer's enduring desire to continue a relationship with a retailer accompanied by the willingness to make efforts at maintaining it". The belief of partner to the exchange regarding the importance of the ongoing relationship instills a sense of commitment, basically, a drive to devote maximum effort to maintain the relationship. In consumer research, commitment is identified as the process through which consumers become loyal to a specific brand. Therefore, commitment is believed to be the key to achieving valuable outcomes (Morgan and Hunt, 1994). Consumer commitment protects a retailer from losing an existing customer base.

2.14. Conceptual Development

2.14.1. Store Image and Store Loyalty

The formation of store loyalty has been highly attributed to the positive assessment of store image in the past research. For instance, Lessig (1973) in their study found a concrete association between image and loyalty. They stipulated that the perception of favorable image in the mind of consumers is highly likely to nurture loyalty to an extent commensurate to the intensity of perceived favorableness. Osman (1993) also supported this stipulation, as the study found a significant dependence of customer patronage behavior on store image. The study observed that a favorable store image leads to higher valence of the store in the eyes of the customer.

However, based on their review of a number of store image studies, Mitchell and Kiral (1998) directed attention to the need of research on store attributes and loyalty, as they could identify no such link been studied in the literature. Responding to this call for research on store attributes as the antecedent of satisfaction and loyalty, Koo (2003) examined the individual bearings of store image attributes in a discount retail context. They discovered that sales service and merchandise followed by store location have the highest direct influence on store loyalty. Testing these relationships in a hypermarket environment, Chang and Tu (2005) considered the four dimensions of store image namely amenities, services, activities and convenience as effective predictors of customer loyalty. The study found a sizeable influence of store image in forming customer loyalty Yun, Pysarchik, and Dabas (2012).

Interestingly in contrast, many previous studies did not find a significant impact of some of the store attributes on loyalty. One such study is Garton (1995), which gave the result that customer's quality perceptions and store services had a very weak influence on repurchase intention. Yet another one is Bloemer and Ruyter (1998), which was not able to find any direct bearing of store image on store loyalty. Keeping track of these inconsistencies in the literature, the present study purports to minutely investigate the bearing of each and every store image dimension on the formation of store loyalty Meyer-Waarden, 2015.

2.14.2. Store Image and Store Satisfaction

Positive image perception of a store in the consumer mind is more than often likely to result in satisfaction as compared with a consumer perceiving less positive or negative

store image. A direct and favorable effect of store image on store satisfaction was observed in the study by Stanley and Sewall (1976). In support of this argument, the results of Bloemer and Odekerken-Schroder (2002) revealed that relationship proneness, store image and positive affect are the aspects which favorably induce store satisfaction. Koo (2003) also discloses that store atmosphere and value are highly instrumental in satisfying the customers Murali et al., 2016. Thus, in line with these studies, the present study expects a direct effect of store image on satisfaction. The attempt of the study is to investigate the bearing of each and every store image dimension on the store satisfaction.

2.14.3. Store Satisfaction and Store Loyalty

As an outcome of purchase and consumption of a product or service, satisfaction has been recognized as the major driver of loyalty (Kumar et al., 2013; Dick and Basu, 1994). As part of retail literature also, it has been established that store satisfaction positively influences store loyalty (Bitner, 1990; Parasuraman, Zeithaml and Berry, 1994). One such study is Dick and Basu (1994) which found that store satisfaction acts a catalyst to fasten the process of store loyalty formation. Yet another study by Macintosh and Lockshin (1997), emphasizing the comprehensive nature of satisfaction measure, confirmed its positive influence on store loyalty which is a combined manifestation of attitude, intention and percent of business. The same relationship has been found to be significantly positive in the context of hypermarkets in a study by Murali et al., 2016; Juhl, Kristensen and Ostergaard (2002).

However, the satisfaction-loyalty relationship may not be as direct and straightforward as it seems. In line with this argument, Bloemer and Kasper (1995) introduced the level of elaboration by the customer as a moderator that may influence this relationship. Three years later, Bloemer and Ruyter (1998) brought another construct of store image which may be anchoring the strength of customer satisfaction, thus, ultimately enhancing store loyalty Murali et al., 2016.

Furthering this argument, some studies even argued that there may be a non-linear relationship existing between satisfaction and loyalty (Bowen and Chen, 2001; Miranda, Konya and Havrila, 2005). In this regard, Sivadas and Baker-Prewitt (2000) found that though satisfaction has an impact on customer's tendency of making store recommendations and repurchase behavior, it has no direct influence on loyalty. Whereas in the discount retailing context, Koo (2003) reported insignificant effect of satisfaction on store loyalty, strengthening the argument against the relationship. Witnessing the mixed results regarding the satisfaction and loyalty relationship, the present study endeavors to clear the surrounding air by hypothesizing and verifying the relationship between store satisfaction and store loyalty.

2.14.4. Store Image, Satisfaction and Store Loyalty

Store image has been found to be positively influencing satisfaction, and subsequently loyalty. A study by Bloemer and Ruyter (1998) found that store image indirectly impacts store loyalty through the mediation effect of store satisfaction. Whereas Chang and Tu (2005) discovered an intermediation role played by store satisfaction

between store image and store loyalty. Thus, they made space for the direct impact of store image on loyalty as well. Evidencing the presence of both direct as well as indirect effect via satisfaction of store image, the present study finds it worthwhile to explore and test this relationship in empirical grocery retail setting.

2.14.5. Trust and Commitment

Earlier research has widely recognized trust and commitment as crucial mediators of the satisfaction-loyalty relationship (Morgan and Hunt, 1994; Garbarino and Johnson, 1999). Boemer (2002) found that trust and commitment mediate the relationship between store satisfaction and store loyalty; satisfaction positively impacts trust and trust positively impacts commitment. Further, commitment positively impacts store loyalty as measured by word-of-mouth (WOM), price sensitivity and purchase intention (Bloemer, 2002). Wong and Sohal (2002) investigated the relationship between trust and commitment among the department store consumers and the findings indicated that consumer trust towards a sales person had a positive impact on their commitment towards sales staff and store trust, both of which significantly impact store commitment.

2.15. Research Gaps

1. There is a pressing need for the retailers to maintain differentiated positioning and strategic edge over others in the rising wake of tremendous competition on all fronts. With heightened competition in a transforming retail landscape and ever demanding customers in an emerging economy, retailers are in a fix regarding their positioning and loyalty (Javalgi and Moberg, 1997). This absolute situation can be solved by making strategies for garnering hard-core base of forever loyal customers through understanding the why and how of satisfaction and loyalty formation (Pritchard, Havitz and Howard, 1999; Shsrifi & Esfidani 2014). In order to help retailers, stand apart in the tussle for maintaining and enhancing superior loyalty, the present study fulfills this research gap by investigating the process of store loyalty formation.
2. The majority of studies regarding loyalty have been conducted in the well-established retail structure of developed nations such as in the U.S. and Europe. However, the results and findings of these studies may not hold true in the disruptively transforming and highly unregulated retail scenario of an emerging country like India. The uniqueness of the Indian retail in terms of changing preferences of customers across different retail formats establishes a ground for separate studies suiting the context. There is a paucity of research when it comes to store loyalty in Indian retail industry, that too especially the grocery retail. Therefore, the present study aims to fulfill these research gaps in the literature by focusing on emerging customer market such as India.

3. Although there are research evidences indicating a positive influence of store image on loyalty (Swoboda, Berg & Dabija 2014; Jani and Han (2014);Bloemer and Ruyter, 2000), the exact relationship among image, satisfaction and loyalty is still not clear and precise in the retail context (Kumar et al., 2013). Therefore, to fill this research gap, the present study attempts an investigation into the exact relationship surrounding store image and loyalty through the mediation of satisfaction. The framework suggested by Bloemer and Ruyter (1998) shall be used towards this end.
4. The effect of commitment and trust on store loyalty is evident from the past studies. However, there is a need to further march in this direction to comprehend the process and path of their influence on image and loyalty (Martinelli and Balboni, 2012; Melewar et al.,2017). The present study aims to address this gap by examining these relationships in detail.

2.16. Research Questions

The research gaps found in the literature have led the present study to pose some critical research questions to begin with:

1. What is the nature and strength of relationship between store image and store loyalty?
2. How store satisfaction is related to store image and store loyalty?
3. What is the role of store satisfaction in the store image-store loyalty relationship? To what extent it mediates this relationship?
4. Do trust and commitment influence the store image and subsequently store loyalty? If yes, then how?

2.17. Research Objectives

Based on the broad framework of posed research questions, the study specifies the following research objectives:

1. To explore the relationship between store image and store loyalty
2. To examine the relationships between store image, store satisfaction and store loyalty
3. To establish the mediating effect of trust and commitment on the image-loyalty relationship

2.18. Research Hypotheses

The above formulated research objectives guided the proposition of the research hypotheses to be empirically tested:

H1: Store image has a positive influence on store loyalty

H2: Store image has a significant positive influence on store satisfaction

H3: There is a significant positive influence of store satisfaction on store loyalty

H4: There is a mediating effect of store satisfaction between store image and store loyalty

H5: Trust towards a specialty store will positively impact store loyalty

H6: Commitment to a specialty store will positively impact on store loyalty

H7: Store image of specialty store positively influences the trust

H8: There is a positive influence of store satisfaction on commitment towards the specialty store

H9: There is a significantly positive influence of consumer trust on the commitment exhibited toward the specialty store

H10: Store image has positive effect on consumer commitment in Grocery store

H11: Store satisfaction will positively impact trust toward the specialty store

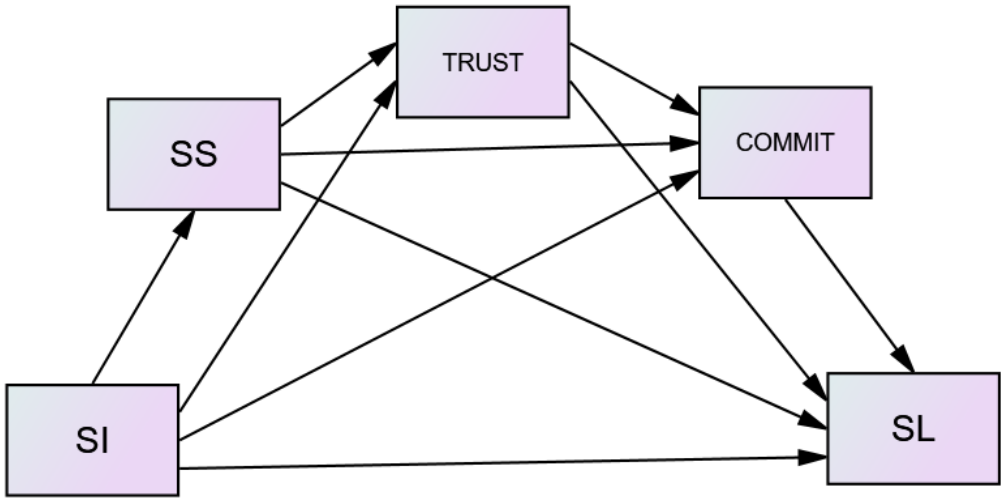
H12: Store trust will mediate the relationship between store image and store loyalty

H13: Commitment mediates the relationship between store image and store loyalty

H14: Store image will indirectly influence Store loyalty through multiple mediators of store satisfaction and trust

2.19. Conceptual Framework

Figure 2.19.1 Conceptual Framework



CHAPTER-3

METHODOLOGY

Chapter- 3 Methodology

3.0. Significance of the Study

The retail sector in India is progressing at a very rapid pace. This in turn has triggered intense competition in the retail space. In order to survive and excel in such a dreary market scenario, building and retaining loyal consumers has become a prerequisite for the modern retailers. A deeper understanding of what stimulates store loyalty would definitely bring unique competitive edge in terms of superior value proposition to the store consumers. Therefore, this research anticipates to explore the associations between store image, store satisfaction, trust, commitment and store loyalty. The information gained by exploring the inter-relationships among these variables will help to endorse the marketing strategies for retailers. Valuable information can be used to guide retailers in articulating ideas and programs for marketing activities. It will also help the organization to gain competitive advantage and develop loyalty programs to have a huge loyal consumer base.

3.1. Methodology

Research methodology collectively presents all the basic beliefs, underlying concepts, ideas and methods utilized for the purpose of data collection, data compilation and analysis of data (Saunders et al., 2010). The main purpose of this chapter is to describe the methodology employed in operating this study. This chapter starts with research design and then succeeds with other elements like population and sample size for the study, variables and its measures and questionnaire development. Subsequent to that, the procedure for collecting, evaluating and exploring the study data is presented. It also

provides sample size justification for the main study and results of the pilot study along with the reliability and validity analysis.

3.2. Research Design

The study is descriptive in nature as it aims to test the inter-relationships among store image, store satisfaction, trust, commitment and store loyalty. The study was conducted in four metropolitan cities of India i.e. Hyderabad, Mumbai, New Delhi and Kolkata. Top four grocery stores namely Reliance fresh, Food Bazar, More and Spencer were selected based on the revenue generated and the number of their stores in these cities.

The preliminary phase of the research focuses primarily on collecting information from various sources of literature to pinpoint the area of research interest. Most of the literature has been acquired through e-libraries such as ProQuest, Science Direct, Scopus, Google Scholar and Emerald where contents such as marketing journals, management research papers are published. In addition to that, management and marketing handbooks and retail reports were also used to review the literature.

3.3. Inductive Research and Deductive Research

There are two broad methods of research which differ in the way new knowledge is acquired. They are inductive and deductive approach respectively. Inductive approach is a theory building route. It originates with the opinion of specific observation instances, and looking for the establishment of generalization around the phenomenon under enquiry. While process of testing the theory is deductive approach which instigates with a conventional theory or generalization and seeks out to see if the theory spread over to

precise instances. Nevertheless, the primary belief to decide on either of the method would arise from whether the investigator would take into consideration qualitative or quantitative techniques in shepherding the study (Easterby-Smith et. al., 1991).

Quantitative approach to study might lure a large and representative sample from the population of interest, measure the behavior and features of that sample, and try to construct generalization concerning the population as a total. Research in marketing has traditionally underlined deductive procedures in many cases. Putting on these processes impulsively, in advance, an advance understanding of the operational conception has been developed (Bonoma, 1985).

The study focuses on the association between store image and store loyalty in Indian organized grocery retail. It tries to analyze the basic linkage drawn conceptually among store image, store satisfaction, trust, commitment and store loyalty towards grocery retail stores. Potential testable hypotheses have been designed grounded on the conceptual model and confirmed on the primary data gathered from the field.

3.4. Exploratory Research

Exploratory research is employed to solve a concern or problem wherever there are scarce or no previous studies to talk about. The emphasis is on attaining comprehensions and expertise for later exploration. This is normally used to elucidate opinions and feelings about the issue in research or the respondent population, or to offer comprehensions on how to do more decisive research. One of most important application of exploratory research is to engender hypotheses for advance studies. The method used in exploratory

examinations varies from the general surveys, consultation with experts, focus groups and analysis of selected cases.

3.5. Descriptive Research

Descriptive research defines phenomena as they occur. Here, data is often quantifiable and statistics are applied. It is used to recognize and acquire information on a certain problem or issue. Most of the researches is of this type. They can be either longitudinal or cross-sectional.

3.5.1. Longitudinal studies: This usually involves a sample of respondents who are under investigation over a long period of time i.e. for few months or few years. In marketing research, longitudinal studies (same sample) are usually done with the help of panel data. A panel forms the sample of respondents picked from a well-defined target population for the study. However, panel encounters form a choice bias. Some respondents are more possibly to approve to be on a panel than others are, since it necessitates assurance in terms of effort and time to frequently fill and report data. This choice bias can lead to non-representation of the target population in panels.

3.5.2. Cross-sectional design: This sort of research is conducted at a given point of time, and it involves sample of cross section of the respondents of interest. Majority of the usual market surveys are of this type. The advantage of this type of design are that it provides a decent complete depiction of the elements at a specified time and can contain many variables of interest. However, the disadvantage is that it tends to depend too much on numbers. Therefore, it can be exaggerated by poor quality

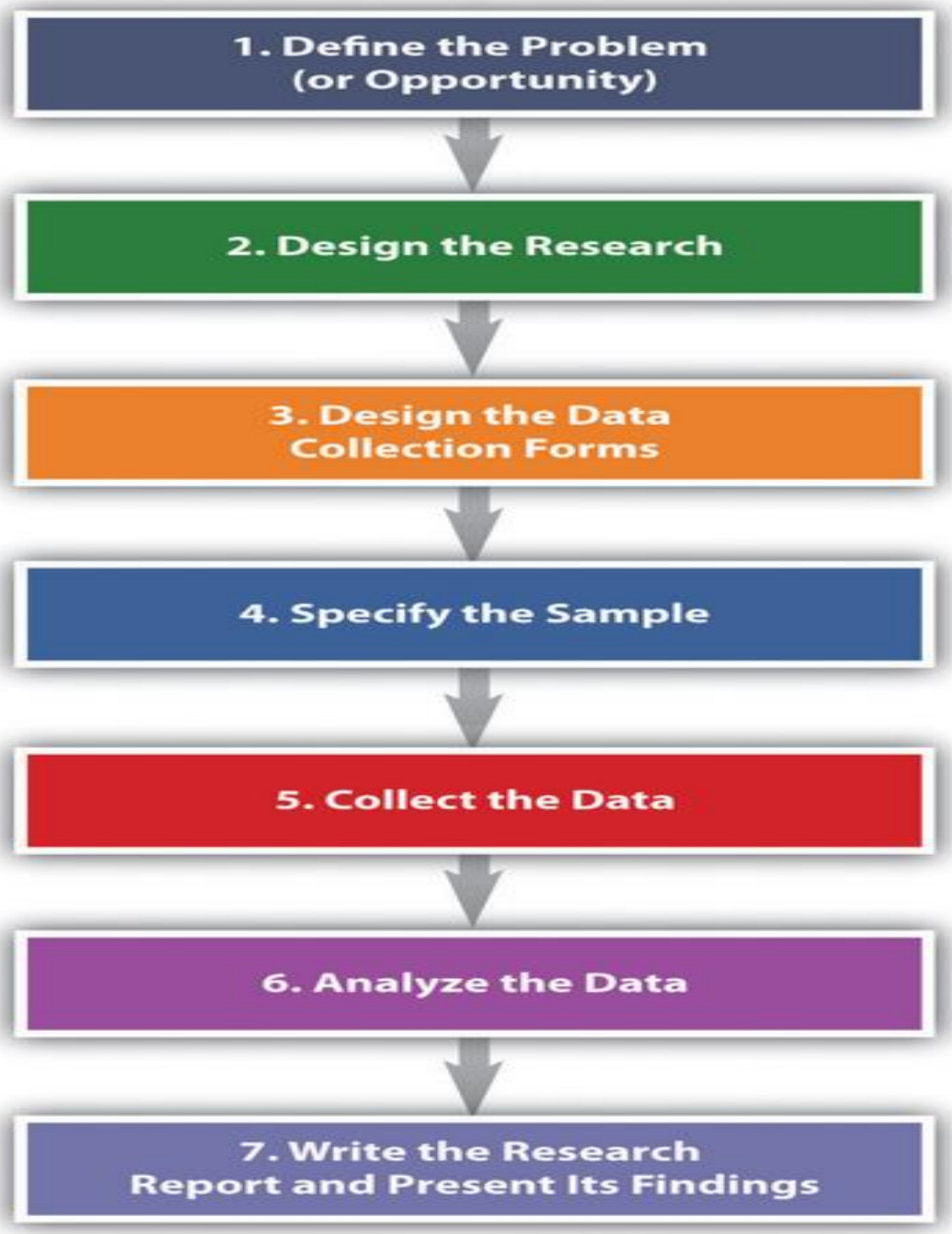
of investigators, and inclines to understanding population in terms of several generalizations.

For the perseverance of this study, first, exploratory research is steered to gain enhanced understanding about the study area being considered. It assists in attainment of essential information to support in recognizing the factors most applicable to the context being studied (Aaker, Kumar and Day, 1999). Subsequently, descriptive research was carried out to assess and answer the research hypotheses. This study is carried out through a survey design and therefore comprises of formulating and governing the questionnaire, constructing the sampling strategy and investigating the outcomes.

3.6. Research Process

Carrying out any research study is not a simple and easy task. It follows several logical and scientific methods to answer the inquiry made by researcher in a chronological process. Similarly, the present study also follows all the necessary steps and research methods to answer the objectives derived out of identified research gaps (Figure 3.6.1.).

Figure 3.6.1 Research Process Steps



3.7. Population

The population of this investigation consists of all the consumers who visit the retail specialty stores and buy grocery products in India. As it is impossible to include all the consumers and retailers into the study, so the sampling method was adopted in order to choose the sample, which best represents the whole population.

3.8. Sampling Unit

The individual consumers who visit specialty stores and buy the products are considered as a unit of sample for the study. Since there are a large number of retailers operating through their retail chain stores throughout India. Therefore, it is difficult to take all the retailers for the study. Moreover, including entire India geographically into the study will be impossible, so a sample unit of only four major retailers are selected for the study based on number of stores and revenue generated (Table 3.8.1) in the four metro cities in India. They include Reliance fresh, Food Bazar, More Mega Store and Spencer. Four major cities have been selected as a source of collecting the sample. The cities include New Delhi, Mumbai, Hyderabad and Kolkata.

Table 3.8.1 Top Four Grocery stores in India

Grocery stores	Ownership	Number of stores	Revenue of stores
Reliance industries	Reliance Fresh	886	17640
Future Group	Big Bazaar	530	11557
Aditya Birla Group	More	655	2,510
RP-Sanjiv Goenka Group	Spencer's	241	1,688

3.9. Sample Size

There are different views of authors on criteria for determining sample size and that depends on the nature and data requirement of the study. As the aim of the study is to examine the direct and indirect relationship among the constructs so the technique Structural equation modelling is used to analyze the data. So, in order to perform this data analysis technique there should be more than 200 sample required (Snoj, Korda, Mumel, 2004), also the number of elements in the sample and in the variable included in analysis should be at a ratio of 10:1 or more (Kelloway 1998; Bentler and Chou 1987). Based on this explanation our study was having approximately 35 variables which were with a sample size of approximately above 400. The other view is that when the total population is known, the sample size of 384 is considered as optimal (Krejcie & Morgan). So, a total of 1000 consumers from all the four cities will be sampled using mall intercept survey.

Moreover, according to Roscoe (1975), sample size larger than 30 and less than 500 are appropriate for most of the researches (As Cited in Sekaran, 2000).

3.10. Justification for Sample Size

Justification-1: According to Hair et. al. (2010), "Five subjects for one variable" would fill in as a general guideline while deciding required sample size to run factor analysis. As the present study comprises of 58 items, an aggregate of 290 respondents (58 x 5 = 290) could be sufficient for the investigation. Nevertheless, the examination has included 1290 examples, which satisfies least necessity of sample size and surpasses it.

Justification-2: Hair et. al. (2008) recommend that when utilizing the Structural Equation Modeling (SEM) approach for testing the model, the assurance of sample size extraordinarily relies upon the qualities and unpredictability of the model.

- **Criteria Suggested-1:** In the event that a SEM model is with constructs having more than three observed factors in each and holds item communalities more prominent than 0.6. For this situation a sum of 150-200 sample size can be satisfactory to test the model.

- **Criteria fulfilled in the study:** The SEM model in this study has constructs with more than three variables each and the items hold communalities greater than 0.6. Therefore, according to this criterion, the executed study has more than suggested number of sample size.

- **Criteria Suggested-2:** When the items are with lesser communalities or else, higher numbers of unknown factors with less than three items exist in a model, then a minimum of 300 or more sample would be required.

- **Criteria fulfilled in the study:** This standard is also satisfied because the present study has sample size (n) = 1290 which is more than suggested criteria.

- **Criteria Suggested-3:** If the number of components are equal to or more than six and some of them are with less than three indicator items, the size of sample ought to be more prominent than 500.

- **Criteria fulfilled in the study:** The present study has more than six factors. Hence, the sample size must be more than 500. Since the present study sample size (n) = 1290, this criterion is also fulfilled.

  Scott M. Smith (2010) in his paper elucidates that if the population is unknown or approximated, it is illogical to take into consideration the total size of the population but the important part is the variability between the respondents.

  Supposing the utmost variability of 50% and scheming for a ± 5% sample error at 95 percent level of confidence, the total of respondents required is 384 (Burns and Bush 2003, pp. 392).

  $N = p\% \times q\% \times [(z/e)^2]$

  The total sample size required for the study is explained below in the Table 3.10.1.

Table 3.10.1 Sample justification

P	Q	Z	Sample Size
0.3	0.7	1536.64	322.6944
0.4	0.6	1536.64	368.7936
0.5	0.5	1536.64	384.16
0.6	0.4	1536.64	368.7936
0.7	0.3	1536.64	322.6944

$$\mathbf{N^a} = \frac{NX\,100}{\mathbf{RE\%}}$$

Where:

$\mathbf{N^a}$ *is the actual sample size required,*

n *is the minimum sample*

re% *is the estimated response rate expressed as a percentage*

3.11. Target Sample Plan

After the evaluation of various sample determination criteria suggested by different researchers, a total sample of 1300 respondent was set as target for the study. Spread across four metro cities of India namely Hyderabad, New Delhi, Mumbai and Kolkata, the sample is higher than the suggested criteria of sample size (Table. 3.11.1)

Table 3.11.1 Target Sample Size

Retailer	Hyderabad	New Delhi	Mumbai	Kolkata	Total
Reliance Fresh	80	80	80	80	320
Big Bazaar	80	80	80	80	320
More	80	80	80	80	320
Spencer's	80	80	80	80	320
Total	320	320	320	320	1280

3.12. Sampling Technique

Several sampling methods are accessible for researchers to decide on the target sample. These are mostly categorized as probabilistic sampling techniques and non-probabilistic sampling techniques. Researchers relate to any of these sampling techniques grounded on the nature, characteristics, and scope of the population that the study covers. If a study covers total of the population, researcher may possibly go for census study and if incapable to cover whole population, he may go for sampling method by embracing any method of sampling techniques. In general, the sampling technique is used more in the social sciences research rather than census study.

Therefore, the present study also follows a non-probabilistic sampling technique, under which Mall Intercept Method was chosen for the data collection.

Table 3.12.1 Population Figures for Select Cities

City	Total Population	Percentage of population forming retail customers	Total retail Population
Hyderabad	6809970	87.2	5938294
New Delhi	15828138	22.7	3592987
Mumbai	19130565	11.6	2219146
Kolkata	9209301	4.9	451255.7

Source: KPMG Report

3.13. Mall Interception Method

Mall interception method is the one in which a consumer is encountered and questioned while the shopper visits the retail store. This kind of method has been very popular in survey-based researches due to its ease of implementation. As of late, Mall Intercept method has stood out amongst the most prominent strategies for sampling procedure in marketing especially shopping related researches. The maximum number of studies in retailing studies (approximately 90 percent) in western and European countries pursue mall interception method to adopt the sample and it is currently spreading over to other countries as well. The benefits of utilizing this strategy is:

a) Flexibility in Conducting

b) The depth of responses is higher

c) The interviewing environment is controlled by the researcher

d) The researcher can notice the non-verbal indication of the respondent

The present study also applies this technique of sampling to decide on the sample. Primary data has been collected from the consumers visiting retail stores of select large retail chain spread over four metropolitan cities in India, namely New Delhi, Kolkata, Mumbai and Hyderabad. These large retail stores include Reliance fresh, Food Bazaar, More megastores, and Spencer's specialty stores.

Consumers were approached at walk-out point of each retail store premise and requested to participate in the survey. Like any other non-probabilistic sampling method, it also suffers from the limitation of low response rate. Researcher approached more than 2000 consumers and could obtain valid responses from only 1190 respondents which is equivalent to almost 60 percent of response rate.

3.14. Data Collection Instrument

The questionnaire was developed by adopting and altering existing scales, which suited the prerequisites of the study. It involved the list of enquiries related to demographical characteristics of respondents and list of statements related to relevant constructs – store image. The researcher has identified advertisement by the store, physical characteristics of the store, convenience of reaching the store, availability of parking facility, merchandising selection, price charged by store, dependability of the store, store personnel, store trust,

satisfaction, commitment and store loyalty as the variables of the study. All the responses were collected on a 5-point Likert scale ranging from 1 - strongly disagree to 5 - strongly agree.

3.15. Questionnaire Design

Questionnaire is the most popular instrument in survey-based studies, especially in social science discipline in order to collect data from the target sample consumers. The result of any study is mainly facilitated by the data collected using questionnaire. Preparing a questionnaire is an essential and imperative task in the research process. Researcher should be vigilant enough while formulating a questionnaire. Specifically, a careful emphasis should be placed on framing statements, wording questions and captivating only suitable variables which signify the intended factor or measures.

By keeping all these criteria in mind, researcher has put enough efforts while designing questionnaire and due care has been taken while formulating the scale.

3.16. Items and Measures

The present study has fifty-eight (58) items identified after exhaustive review of literature and the same have been adopted for the purpose of the study. These fifty-eight items measure thirteen factors covering store image, store satisfaction, trust, commitment and store loyalty. Among these variables, advertisement by the store (6), physical characteristics of the store (5), convenience of reaching the store (6), availability of parking facility (5), merchandise selection (5), price charged by the store (4), dependability of the store (3) and store personal (3) measure store image of grocery retail store. The mediating

variable i.e. store satisfaction elements have been measured by using 4 items, store trust and store commitment are measured by 6 and 5 items respectively. Moreover, the store loyalty variable has been measured through 5 items.

The questionnaire has been formulated in such a way as to record reactions by means of Likert type 5-point rating scale. De Vaus (2002) proposes that Likert scale is a suitable measurement scale because it offers more reasonable information than either a nominal, ordinal or interval scale and the range of values are even familiar to most of the respondents (Graziano & Raulin, 2000). The point "one" indicates "strongly disagree" while "five" indicates "strongly agree", whereas "three", the midpoint indicates "neither agree nor disagree".

3.17. Variable Measures

The present study comprises of five variables in which store image was looked as latent variable or exogenous variable, store loyalty is taken as endogenous variable whereas store satisfaction, trust and commitment are taken as mediators. There are seven sub-constructs measuring the latent construct "store image" which include 'Advertisement by the store', 'Physical characteristics of the store', 'Convenience of reaching the store', 'Availability of parking facility', 'Price charged by the store', 'Store personnel' and 'Dependability of the store'. All the sub-constructs indicated above were drawn from the past literature. Five-point Likert scales were adopted to measure the concepts.

The scale for the store image (SI) construct which was divided into seven variables i.e. include 'Advertisement by the store', 'Physical characteristics of the store', 'Convenience

of reaching the store', 'Availability of parking facility', 'Price charged by the store', 'Store personnel' and 'Dependability of the store' was taken from Mueller, Wallace and Price (1992), Patchel (2005) and Stephenson and Ronald (2014).

The store satisfaction (SS) scale used in this study was adopted from Bettencourt (1997), Bitner et al. (1997), and Sivadas and Baker-Prewitt (2000). Specifically, store satisfaction with a specialty store is measured by satisfaction with price, product quality, product assortment, and service.

Trust was measured by a scale adopted from Moorman, Zaltman and Deshpande (1992) wherein the items describe trust as 'faith' and 'feeling confident.' Commitment is expressed by 'high-quality relationship' which was measured by a scale adopted from Morgan and Hunt (1994), Babin, Darden, and Griffin (1994), and DeWulf, Odekerken-Schroder, and Iacobucci (2001). Each item under trust and commitment was entered as a dimension of the construct as each item captures a unique aspect of the construct.

Loyalty was measured by the dimension "conative loyalty". Conative loyalty describes people's willingness or intention to be loyal. Six conative loyalty measures were adopted from Zeithaml, Berry, and Parasuraman (1996).

Table 3.17.1 Scale for Measurement of Variables

Variables	Scale
Store Image	Beneke and Zimmerman, 2014; Vahie and Paswan, 2006; Collins and Lindley, 2003; and Mueller, Wallace and Price, 1992
Store Satisfaction	Kumar, Pozza & Ganesh, 2013; Sivadas and Baker-Prewitt 2000.
Trust	Shainesh 2012; Haris & Goode 2004; Moorman, Zaltman, and Deshpande´, 1992
Commitment	Morgan and Hunt (1994)
Store Loyalty	Kumar, Pozza & Ganesh, 2013; Zeithaml, Berry, and Parasuraman, 1996

3.18. Data Processing and Analysis:

After collecting the data, the next step is to analyze the data with a suitable technique. In the present study, the data was examined statistically using SPSS (Statistical Package for Social Science) version 22.0. The data was analyzed with operation of statistical techniques like cross tabulation, frequency distribution to stimulate the primary information about the sample. Exploratory factor analysis (EFA) was employed to know

the correlations between the items and factors. Confirmatory factor analysis (CFA) was employed to examine how well the measured variables represented the number of constructs. Moreover, Structural equation modelling (SEM) was used to analyze the structural relationship between the measured variables and latent constructs. Lastly, mediation and moderation analysis were tested to know the effect on the direct relationships of the constructs.

3.19. Exploratory Factor Analysis

An exploratory factor analysis goes for investigating the connections among the factors and does not have any earlier settled number of components. The last number of variables is dictated by the information, data and the interpretation of the elements. Exploratory Factor Analysis (EFA) is used intensively by scholars for the resolution of shortening or reducing the items or variables from an enormous set of variables and formulate a reduced set of new, combined extents or factors with slightest harm to data and information (Raven, 1990). Therefore, the current study uses Exploratory Factor analysis (EFA) to notice the organization of the factors and associations between the variables.

3.20. Factor Extraction Method

There are different factor extraction strategies accessible in SPSS. Each strategy has its own particular reason and favorable circumstances. They give comparable sort of results in most of the cases, notwithstanding, they vary as far as their tendency of numerical articulations and design goes. The most commonly used method in factor analysis to

analyze the data is Principal Component Analysis (PCA). When the objective of factor analysis is to condense the large number of variables into smaller ones, this method is employed (Aaker et. al., 2000). The focus of principal component method is to convert a set of interrelated variables into a set of uncorrelated linear combination of variables. The main motive behind using this technique is that it permits investigators to calculate information in simple manner by briefing utmost original information given in greater set and sorts them in smallest number of factors. Owing to these advantages, this study also uses principal component method for the extraction of factors.

3.21. Factor Rotation Method

The rotated simple structure solutions are often easy to interpret whereas un-rotated factors are often the problematic ones (Reise et. al., 2000). Factor rotation is mainly done because the original factor model may be difficult to interpret. Therefore, rotation solves the problem of interpretation. The main objective of rotation is to produce a relatively simple structure in which there may be high factor loading on one factor and a low factor loading on all other factors. There are number of rotation methods available but Varimax is the regarded as the best orthogonal rotation. This is extensively used in social science research (Fabriger et al. 1999). The orthogonal rotation generates those factors that are uncorrelated. On the other hand, oblique rotation generates correlated factors. This study uses the varimax rotation method to extract factors.

3.22. Process of Conducting Exploratory Factor Analysis

The exploratory factor analysis can be performed using the systematic steps provided in the Table 3.22.1.

Table 3.22.1 Steps in conducting Factor Analysis

Step-1: Decide the purpose of factor analysis	❖ Objective of factor analysis ❖ Variables included in the factor analysis ❖ Appropriate Sample Size
Step-2: Preliminary data analysis	❖ Correlation Matrix ❖ Sample adequacy test ❖ Internal consistency of the scale items
Step-3: Decide the method of factor extraction	Decide the most appropriate extraction method from list ❖ Principal Component Analysis ❖ Unweighted lest Square ❖ Generalized Least Square ❖ Maximum Likelihood ❖ Principal Axis Factoring ❖ Image Factoring ❖ Alpha Factoring
Step-4: Decide the method of factor rotation	Decide the most appropriate rotation method from the list ❖ Varimax ❖ Equamax ❖ Direct Oblimin ❖ Promax ❖ Quartimax
Step-5: Decide the number of factors to be extracted	❖ Kaiser's or Latent root criterion ❖ Mixed criteria approach ❖ Caterll's screen plot ❖ A prior criterion
Step-6: Interpret the factors	❖ Experiment with inclusion and exclusion of cross loading variables ❖ Compare multiple analysis to identify patterns in the data and develop a consensus about variable factor
Step-7: Model Assessment	❖ Reliability (Cronbach's alpha) ❖ Content, convergent, Discriminant and Criterion- related validity

3.23. Criteria in determining Factor Extraction

The purpose of information extraction is to condense an enormous number of variables into factors. In order to yield scale uni-dimensionality and clarify the factor solutions, numerous criteria are accessible to researchers. However, given the perplexed nature and choice of factor analysis, no sole condition should be presumed to govern factor extraction. This is supplemented by Thompson and Daniel (p. 200) who illustrated that the "simultaneous use of multiple decision rules is appropriate and often desirable". Hair et. al. (2018) specified that most of the employed factor analysis usually consider multiple criteria. Numerous extraction rules and methods prevail comprising Kaiser's criteria i.e. Eigen value > 1 rule, the cumulative percentage of variance extracted, scree-plot test and parallel analysis. It is recommended that several approaches must be employed in factor extraction. The present study will employ Kaiser's criteria (eigen value > 1 rule) for the extraction of factors. The motive for using this criterion is that if an eigen value of a factor is one or above, it may possibly be able to decipher and disclose a considerable amount of disparity brought in by that factor (Field, 2005).

3.24. Confirmatory Factor Analysis (CFA) or Measurement model

Confirmatory factor analysis (CFA) is employed to check the association between a collection of discovered variables and a collection of continuous latent variables. Once the discovered variables are categorical, CFA is additionally remarked as item response theory (IRT) analysis (Fox, 2011; Van Der Linden, 2017). Structural equation modelling (SEM)

includes model within which regression among the continual latent variables are determined (Browne and Arminger, 1999). Out of all these models, the latent variables are continuous. Ascertained variables may be constant, ordered, categorical (ordinal) or changed, unordered categorical (nominal), binary, or mixture of those variables. While carrying out SEM, investigators frequently initially estimate the measurement model before evaluating the structural model. As reckoned by Thompson (2004), "It makes little sense to relate constructs within an SEM model if the factors specified as part of the model are not worthy of further attention" (p. 110).

3.25. Fit Indices for measurement Model

Absolute fit indices govern how aptly deductive model fits the sample data (McDonald and Ho, 2002) and reveals the propounded model having the utmost superior fit. These measures offer the most essential signal of how well the anticipated theory fits the data. A model is said to be fit when it come across definite edge values of a number of fit indices (Hair et. al., 2017). Among them, the most frequently used are, "Chi-Square- $\chi 2$, Adjusted Goodness of fit index (AGFI), Comparative Fit index (CFI), Goodness of fit index (GFI), Incremental fit index (IFI), Normed Fit index (NFI), Relative fit index (RFI), Tucker Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA)".

Table 3.25.1 Recommended fit Indices edge value

Fit Indices	Recommended values
$\chi 2$ (df, N) and p- Value	Insignificant but significant p value can be expected
$\chi 2$/df	2-6
GFI	=0.90
AGFI	=0.90
NFI	=0.90
CFI	=0.90
lFl	=0.90
RFI	=0.90
TLI	=0.90
RMSR	=0.06
RMSEA	=0.08

3.26. Validity of Measurement Model

The conception of validity was expressed by Kelly (1927, p. 14) who indicated that an assessment is effective if it evaluates what it claims to evaluate. It evaluates how trustworthy are the outcomes of any research. A measurement model is said to be well grounded when it accomplishes various validity conditions, such as construct validity, content validity, convergent validity and discriminant validity.

3.26.1. Content Validity

Content validity includes cautious description of the constructs. It includes how precisely the measuring instrument taps into various aspects of the constructs which are under examination. Content analysis involves consultation with experts and participants of the population in order to review the scaling procedures (Voget et al.,2004). Content validity is subjective evaluation of the scale for its measurement and for its ability to evaluate what it is supposed to measure.

3.26.2. Construct Validity

The construct validity is the initial concept, notion, question or hypotheses that determines which data are to be generated and how they are to be generated (Golafshani,2003). In order to evaluate the construct validity both the theory and measuring instrument are considered. To achieve the construct validity, the researcher has to examine the convergent and discriminant validity.

3.26.3. Convergent Validity

The convergent validity is established when the new measure correlates or converges with other similar measures. Convergent validity talks about the presence of internal consistency amongst the items inside a construct. In disparity, convergent validity is believed to have been recognized when a strong relationship occurs within the items of a construct and weak correlations remain with the items of other constructs. Composite reliability (CR) and average variance extracted (AVE) stand the two approaches to evaluate convergent validity. On behalf of this, the composite reliability of a construct needs to be greater than the average variance extracted of that specified construct. Furthermore, the

average variance extracted (AVE) and composite reliability (CR) of the constructs requisite to be greater than 0.50 and 0.70 respectively.

Table 3.26.1 The recommended criteria for Convergent Validity

Reliability	Convergent Validity
CR> 0.70	CR > AVE, Where AVE = 0.50

3.26.4. Discriminant validity

Discriminant validity is established when a new measuring instrument has low correlation or non-convergence with the measure of dissimilar concepts. Discriminant validity speaks of the condition that, how well a construct is diverse from others. In divergence, a construct is said to be free from discriminant validity, when it has lower associations through other constructs and the maximum connection with itself. This can be gauged by exhausting the inter-construct correlation matrix. Discriminant validity may likewise be weighed by observing the variance extraction method. In this method, the Average Variance Extracted (AVE) of separately factor must be greater than its average shared squared variance (ASV) and Maximum shared squared variance (MSV)

Table 3.26.2 Criteria for Discriminant Validity

Discriminant validity
ASV < AVE > MSV

3.27. Structural Equation Modelling (SEM)

Structured Equation Modelling (SEM) has turned out to be one of the procedures of choice for researchers throughout the discipline and has progressively been deemed necessary for researchers in the management science. However, there is scant consensus when it comes to acknowledging the model-fit, that is the explanation of proposed theory with a model that best describes the data. There are plenty of fit indices accessible to the researches which poses a dilemma to the researchers while choosing among the disparate fit indices prescribing different cutoffs for consideration. It is essential that investigators who use the procedure are happy with the area of computing. Whether a specified model fits the data is most important step in structural equation modelling (Yuan, 2005). The study uses structural equation modelling to examine the structural and causal relationship between and among latent variables of store image with store satisfaction, trust, commitment and store loyalty towards Indian organized grocery retail.

3.28. Model Fit Assessment of SEM

The fit indices regulate how sound a previous model fits the sample data (McDonald and Ho, 2002) and reveal which anticipated model has the greater fit. These actions offer the most vital indication of how sound the suggested theory fits the data. The model fit of structural model may likewise be evaluated by employing the technique of matching model fit indices between structural model and measurement model. A structural model is supposed to have superior fit when there is no variance among the values of several fit indices.

3.29. Testing Hypotheses

The hypotheses belonging to each objectives of the study have been scrutinized by administering structural equation modelling on the hypothetical research model. The hypotheses are accepted only after a separate parameter assessment of each hypothesis is significant at 5% level of significance and the value of critical ratio is 1.96 or greater.

3.30. Pilot Study

Pilot study is usually the trial run of the data done in preparation of the complete study. Therefore, it helps in trying all the research techniques and methods which the researcher has in mind to see how well they will work in practice. Therefore, if required the study can be changed or modified accordingly (Blaxter, Hughes and Tight, 1996). The vast majority of the researches in social science contemplate pilot study before launching the main study to establish the validity and reliability of the scale used for data collection. Kriel (2006) advocates that pilot study aids in considering flexibility and compatibility of questionnaire used for data gathering.

The pilot study was conducted before concluding the final questionnaire by accumulating 150 samples from the customers scattered across various grocery specialty stores in Hyderabad by adopting the Mall Intercept Method of sampling to pick out the respondents for the study.

3.31. Pilot Study Reliability Analysis

Calculating the alpha (α) has become one of the common practices of social science discipline when multiple items are involved in measuring a concept or construct. This is because it is easier to use as compared to other estimates (Cohen et al. 2010). As per Cohen et. al. (2007), "Validity is the term that alludes to precision of primary data, pertinence and exactness of the questions incorporated the questionnaire and precision of the conclusion. As such, it communicates whether the factors are measured as precisely as asserted by the researchers or not". Validity and reliability of the scale can likewise be guaranteed by looking at the realness and the dependability of the information amid the time of gathering the data.

Hair et. al. (2007) recommended that a scale with Cronbach alpha of 0.70 or more gives excellent reliability. Cronbach alpha was used to assess the reliability of the pilot study and the value came out to be 0.977 which is greater than the value recommended by Hair et. al. (2014) (Table 3.31.1). Therefore, the scale was found to be reliable to proceed for the collection of final data.

Table 3.31.1 Reliability Statistics for Pilot Study

Cronbach's Alpha (α)	Number of Items (N)
.977	56

To optimize and make certain the obtained reliability level of the scale, investigators keep an eye on other techniques too. Therefore, the total number of factors have been divided into two parts with fourteen (14) items into each and tested for the value

of Cronbach's Alpha by Split-Half method. The coefficient value of Cronbach's Alpha for the first half was found to be 0.945 and a value of 0.968 was found for second half of the scale (see Table. 3.31.2.). In both the approaches, scale has been established reliable for realistic results. Therefore, advance analyses have been carried out.

Table 3.31.2 Split Half Method

Cronbach's Alpha	Part 1	Value	.945
		N of Items	28[a]
	Part 2	Value	.968
		N of Items	28[b]
	Total N of Items		56
Correlation Between Forms			.873
Spearman-Brown Coefficient	Equal Length		.932
	Unequal Length		.932
Guttman Split-Half Coefficient			.923

3.32. Pilot Study Sample Adequacy Test Using Kaiser-Meyer-Olkin Measure

The KMO measurement is a precipitate of how lesser the partial correlations are, comparative to the original (zero-order) correlations. The partial correlation with each pair of variables in the factor analysis is composed of the correlation amongst those variables after separating out the effect of all of the further variables in the factor analysis. If the factors share common items(s), then the partial correlations have to be lesser and the KMO must be adjacent to 1.0.

Factor analysis is more suitable as soon as this value comes closer to one. It specifies that the configurations of correlations are fairly condensed and so factor analysis

can produce divergent and reliable factors. Kaiser (1974) characterized acceptability of KMO values into five categories. These are, “the value larger or equal to 0.5 is just satisfactory, the value between 0.5 and 0.7 are average, the value between 0.7 and 0.8 are decent, values between 0.8 and 0.9 are great and values above 0.9 are excellent”. In this study, a value 0.734 of KMO was found, which falls into the space of being good (see Table. 3.32.1). Therefore, the information is found suitable to execute factor analysis.

Table 3.32.1 KMO and Bartlett’s test for pilot study data

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.734
Bartlett's Test of Sphericity	Approx. Chi-Square	13674.549
	df	1540
	Sig.	.000

3.33. Sample Distribution across the Region and Retailers

To attain a representative sample size, scholar has attempted for a sample over and above up to 2000 respondents through four metropolitan cities to take part in the study. Initially, amongst them nearly a total of 1275 respondents acknowledged to take part in the survey which shows a 64 percent of response rate. Later, only 1065 respondents completed the questionnaires, which demonstrates a 53.25 percent of final response rate. After obtaining all the 1065 answered questionnaires and segregating them accurately, fifty-two (52) questionnaires were found to be unsuitable due to more than 5 questions unfilled. Finally, a sample of 1013 usable and entirely filled questionnaires were deliberated for data analysis (Table. 3.33.1).

After this, region wise distribution was taken into consideration. The researcher was able to acquire 254 questionnaires form New Delhi, 254 questionnaires from Hyderabad, 253 questionnaires from Mumbai, and remaining 252 questionnaires from Kolkata.

Table 3.33.1 Overall Sample taken

Grocery Store		City				Total
		New Delhi	Mumbai	Hyderabad	Kolkata	
Reliance Fresh	Count	55	55	55	54	219
	% within Store Visit	25.1%	25.1%	25.1%	24.7%	100.0%
	% of Total	5.4%	5.4%	5.4%	5.3%	21.6%
Food Bazar	Count	55	55	57	54	221
	% within Store Visit	24.9%	24.9%	25.8%	24.4%	100.0%
	% of Total	5.4%	5.4%	5.6%	5.3%	21.8%
More	Count	55	55	54	54	218
	% within Store Visit	25.2%	25.2%	24.8%	24.8%	100.0%
	% of Total	5.4%	5.4%	5.3%	5.3%	21.5%
Spencer's	Count	54	54	54	56	218
	% within Store Visit	24.8%	24.8%	24.8%	25.7%	100.0%
	% of Total	5.3%	5.3%	5.3%	5.5%	21.5%
Others	Count	35	34	34	34	137
	% within Store Visit	25.5%	24.8%	24.8%	24.8%	100.0%
	% of Total	3.5%	3.4%	3.4%	3.4%	13.5%
Total	Count	254	253	254	252	1013
	% within Store Visit	25.1%	25.0%	25.1%	24.9%	100.0%
	% of Total	25.1%	25.0%	25.1%	24.9%	100.0%

CHAPTER-4

DATA ANALYSIS & RESULTS

Chapter 4 - Data Analysis and Results

4.1. Introduction

The chapter deals with the analysis and interpretation of the primary data collected from Indian grocery specialty stores. The study analyses the impact of store image constructs on store image directly and also checks the indirect effect through satisfaction, trust and commitment. The analysis is in the context of four Indian metro cities with four stores in each metro city taken as sample for the study. The whole analysis is divided into five sections. Section-A deals with a preliminary demographic analysis of the respondents. It also provides a basic understanding of the respondents about the loyalty programs being carried out by the grocery specialty stores. Section-B provides the analysis of extracting the conceptual variables by performing the Exploratory Factor Analysis (EFA). Section-C provides the analysis related to the validation of the conceptual model derived from EFA by applying Confirmatory Factor Analysis (CFA). The validity and reliability of the measurement model is also presented by applying CFA. Section-D presents the analysis related to mediation and moderation analysis used in the study to examine the direct and indirect effect of the constructs. Finally, in Section-E, analysis is concerned with the testing of hypotheses corresponding to the store image elements and its impact on each factor by applying the Structure Equation Modelling (SEM). And finally, the study tests the comprehensive and proposed integrated structural model conceptualized by the researcher.

Section-A: Demographic and Preliminary Analysis

4.2. Demographic Characteristics of the Respondents

The findings of the study are based on the responses given by a total of 1013 respondents collected at various stores located in four metropolitan cities i.e. New Delhi, Hyderabad, Kolkata and Mumbai. This section provides the demographic profile of the shoppers.

4.2.1. Gender of Respondents

Figure 4.2.1 Gender of the Respondents

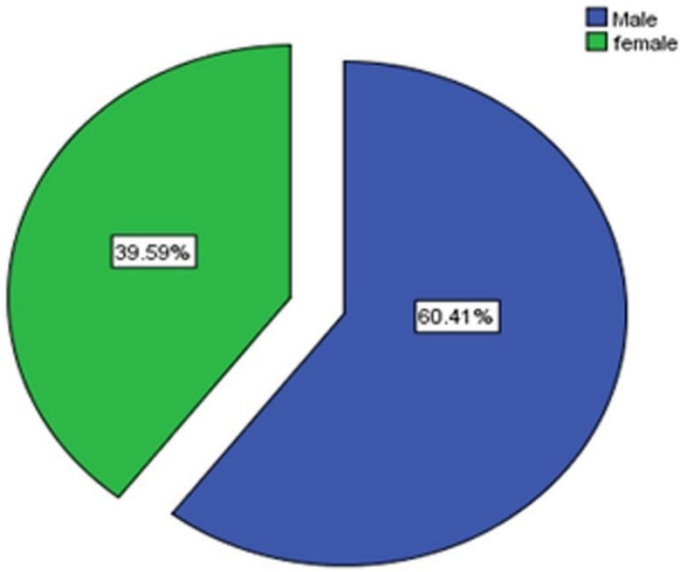


Table 4.2.1 Cross Tabulation of Gender and City

			Gender		Total
			Male	Female	
City	New Delhi	Count	217	37	254
		% within City	85.40%	14.60%	100.00%
	Mumbai	Count	136	117	253
		% within City	53.80%	46.20%	100.00%
	Hyderabad	Count	99	155	254
		% within City	39.00%	61.00%	100.00%
	Kolkata	Count	160	92	252
		% within City	63.50%	36.50%	100.00%
Total		Count	612	401	1013
		% within City	60.40%	39.60%	100.00%

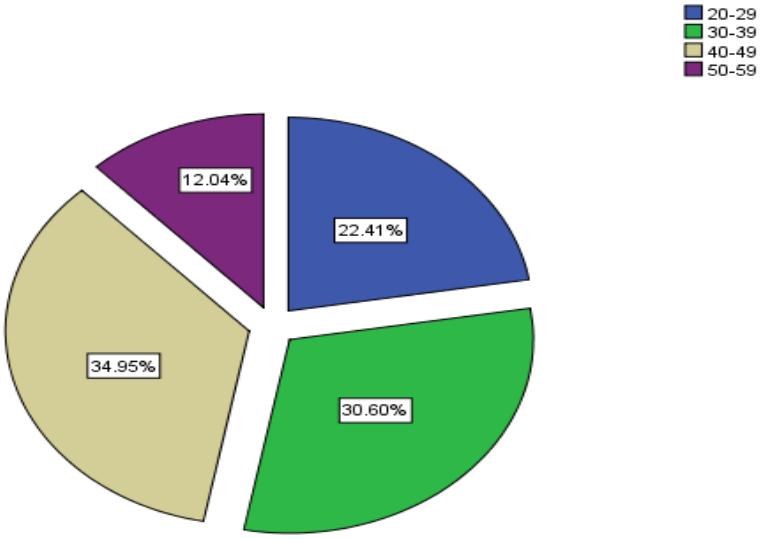
The demographic analysis from the overall sample of 1013 respondents who have taken part in the study reveals that 60.41% of the respondents were males and 39.59 % were females. The cross tabulation of gender was done on the basis of the city and it was found that almost equal proportion was drawn out from the cities in terms of gender population except Delhi where only 14% of females took part in the survey. 85.4% of the male respondents from Delhi was highest and 61% of female respondents took part in survey from Hyderabad. The study has considered a well gendered composition of the sample which will help in drawing out the positive implications and would also help in understanding the controlling effect it has on the overall study.

4.2.2. Age of the Respondents

Table 4.2.2 Cross Tabulation of Age and City

			Age				Total
			20-29	30-39	40-49	50-59	
City	New Delhi	Count	77	68	79	30	254
		% within City	30.3%	26.8%	31.1%	11.8%	100.0%
	Mumbai	Count	58	76	100	19	253
		% within City	22.9%	30.0%	39.5%	7.5%	100.0%
	Hyderabad	Count	34	72	97	51	254
		% within City	13.4%	28.3%	38.2%	20.1%	100.0%
	Kolkata	Count	58	94	78	22	252
		% within City	23.0%	37.3%	31.0%	8.7%	100.0%
Total		Count	227	310	354	122	1013
		% within City	22.4%	30.6%	34.9%	12.0%	100.0%

Figure 4.2.2 Age of Respondents



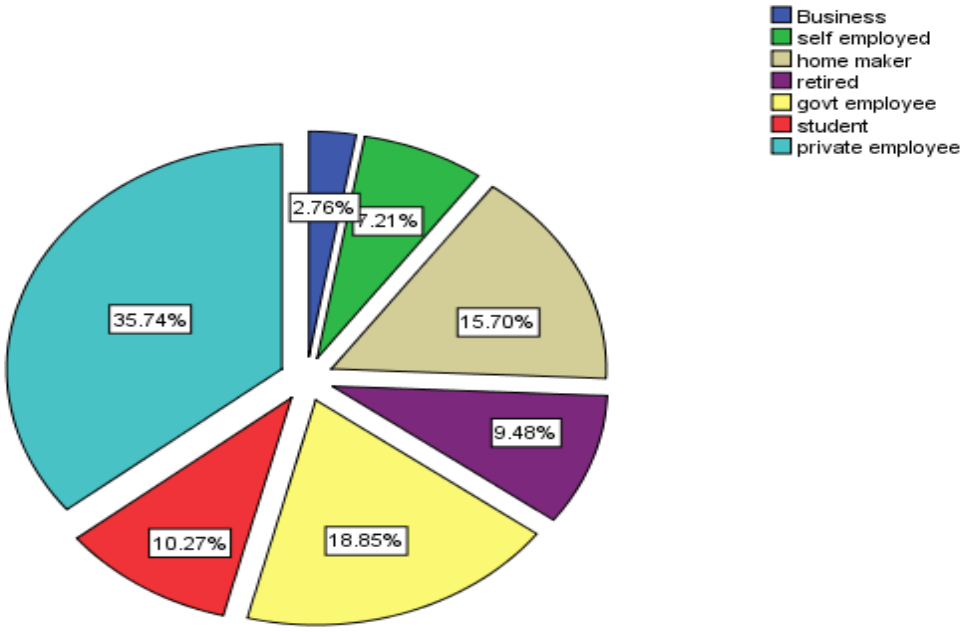
The age of the respondents determines the loyalty level as young people tend to have less loyalty than those of the older ones (Sarkar & Sarkar 2017; Silvester 2003). Therefore, the right balance of the respondents in terms of their age needs to be taken into consideration very thoroughly. With a total sample of 1013 from four metropolitan cities, the maximum respondents age lies in the category of 30-49. The study has included the 22.4% of the respondents from age group of 20-29, 30.6% belong to 30-39 category, 34.9% from 40-49 and 12% of the respondents responded from 50 and above. The study has got an equal representation from all the age segments.

4.2.3. Occupation of Respondents

Table 4.2.3 Cross tabulation of Occupation and City

			Occupation							Total
			Business	self employed	home maker	retired	Govt. employee	student	private employee	
City	New Delhi	Count	14	30	37	24	35	29	85	254
		% within City	5.50%	11.80%	14.60%	9.40%	13.80%	11.40%	33.50%	100.00%
	Mumbai	Count	2	13	42	22	43	28	103	253
		% within City	0.80%	5.10%	16.60%	8.70%	17.00%	11.10%	40.70%	100.00%
	Hyderabad	Count	3	12	43	25	58	25	88	254
		% within City	1.20%	4.70%	16.90%	9.80%	22.80%	9.80%	34.60%	100.00%
	Kolkata	Count	9	18	37	25	55	22	86	252
		% within City	3.60%	7.10%	14.70%	9.90%	21.80%	8.70%	34.10%	100.00%
Total		Count	28	73	159	96	191	104	362	1013
		% within City	2.80%	7.20%	15.70%	9.50%	18.90%	10.30%	35.70%	100.00%

Figure 4.2.3 Occupation of Respondents



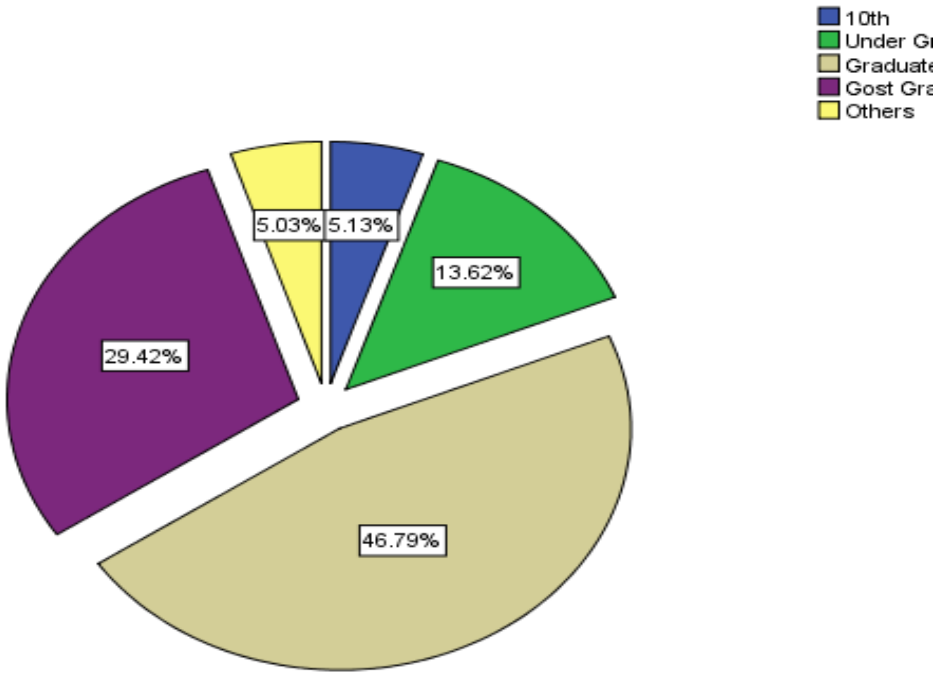
Occupation seems to be the highly weighted and appropriate proxy to estimate the family class (Davis 1983). From a total of 1013 respondents, 35.7% were private employees. As the metropolitan cities are considered to be hub of IT sector, large population of consumers consist of private employees and the same reflects in the data. 10.3 % of the respondents consist of students, 18.9% of the respondents were government employees, 15.7% were house-wives, 7.2% were self-employed, 2.8% were having their own business and 7.2% were the retired employees.

4.2.4. Qualification of Respondents

Table 4.2.4 Cross Tabulation of Qualification and City

			Qualification					Total
			High School	Secondary	Graduate	Post Graduate	Others	
City	New Delhi	Count	9	18	149	72	6	254
		% within City	3.5%	7.1%	58.7%	28.3%	2.4%	100.0%
	Mumbai	Count	27	46	111	53	16	253
		% within City	10.7%	18.2%	43.9%	20.9%	6.3%	100.0%
	Hyderabad	Count	11	54	78	87	24	254
		% within City	4.3%	21.3%	30.7%	34.3%	9.4%	100.0%
	Kolkata	Count	5	20	136	86	5	252
		% within City	2.0%	7.9%	54.0%	34.1%	2.0%	100.0%
Total		Count	52	138	474	298	51	1013
		% within City	5.1%	13.6%	46.8%	29.4%	5.0%	100.0%

Figure 4.2.4 Qualification of Respondents



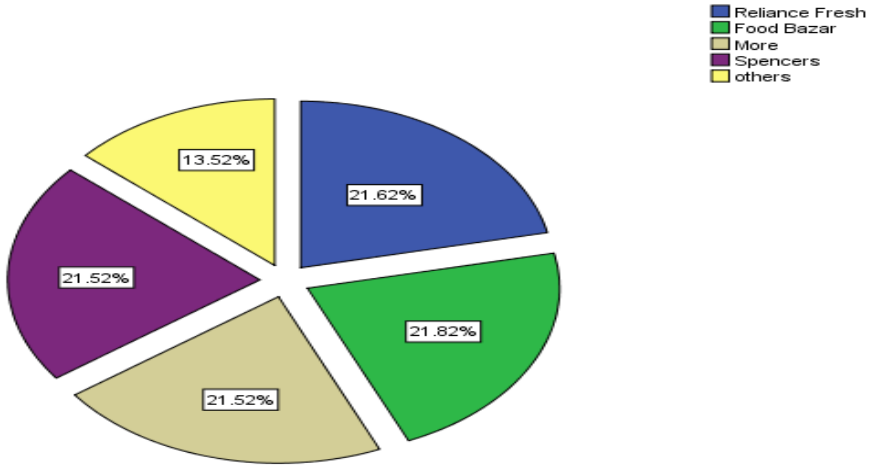
From the overall sample of 1013 respondents, almost 47% of respondents are graduates followed by 29.4% as Post-graduates. The study has got representation from each educational qualification level with 5% having high school qualification, 13.6 having secondary level and others being 5%. Education qualification is the yardstick which distinguishes the respondents in terms of skills and abilities they possess. Education qualification helps in knowing the reason a particular shopper is having patronage with the particular store. The education qualification will help in knowing the pulse of respondents with regard to loyalty.

4.2.5. Most Visited Stores

Table 4.2.5 Cross Tabulation of Store visit and city

			Store you mostly Visit					Total
			Reliance Fresh	Food Bazar	More	Spencers	others	
City	New Delhi	Count	55	55	55	54	35	254
		% within City	21.7%	21.7%	21.7%	21.3%	13.8%	100.0%
	Mumbai	Count	55	55	55	54	34	253
		% within City	21.7%	21.7%	21.7%	21.3%	13.4%	100.0%
	Hyderabad	Count	55	57	54	54	34	254
		% within City	21.7%	22.4%	21.3%	21.3%	13.4%	100.0%
	Kolkata	Count	54	54	54	56	34	252
		% within City	21.4%	21.4%	21.4%	22.2%	13.5%	100.0%
Total		Count	219	221	218	218	137	1013
		% within City	21.6%	21.8%	21.5%	21.5%	13.5%	100.0%

Figure 4.2.5 Stores Most Respondents Visit



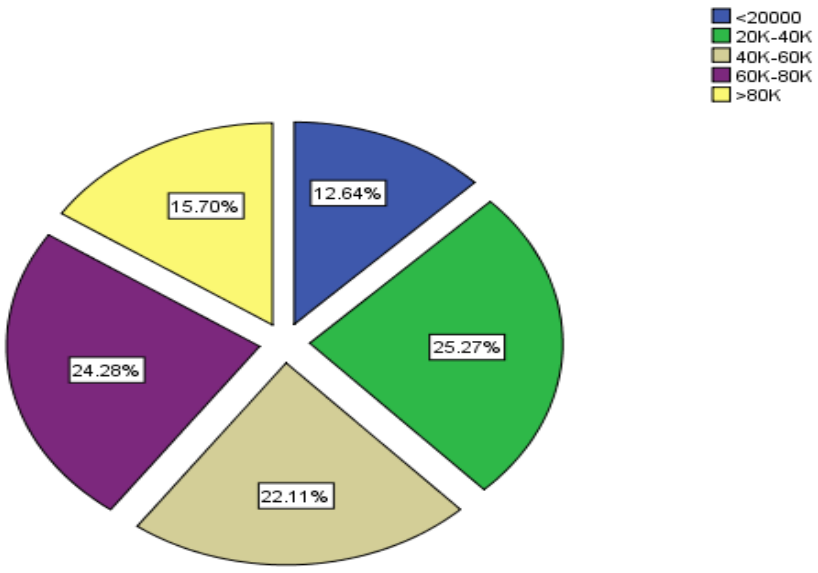
Out of the total sample of 1013 respondents, 21.6% of the respondents visit Reliance Fresh, 21.8% visit Food Bazar, 21.5% visit More and Spencer and 13.5% don't visit any of the store listed in the study. Nielson found that 84% of the consumers chose the retail stores which offer the loyalty program. Same can be inferred from the study as almost 85% chose a store which offer loyalty programs and memberships. Moreover, since the mall intercept method was used so an equal proportion of customers has been taken from all the stores.

4.2.6. Monthly Household income

Table 4.2.6 Cross tabulation of Monthly Household and City

			Monthly Household					Total
			<20000	20K-40K	40K-60K	60K-80K	>80K	
City	New Delhi	Count	30	63	49	67	45	254
		% within City	11.8%	24.8%	19.3%	26.4%	17.7%	100.0%
	Mumbai	Count	35	62	59	60	37	253
		% within City	13.8%	24.5%	23.3%	23.7%	14.6%	100.0%
	Hyderabad	Count	36	67	60	63	28	254
		% within City	14.2%	26.4%	23.6%	24.8%	11.0%	100.0%
	Kolkata	Count	27	64	56	56	49	252
		% within City	10.7%	25.4%	22.2%	22.2%	19.4%	100.0%
Total		Count	128	256	224	246	159	1013
		% within City	12.6%	25.3%	22.1%	24.3%	15.7%	100.0%

Figure 4.2.6 Monthly Income of Respondents



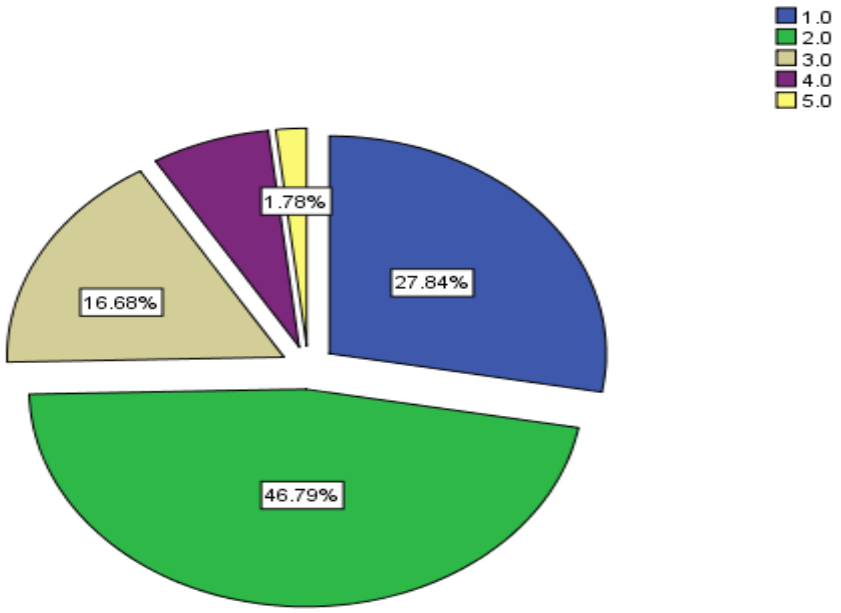
The income of the respondents plays an important role in anticipating some respondents to be loyal or not (Anonymous, 2003). From the above Table 4.2.6., it can be inferred that 12.6% of the consumers were having an income of less than ₹20000. 25.3% of the respondents have an income of around ₹40 thousand whereas 22.1% of the respondents have income between ₹40,000 – ₹60,000. Almost 24.3% of the consumers have the income of ₹60,000 – ₹80,000 whereas 15.7% of the consumers have monthly income above ₹80 thousand. Almost equal representation of the consumers based on income has been taken into consideration which can help in inferring the results and also can help in knowing the controlling effect of income on store loyalty.

4.2.7. Number of Visits

Table 4.2.7 Cross tabulation of Number of Visits and City

			Number of visits					Total
			1	2	3	4	5	
City	New Delhi	Count	90	160	0	1	3	254
		% within City	35.40%	63.00%	0.00%	0.40%	1.20%	100.00%
	Mumbai	Count	80	121	40	9	3	253
		% within City	31.60%	47.80%	15.80%	3.60%	1.20%	100.00%
	Hyderabad	Count	61	101	64	25	3	254
		% within City	24.00%	39.80%	25.20%	9.80%	1.20%	100.00%
	Kolkata	Count	51	92	65	35	9	252
		% within City	20.20%	36.50%	25.80%	13.90%	3.60%	100.00%
Total		Count	282	474	169	70	18	1013
		% within City	27.80%	46.80%	16.70%	6.90%	1.80%	100.00%

Figure 4.2.7 Number of Visits to the Store



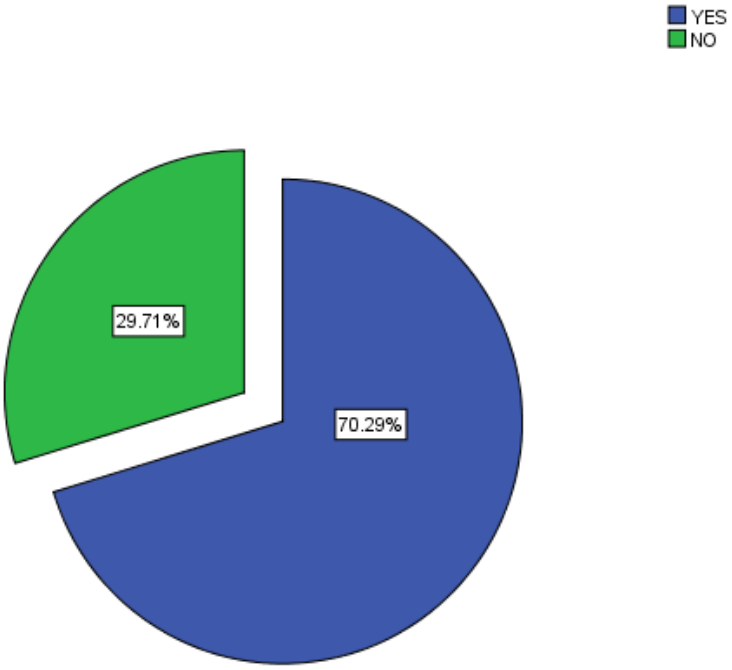
The frequency of store visit can be helpful in determining the loyalty of consumers. Many studies have propounded that with the increase in shopping frequency the loyalty also increases. About 46.8% respondents mostly visit the stores twice per month followed by 16.7% who visited thrice in a month. 27.8% of consumers reported that they visit only once in the month to buy their whole stock whereas almost 7% of consumers visited on weekly basis or less to a particular store. The implication that can be drawn is since the grocery items are purchased at bulk, so, usually consumers choose to keep the stock of grocery available for first half of month. And visit again for purchasing the second half.

4.2.8. Membership

Table 4.2.8 Cross Tabulation of Membership with Store and City

			Membership Card / Loyalty Card		Total
			YES	NO	
City	New Delhi	Count	175	79	254
		% within City	68.9%	31.1%	100.0%
	Mumbai	Count	195	58	253
		% within City	77.1%	22.9%	100.0%
	Hyderabad	Count	144	110	254
		% within City	56.7%	43.3%	100.0%
	Kolkata	Count	198	54	252
		% within City	78.6%	21.4%	100.0%
Total		Count	712	301	1013
		% within City	70.3%	29.7%	100.0%

Figure 4.2.8 Membership with Stores



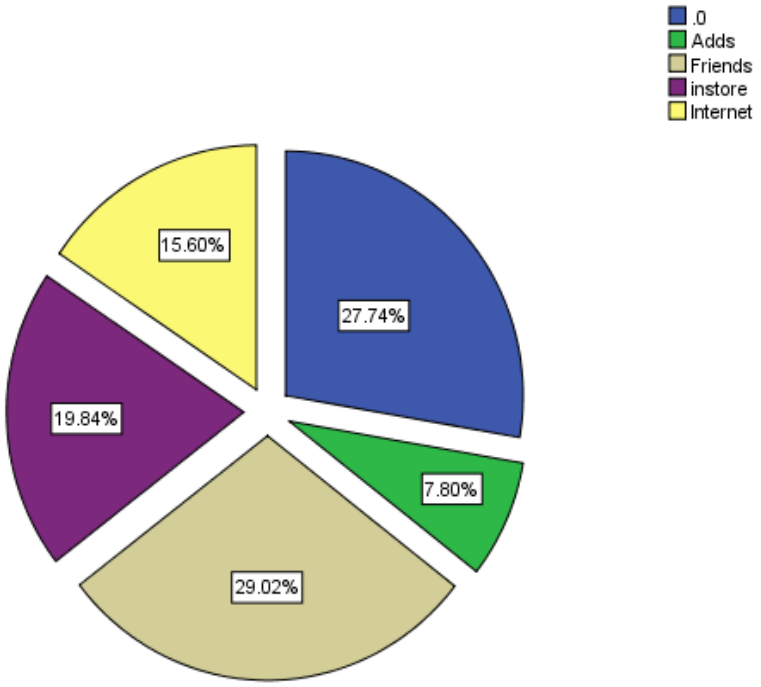
Membership cards are the common tokens used by retailers to grant their consumers easy access to all the facilities. Among the total sample of 1013, about 70.29% shoppers where using the membership card of different organizations whereas only 29.71% of the consumers didn't have membership in any of the stores. The membership cards help the retailers grab and retain the consumers and thus helps in more patronage behavior towards the particular retail store.

4.2.9. Knowledge About Loyalty Program

Table 4.2.9 Cross tabulation of Loyalty program knowledge and City

			Know about the loyalty program					Total
			No	Ads	Friends	In-store	Internet	
City	New Delhi	Count	76	21	30	53	74	254
		% within City	29.9%	8.3%	11.8%	20.9%	29.1%	100.0%
	Mumbai	Count	48	36	45	68	56	253
		% within City	19.0%	14.2%	17.8%	26.9%	22.1%	100.0%
	Hyderabad	Count	103	15	57	64	15	254
		% within City	40.6%	5.9%	22.4%	25.2%	5.9%	100.0%
	Kolkata	Count	54	7	162	16	13	252
		% within City	21.4%	2.8%	64.3%	6.3%	5.2%	100.0%
Total		Count	281	79	294	201	158	1013
		% within City	27.7%	7.8%	29.0%	19.8%	15.6%	100.0%

Figure 4.2.9 Knowledge about the Loyalty Program



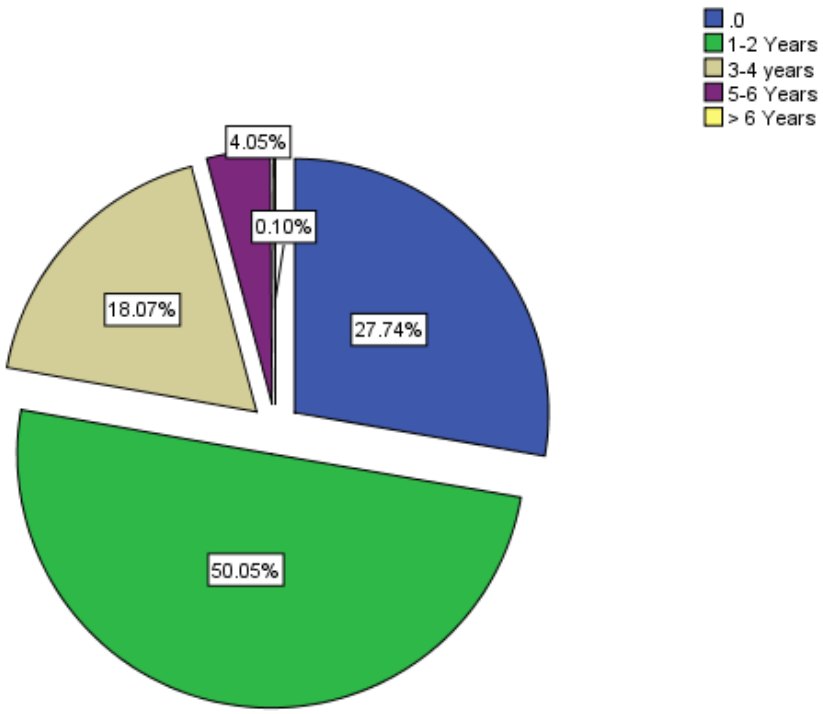
From the total of 1013 respondents, 27.7% of the respondents didn't know about the loyalty programs being offered by the retailers. About 29% of the respondents came to know about the loyalty programs through their friends and family. Consumers who shop at particular store and have good experience with that store share their experiences with friends and family. 19.8% of the respondents came to know about the loyalty program from the in-store displays or through counters. Advertisements are the source for 7.8% of the consumers and 15.6% of consumers come to know about loyalty programs through internet. The retailers have developed various loyalty programs to increase their consumer base. The use of ads and internet promotion also has a significant effect on the consumer's patronage behavior.

4.2.10. Duration of Membership

Table 4.2.10 Cross-Tabulation of Membership Duration and City

			How long have you been a Member?					Total
			.0	1-2 Years	3-4 years	5-6 Years	> 6 Years	
City	New Delhi	Count	76	159	19	0	0	254
		% within City	29.9%	62.6%	7.5%	0.0%	0.0%	100.0%
	Mumbai	Count	48	168	32	5	0	253
		% within City	19.0%	66.4%	12.6%	2.0%	0.0%	100.0%
	Hyderabad	Count	103	113	33	5	0	254
		% within City	40.6%	44.5%	13.0%	2.0%	0.0%	100.0%
	Kolkata	Count	54	67	99	31	1	252
		% within City	21.4%	26.6%	39.3%	12.3%	0.4%	100.0%
Total		Count	281	507	183	41	1	1013
		% within City	27.7%	50.0%	18.1%	4.0%	0.1%	100.0%

Figure 4.2.10 Duration of Membership



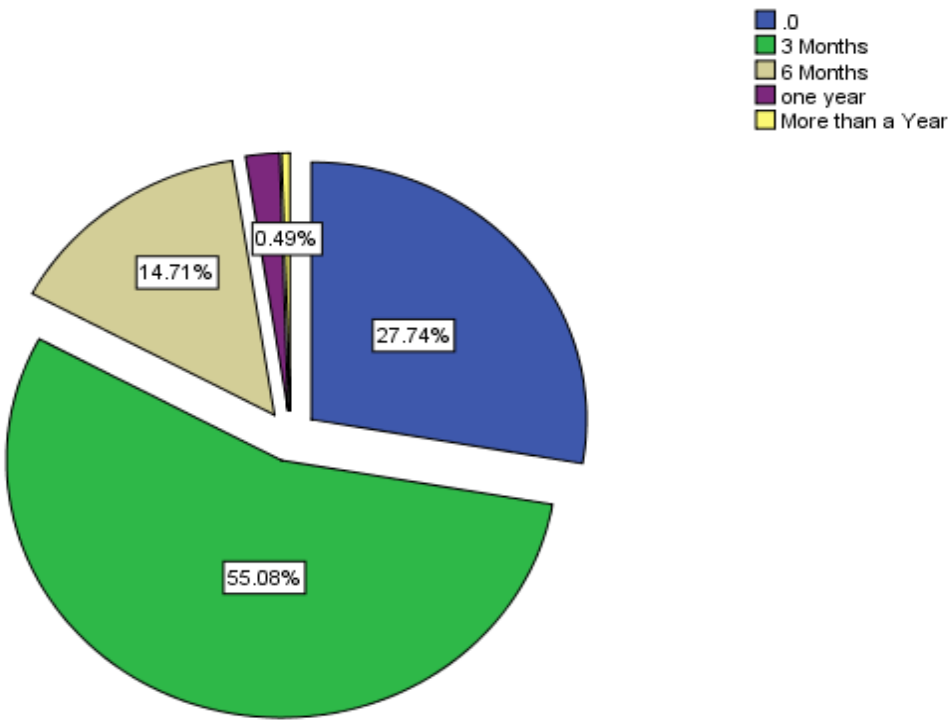
From the total sample of 1013 respondents, 27.7% of the consumers were not a member of any store. The reason can be derived from the fact that they didn't know about the loyalty programs run by the retailers. Almost 50% of the respondents have been the member of a store for two years. This result can be inferred from the reports of the retailers as the loyalty programs have been introduced very recently in the Indian retail-scape. About 18.1% of the respondents have been member with a particular store for 4 years whereas 4% of the respondents have been members for a period of more than 5 years.

4.2.11. Redeemed Loyalty points

Table 4.2.11 Cross Tabulation of Redeemed loyalty and city

			Redeemed your loyalty					Total
			Never	3 Months	6 Months	one year	More than a Year	
City	New Delhi	Count	76	144	28	6	0	254
		% within City	29.90%	56.70%	11.00%	2.40%	0.00%	100.00%
	Mumbai	Count	48	154	49	2	0	253
		% within City	19.00%	60.90%	19.40%	0.80%	0.00%	100.00%
	Hyderabad	Count	103	93	42	11	5	254
		% within City	40.60%	36.60%	16.50%	4.30%	2.00%	100.00%
	Kolkata	Count	54	167	30	1	0	252
		% within City	21.40%	66.30%	11.90%	0.40%	0.00%	100.00%
Total		Count	281	558	149	20	5	1013
		% within City	27.70%	55.10%	14.70%	2.00%	0.50%	100.00%

Figure 4.2.11 Redeemed Loyalty Points



The loyalty programs reward the consumers by giving discounts in the form of coupons or reward points. From a total sample size of 1013 consumers, 55.08% of the shoppers redeem their loyalty reward points within a period of 3 months, 14.71% of consumers redeem within six months and 2% of consumers redeem in one year. The reason for such a short redemption window can be attributed to the retailers' strategy of offering discounts on bulk purchases with expiry dates. In order to avail such heavy discounts, the consumers prefer to redeem their discount coupons quickly.

Section – B

4.3. Exploratory Factor Analysis

Factor analysis could be an assortment of statistical procedures for explaining the correlations among a set of measures in terms of distinct constructs known as factors. It grew out of the observation that variables from a rigorously developed domain, like tests of human ability or measures of social functioning, are units usually related with one another. The nature of such factors, or more precisely common factors, is given by factor loadings which are the estimates of strength and direction of influences exerted by them on each of the measures. However, when the researcher does not have a clear idea or expectation regarding the underlying correlational structure exhibited by the measures, he resorts to a type of factor analysis known as unrestricted or exploratory factor analysis.

Exploratory Factor Analysis (EFA) is utilized as a part of the present investigation to know the hidden merging of the components, since the scales modified and utilized as a part of this examination have been borrowed from the past contemplations done in western and European nations. Henceforth, it is without a doubt crucial to foresee the emerging pattern of correlations into new factors matching the context and setting of this study. Thirty-four (34) items ascribing to seven elements were scrutinized utilizing EFA and positive outcomes were discovered (as reflected in Table. 4.3.1 and Table 4.3.2.). The seven elements incorporated were Advertisement, Price, Parking, Convenience, Merchandise, Dependability and Store personnel, which come under the second order construct of Store Image. Moreover, the first order constructs namely store satisfaction, trust, commitment and store loyalty were also drawn from the exploratory factor analysis.

Before continuing with the fundamental investigation, preparatory examinations were done to ensure the reliability, legitimacy, and reasonableness of the data for running variable investigation.

Before continuing for factor investigation, appropriateness of the information and ampleness of test measures are checked by utilizing KMO and Bartlett's test. For the most part, the estimation of KMO test runs in the vicinity of zero (0) and one (1). Notwithstanding, the estimation of KMO test for this investigation was found to be 0.920 (Table 4.3.1) which is close to one and falls in the scope of being extraordinary and great. Consequently, the sample establishes itself to be sufficient and reasonable for applying factor investigation.

Table 4.3.1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.920
Bartlett's Test of Sphericity	Approx. Chi-Square	19924.860
	Df	561
	Sig.	.000

Table 4.3.2 Communalities

	Initial	Extraction
AS1	1	0.773
AS2	1	0.691
AS3	1	0.618
AS5	1	0.585
PC1	1	0.652
PC4	1	0.6
PC5	1	0.562
CON1	1	0.673
CON2	1	0.681
CON3	1	0.687
CON4	1	0.704
F1	1	0.672
F2	1	0.686
F3	1	0.713
F4	1	0.668
P1	1	0.651
P4	1	0.602
ME1	1	0.643
ME2	1	0.665
ME3	1	0.631
SP2	1	0.58
SP3	1	0.502
SP4	1	0.654
PRI1	1	0.614
PRI2	1	0.671
PRI3	1	0.626
DEP1	1	0.713
DEP2	1	0.751
DEP3	1	0.702
DEP4	1	0.639
AS4	1	0.681
PC3	1	0.627
P2	1	0.561
P3	1	0.655

4.3.1. Extraction Method: Principal Component Analysis

Communalities allude to the regular change in the information structure as far as extent of difference is clarified. For example, 77.3% of the difference related with the item AS1 is normal. With an underlying suspicion of all changes being normal, main segment examination is connected in factor investigation and along these lines, all the communalities can be one preceding extraction. The measure of difference in every factor after extraction is discovered fundamentally great (Hair et. al., 2013). As per the Kaiser's criteria, when the sample is more than 300 for an examination, the average of all the communalities should be larger than 0.6. This criterion is met in this study as average communalities is equal to 22.133/34 = 0.65

4.3.2. Total Variance Explained

An aggregate of thirty-four (34) items are recognized inside the informational index. The eigenvalues related with each factor speaks about the fluctuation clarified by that specific direct part. It is additionally shown that the eigenvalues, as far as the level of difference is concerned, is clarified. The straight segment which has eigenvalue more than one is considered as a factor. In light of this, a total of seven components have been extracted. They clarify 65.11% of aggregate fluctuation which can be considered as a significantly fair level of difference. The outcomes appeared are provided in the accompanying Table 4.3.3.

According to the Table 4.3.3, the Factor 1 (Price) explains a 42.269% of total variance. Factor 2 (Advertisement) is explaining 6.043 of total variance. Factor 3

(Convenience) is explaining 4.44% of the total variance. Factor 4 (Parking) explains 3.50% of total variance. Factor 5 (dependability) explains 3.25% of total variance. Factor 6 (Merchandise) explains 2.85% of the total variance. Factor 7 (Store personnel) explains a total of 2.77% of variance. Items with loadings of more than 0.40 are retained in the study for the purpose of analysis.

Table 4.3.3 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.371	42.269	42.269	14.371	42.269	42.269	4.803	14.127	14.127
2	2.055	6.043	48.312	2.055	6.043	48.312	3.649	10.733	24.860
3	1.509	4.437	52.749	1.509	4.437	52.749	3.623	10.656	35.516
4	1.189	3.496	56.245	1.189	3.496	56.245	3.181	9.357	44.873
5	1.105	3.250	59.496	1.105	3.250	59.496	2.352	6.917	51.790
6	.968	2.846	62.341	.968	2.846	62.341	2.350	6.910	58.700
7	.941	2.769	65.111	.941	2.769	65.111	2.180	6.411	65.111
8	.829	2.437	67.548						
9	.728	2.141	69.688						
10	.706	2.075	71.764						
11	.645	1.897	73.661						
12	.598	1.758	75.418						
13	.572	1.682	77.100						
14	.545	1.604	78.705						
15	.513	1.509	80.214						
16	.494	1.452	81.666						
17	.470	1.383	83.049						
18	.457	1.345	84.394						
19	.443	1.304	85.698						

20	.436	1.282	86.980						
21	.407	1.196	88.176						
22	.397	1.169	89.344						
23	.386	1.134	90.478						
24	.360	1.059	91.537						
25	.352	1.034	92.572						
26	.340	.999	93.570						
27	.322	.946	94.516						
28	.308	.905	95.421						
29	.301	.884	96.305						
30	.286	.842	97.147						
31	.271	.797	97.945						
32	.261	.768	98.713						
33	.230	.676	99.388						
34	.208	.612	100.000						
Extraction Method: Principal Component Analysis.									

Table 4.3.4 Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
PRI2	.740						
PRI3	.687						
PRI1	.680						
PRI4	.569						
PRI5	.557						
PRI6	.557						
PRI7	.481						
AS1		.754					
AS2		.733					
AS3		.658					
AS5		.599					
AS4		.533					
CON3			.743				
CON4			.704				
CON1			.700				
CON2			.678				
CON5			.610				
P1				.603			
P5				.586			
P5				.553			
P4				.527			
P3				.513			
P2				.479			
SP1					.689		
SP2					.609		
SP3					.561		
DEP2						.747	
DEP3						.615	
DEP4						.602	
DEP1						.539	
ME2							.550
ME3							.549
ME1							.492

Extraction Method: Principal Component Analysis. Rotation converged in 9 iterations. Rotation Method: Varimax with Kaiser Normalization.

SECTION-C

4.4. Confirmatory Factor Analysis

4.4.1. Structural Equation Modelling (SEM)

SEM is an expansion of a few other multivariate methods particularly factor and different relapse investigation. It is a set of statistical techniques that is used to examine the relationships among multiple independent variables (IVs) and multiple dependent variables (DVs). SEM is the main estimation apparatus used to look at both ensuing reliance connections and the basic hypothetical connections in single system (Hair, Black, Babin and Anderson, 2010). It is highly appropriate to test construct-level hypothesis of complex and multi-dimensional measurement models.

When directing SEM, scientists frequently first assess the measurement model (regardless of whether the measurement model factors precisely mirror the coveted builds or factors) before evaluating the structural model. As substantiated by Thompson (2004), "It makes little sense to relate constructs within an SEM model if the factors specified as part of the model are not worthy of further attention" (p.110).

After specifying the model, various model estimation techniques and test statistics are employed on the model. The primary motivation is to minimize the discrepancy between observed and estimated covariances. Just as in factor analysis, in SEM also, comparative analysis is carried out on the observed and expected correlation matrices. However, SEM goes an extra mile by including statistical difference tests as a means to clearly determine the differences and their significance. The Chi-square test measures are

essential for tolerating or dismissing a model and it is delicate to test estimate. In an ideal scenario, the probability value concerned with chi-square should be large, at least greater than 0.05. The performance of chi-square statistic depends on a number of factors such as sample size, non-normality of the distribution of factors or errors or both and violation of independence assumption etc.

In the majority of the cases, chi-square insights tend to dismiss the estimation display when vast examples are utilized (Joreskog & Sorbom, 1993,1994; Bentler and Bonnet, 1980) and then again, it might lose its energy to separate between the best fit and poor fit when little examples are utilized (Kenny and McCoach, 2003). Also, the case of large samples in collaboration with many small and trivial differences often result in significant chi-squares. Keeping in mind these limitations, the evaluation of model includes other model fit indices as well. Therefore, the study considered all model fit measures such as absolute fit measures (AFM), incremental fit measures (IFM), and parsimonious fit measures (PFM) including chi-square statistics to be in the acceptable threshold levels suggested by Hu and Bentler (1990).

4.5. Construct-wise CFA

4.5.1. Confirmatory Factor Analysis (CFA) of Store Image

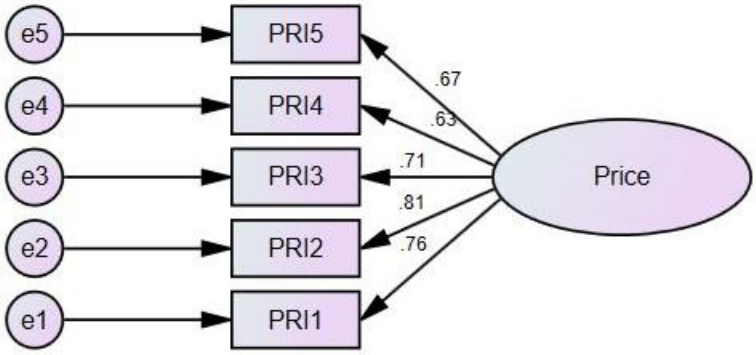
The Store Image (SI) construct has been analyzed using seven factors namely price, Advertisement, Convenience, Parking, Dependability, Merchandise and Store personnel. Confirmatory factor analysis is taken into consideration for developing the validity and reliability of each construct prior to testing them in the structural model for the purpose of testing the set of assumptions. This encourages the researchers to look for clarity on the

connections of fundamental items which are intended to quantify the specific construct (Byrne, 2001). The constructs are first tested separately and after that consolidated into a coordinated structural model and examined in the later stage of the research.

4.5.2. Confirmatory Factor Analysis (CFA) of Price

The price construct is measured by using five items namely PRI 1 “The prices of this store are relatively less as compared to other stores”, PRI 2 “The Level of value of this store is high”, PRI 3 “This store offers a good number of special prices, PRI 4 “The store offers price discounts”, PRI 5 “I am satisfied with the price of this store”. The price construct was defined significantly by all the five items (Fig 4.5.1.)

Figure 4.5.1 CFA of Price Construct



4.5.3. Model Fit Indices of Price

A model is considered to be fit when it meets all the threshold values of various fit indices creation (Hair et. al., 2010). Among them, the most commonly used indices are, “Chi-square- $\chi 2$, Goodness-of-fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Normed Fit Index (NFI), Relative Fit Index (RFI), Tucker Lewis Index (TLI), and the Root Mean Square Error of

Approximation (RMSEA)". All statistics of GFI, AGFI indices are slightly near to 0.8 and rest all NFI, CFI, and RFI were greater than 0.9 as per the prescribed requirements. Therefore, the price construct has confirmed to all the threshold values of fit indices.

Table 4.5.1 Fit Indices of Price

χ^2	DF	P	AGFI	CFI	IFI	GFI	NFI	RFI	TLI	RMR	RMSEA
33.198	5	0.000	.961	.928	.929	.987	.917	.834	.856	.023	.075

4.5.4. Convergent validity and Discriminant validity of Price

A model is said to be substantial, when it satisfies the prescribed convergent and discriminant legitimacy rules. The built-in reliability must be equivalent or more noteworthy than 0.7 (CR ≥ 0.7). Also, a normal change clarified or average variance extracted (AVE) must be equivalent or more prominent than 0.5 (AVE ≥ 0.5). The price construct meets both the criteria. Therefore, the price construct is considered as a valid construct.

Table 4.5.2 Convergent validity and discriminant validity of Price variable

Parameters	Estimate	Squared loadings	SE	CR	AVE
PRI2	.757	.399		0.840	0.514
PRI1	.805	.451	.042		
PRI3	.707	.500	.038		
SP2	.671	.649	.045		
P4	.631	.574	.045		

4.5.5. CFA results of Price Construct

The price construct is predicted by five constructs. In the wake of applying CFA, the Standardized Estimate (SE) loadings of all indicators are discovered statically noteworthy. Hence, the price construct is considered as a valid and reliable construct for the further examination

Table 4.5.3 CFA results of Price Construct

			Standardized Estimate	Estimate	S.E.	C.R.	P
PRI1	<---	Price	.757	1.000			
PRI2	<---	Price	.805	.998	.042	23.734	***
PRI3	<---	Price	.707	.813	.038	21.158	***
PRI4	<---	Price	.671	.912	.045	20.084	***
PRI5	<---	Price	.631	.845	.045	18.868	***

4.6. Confirmatory Factor Analysis (CFA) of Advertisement

The advertisement construct has got a total of five predictor factors. These are AS1 “The ads of this store are very informative”, AS2 “The ads of this store are helpful in making purchase”, AS3 “The ads of this store are appealing”, AS4 “I believe in the ads of this store”, AS5 “The advertising of this store is very frequent”. The confirmatory factor analysis was performed and it showed that all the items of Store Advertisement have got significant results (figure 4.6.1).

Figure 4.6.1 CFA of Advertisement Construct

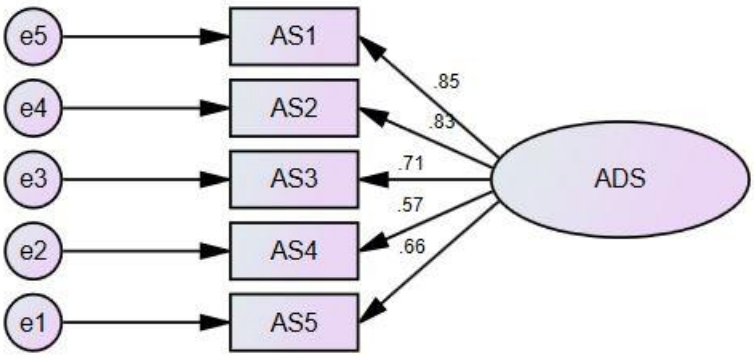


Table 4.6.1 Model Fit Indices of Advertisement

χ2	DF	P	AGFI	CFI	IFI	GFI	NFI	RFI	TLI	RMR	RMSEA
24.432	5	.000	.971	.952	.952	.990	.941	.882	.903	.020	.062

Table 4.6.2 Convergent validity and Discriminant validity of Advertisement

	Estimate	S.E.	Squared loadings	CR	AVE	p
AS1<--- ADS	.854		.435			
AS2 <--- ADS	.825	.032	.322			***
AS3 <--- ADS	.706	.031	.498	0.852	0.540	***
PC1 <--- ADS	.567	.037	.681			***
AS5 <--- ADS	.660	.034	.730			***

4.7. Confirmatory Factor Analysis (CFA) of Convenience in reaching the Store

The "Convenience in reaching the Store" construct has got a total of five predictor factors. These are CON1 "This store is near to my Residence", CON2 "I require less time to reach to this store", CON3 "I reach this store very comfortably", CON4 "I feel very convenient to reach this store as compared to other stores", CON5 "This store has operating hours convenient to all their customers". Confirmatory factor analysis was performed and it showed that all the items of Convenience have got significant results figure 4.7.1.

Also, while performing the model fit analysis in SEM, it has met all the threshold values of fit indices as prescribed (Table. 4.7.1). Moreover, the validity and reliability also exceed the minimum required values. Therefore, this construct is valid and reliable for further treatment (Table 4.7.2).

Figure 4.7.1 CFA of Convenience in reaching the Store

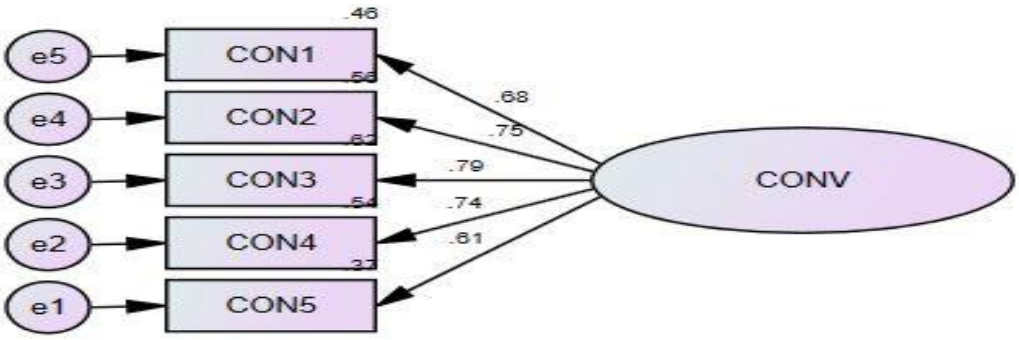


Table 4.7.1 Model Fit Indices of Convenience in reaching the Store

x2	Df	P	AGFI	CFI	IFI	GFI	NFI	RFI	TLI	RMR	RMSEA
92.408	5	.000	.890	.808	.810	.963	.802	.603	.617	.043	.131

Table 4.7.2 Convergent validity and Discriminant validity of Convenience of Reaching the Store

			Estimate	SE	Squared loadings	C.R	AVE	p
CON5	<---	CONV	.607		.458	0.837	0.509	
CON4	<---	CONV	.737	.082	.558			***
CON3	<---	CONV	.788	.081	.621			***
CON2	<---	CONV	.747	.081	.543			***
CON1	<---	CONV	.676	.071	.368			***

4.8. Confirmatory Factor Analysis (CFA) of Parking Facility

The "Parking Facility" construct has got a total of five predictor factors. These are P1 "This store has parking facility", P2 "This store has ample space for parking". P3 "This store provides free parking facility", P4 "Parking area at this store is well guarded by security personnel", P5 "This store provides plenty of parking for consumers" Confirmatory factor analysis was performed and it showed that all the items of Parking facility have got significant results fig. 4.8.1

Also, while performing the model fit analysis in SEM, "Parking facility" has met all the threshold values of fit indices as prescribed (Table. 4.8.1). Furthermore, the validity and reliability also exceed the minimum required values. Therefore, this construct is valid and reliable for further treatment (Table. 4.8.2.)

Figure 4.8.1 CFA of Parking Facility

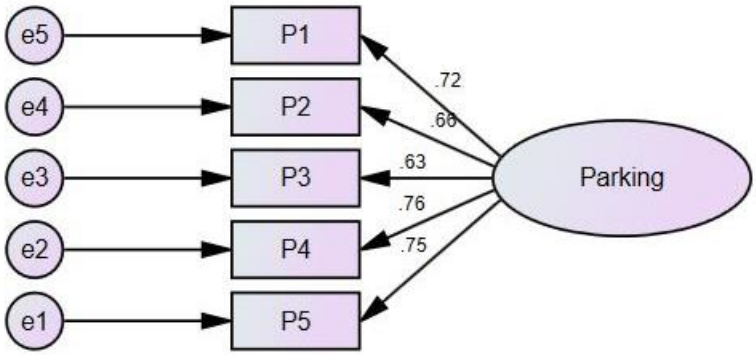


Table 4.8.1 Model Fit Indices of Parking Facility

χ^2	DF	P	AGFI	CFI	IFI	GFI	NFI	RFI	TLI	RMR	RMSEA
80.536	5	.000	.819	.921	.921	.940	.918	.837	.841	.050	.171

Table 4.8.2 Convergent validity and Discriminant validity of Parking Facility

			Std. Estimate	S.E.	Squared loadings	CR	AVE	p
F3	<---	PARKING	.762		.520	0.834	0.502	
F4	<---	PARKING	.753	.044	.442			***
P3	<---	PARKING	.633	.046	.401			***
P2	<---	PARKING	.665	.047	.567			***
P1	<---	PARKING	.721	.047	.581			***

4.9. Confirmatory Factor Analysis (CFA) of Dependability on the Store

The "Dependability on the Store" construct has got a total of four predictor factors. These are DEP1 "I always depend on this store for my grocery purchases", DEP2 "The quality of the products of this store are high", DEP3 "This store has very well-known brands", DEP4 "This store gives me high value as compared to other stores". Confirmatory factor analysis was performed and it showed that all the items of "Dependability on the Store" have got significant results (Fig.4.9.1).

Also, while performing the model fit analysis in SEM, "Dependability on the Store" has met all the threshold values of fit indices as prescribed (Table 4.91). Furthermore, the validity and reliability of "Dependability on the Store" also exceed the minimum required values. Therefore, this construct is valid and reliable for further treatment (Table 4.9.2).

Figure 4.9.1 CFA of Dependability on the Store

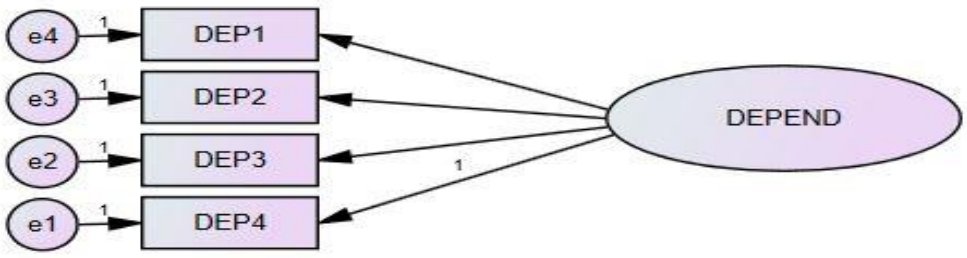


Table 4.9.1 Model Fit Indices of Dependability on the Store

χ^2	DF	P	AGFI	CFI	IFI	GFI	NFI	RFI	TLI	RMR	RMSEA
9.425	2	.000	.894	.968	.968	.979	.966	.899	.903	.026	.149

Table 4.9.2 Convergent Validity and Discriminant Validity of Dependability

			Estimate	S.E.	Squared loadings	C.R.	AVE	p
DEP4	<---	DEPEND	.684		.559	0.819	0.532	
DEP3	<---	DEPEND	.701	.053	.607			***
DEP2	<---	DEPEND	.779	.049	.492			***
DEP1	<---	DEPEND	.748	.056	.468			***

4.10. Confirmatory Factor Analysis (CFA) of Merchandize Selection

The "Merchandize Selection" construct has got a total of three predictor factors. These are ME1 "The degree of selection of this store is high", ME2 "The level of stock of products in this store is very large", ME3 "This store has got a good number of brands". Confirmatory factor analysis was performed and it showed that all the items of "Merchandize Selection" have got significant results (Fig.4.10.1)

Also, while performing the model fit analysis in SEM, "Merchandize Selection" has met all the threshold values of fit indices as prescribed (Table. 4.10.1). Furthermore, the validity and reliability of "Merchandize Selection" also exceed the minimum required values. Therefore, this construct is valid and reliable for further treatment (Table. 4.10.2).

Figure 4.10.1 CFA of Merchandize Selection

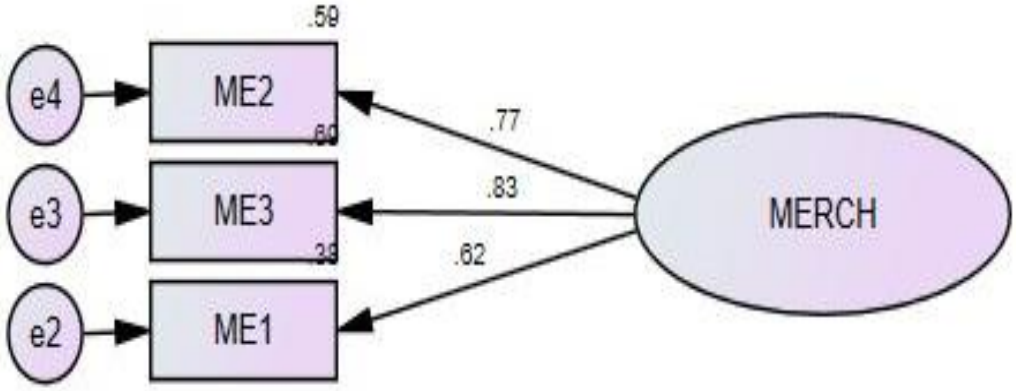


Table 4.10.1 Model Fit Indices of Merchandise Selection

χ^2	DF	P	AGFI	CFI	IFI	GFI	NFI	RFI	TLI	RMR	RMSEA
1.827	1	0.077	.947	.986	.989	.991	.985	.955	.958	.047	.111

Table 4.10.2 Convergent validity and discriminant validity of Merchandise Selection

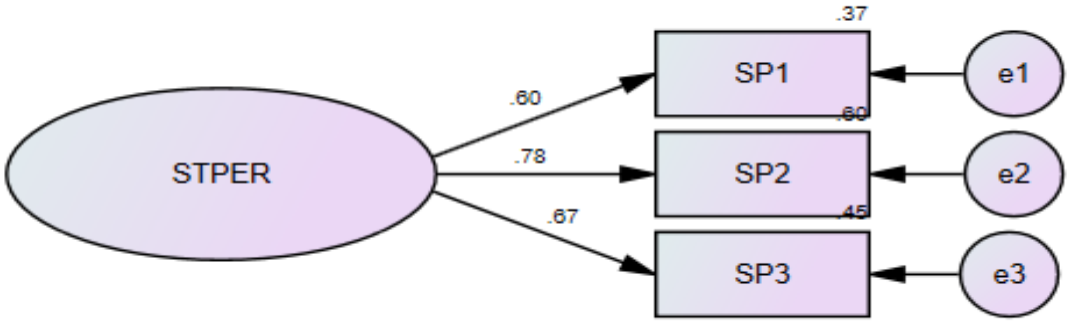
			Estimate	SE	Squared loadings	CR	AVE	p
AS4	<---	MERCH	.620		.589	0.787	0.555	
ME3	<---	MERCH	.831	.077	.690			***
ME2	<---	MERCH	.768	.070	.385			***

4.11. Confirmatory Factor Analysis (CFA) of Store Personnel

The **"**Store Personnel" construct has got a total of three predictor factors. These are SP1 "The store personnel are very courteous", SP2 "The personnel of this store are very

friendly", SP3 "The staff of this store are very helpful". One item i.e. SP4 "The Number of personnel in this store are adequate to help" got deleted because of low factor loadings and also the convergent validity and discriminant validity came out to be insignificant. Therefore, SP4 has to be deleted from the construct, leaving it with three predictor variables. The confirmatory factor analysis was performed on remaining three predictors and it showed that all the items of "Store Personnel" have got significant results (Fig. 4.11.1).

Figure 4.11.1 CFA of Store Personnel



Also, while performing the model fit analysis in SEM, "Store Personnel" has met all the threshold values of fit indices as prescribed (Table. 4.11.1). Furthermore, the validity and reliability also exceed the minimum required values. Therefore, this construct is valid and reliable for further treatment (Table. 4.11.2).

Table 4.11.1 Model Fit Indices of Store Personnel

$\chi 2$	DF	P	AGFI	CFI	IFI	GFI	NFI	RFI	TLI	RMR	RMSEA
6.235	1	.000	.938	.976	.976	.990	.974	.923	.928	.040	.121

Table 4.11.2 Convergent validity and Discriminant validity of Store Personnel

			Estimate	S.E.	Squared loadings	C.R.	AVE	p
SP1	<---	Store Personnel	.605		.604	0.787	.525	***
SP2	<---	Store Personnel	.670	.071	.449			***
SP3	<---	Store Personnel	.777	.096	.366			***

4.12. Confirmatory Factor Analysis of Store Image (First-order Construct)

Confirmatory Factor Analysis (CFA) was used to evaluate the validity of the grounded Store Image (SI) model. Bearing in mind the statistics of first order, CFA illustrated the established theoretical framework fulfilling the conditions of model fit indices as shown in Table 4.12.1. In addition, the first order CFA model of construct of Store image was designed with 34 variables encompassed by seven sub-constructs viz. Price, Advertisement, Convenience, Parking, Dependability, Merchandise and Store Personnel. The corresponding outcomes were shown in the first order and second order CFA model fit statistics (Table 4.12.1 and 4.12.2). These were further tested for validity and reliability to endorse and accept the appropriate structural model for further analysis.

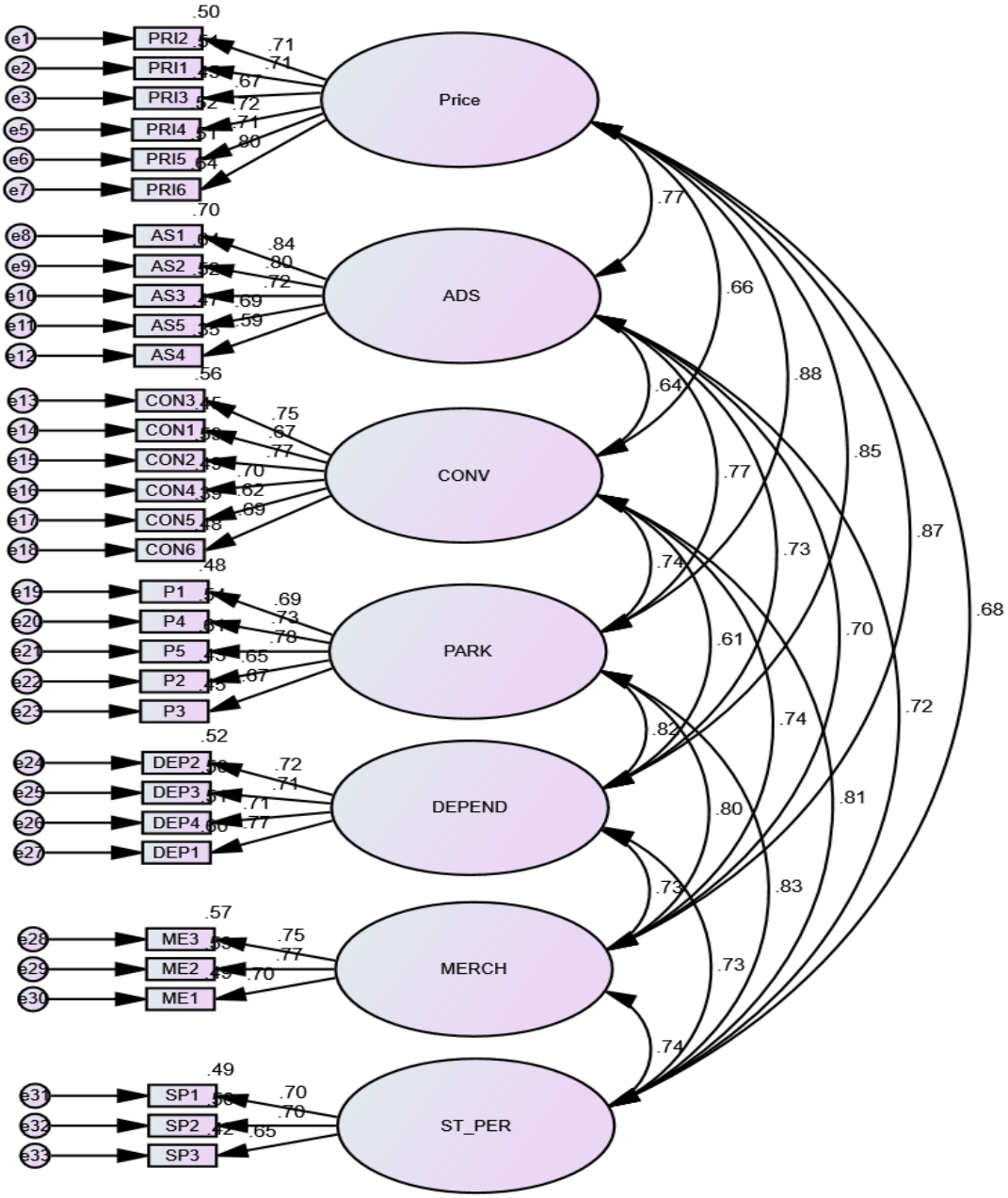
Table 4.12.1 Model fit Indices of first order CFA of Store Image

Model fit statistics for EBP		
Fit statistics	Measures	Values
Chi square ($\chi 2$)	CMIN	2360.248
	Df	436
	p value	.000
Absolute Fit Measures	Goodness-of-fit index (GFI)	.870
	Root mean square error of approximation (RMSEA)	.066
	Root mean square residual (RMR)	.041
	Normed Chi-square	5.41
Incremental fit indexes	Normed fit index (NFI)	.874
	Comparative fit index (CFI)	.894
	Relative fit index (RFI)	.856
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	.843
	Parsimony normed fit index (PNFI)	.768

The measurement of CFA model was not deliberated for the relationship analysis unless the scale items instated the validity and reliability values. Consequently, construct validity and reliability were conducted for procuring further evidences (Hair et. al., 2013). The combination of face, convergent, discriminant validity as well as construct validity was recognized by standard factor loadings which must be greater than or equal to 0.7

(Churchill, 1979). From the Table 4.12.1, it was clear that the items in the sub-constructs of store image establish both construct validity and reliability under standard threshold suggested by Hair et. al. (2010). The following figure 4.12.1. shows the first order structural model of Store Image.

Figure 4.12.1 First Order Construct of Store Image



4.12.1. Convergent validity and discriminant validity of Store Image

Table 4.12.2 First-order Constructs

			Estimate	S.E.	Std. Estimate	P
PRI2	<---	Price	1.000		.670	
PRI1	<---	Price	1.102	.048	.689	***
PRI3	<---	Price	.904	.041	.650	***
SP2	<---	Price	1.189	.058	.723	***
P4	<---	Price	1.160	.057	.715	***
ME1	<---	Price	1.373	.061	.805	***
AS1	<---	Ads	1.000		.839	
AS2	<---	Ads	.901	.031	.801	***
AS3	<---	Ads	.773	.031	.721	***
AS5	<---	Ads	.796	.034	.687	***
PC1	<---	Ads	.714	.037	.589	***
CON3	<---	Conv	1.000		.710	
CON1	<---	Conv	.834	.046	.638	***
CON2	<---	Conv	1.083	.051	.748	***
CON4	<---	Conv	.976	.042	.662	***
PC5	<---	Conv	.768	.042	.627	***
PC4	<---	Conv	.971	.047	.721	***
P1	<---	Parking	1.000		.684	
F4	<---	Parking	.955	.047	.699	***
F3	<---	Parking	1.053	.048	.756	***
P2	<---	Parking	.932	.050	.637	***
P3	<---	Parking	.969	.050	.670	***
DEP2	<---	Depend	1.000		.725	
DEP3	<---	Depend	1.191	.054	.762	***
DEP4	<---	Depend	1.121	.053	.688	***
DEP1	<---	Depend	1.322	.056	.813	***
ME3	<---	Merch	1.000		.752	
ME2	<---	Merch	1.030	.044	.770	***
AS4	<---	Merch	.946	.044	.701	***
F1	<---	STPER	1.000		.698	
F2	<---	STPER	.904	.046	.703	***
PC3	<---	STPER	.906	.050	.650	***

Table 4.12.3 Convergent validity and Discriminant validity of Store Image

	CR	AVE	MSV	Price	ads	conv	parking	depend	merch	STPER
price	0.867	0.522	0.783	0.722						
ads	0.851	0.537	0.589	0.667***	0.733					
conv	0.854	0.504	0.65	0.665***	0.643***	0.703				
parking	0.833	0.501	0.783	0.585***	0.565***	0.538***	0.708			
depend	0.818	0.53	0.715	0.646***	0.531***	0.614***	0.621***	0.728		
merch	0.785	0.55	0.762	0.573***	0.696***	0.543***	0.599***	0.534***	0.741	
STPER	0.725	0.569	0.689	0.680***	0.615***	0.606***	0.630***	0.528***	0.535***	0.685

4.13. Confirmatory Factor Analysis of Store Image (Second-order Construct)

The second order CFA was steered to test whether store image reveals significant relationship with Price, Advertisement, Convenience, Parking, Dependability of the store, Merchandise and Store personnel to make a multidimensional construct. The outcome of the second order CFA model of Store Image is presented below in Table 4.13.1 and 4.13.2. Besides that, all the measured values are above the accepted standard level. Also, each dimension has a significant positive relationship at 0.05 as shown in Figure 4.13.1. Therefore, the construct SI can be further used for hypotheses testing in the study.

Table 4.13.1 Store Image (Second Order)

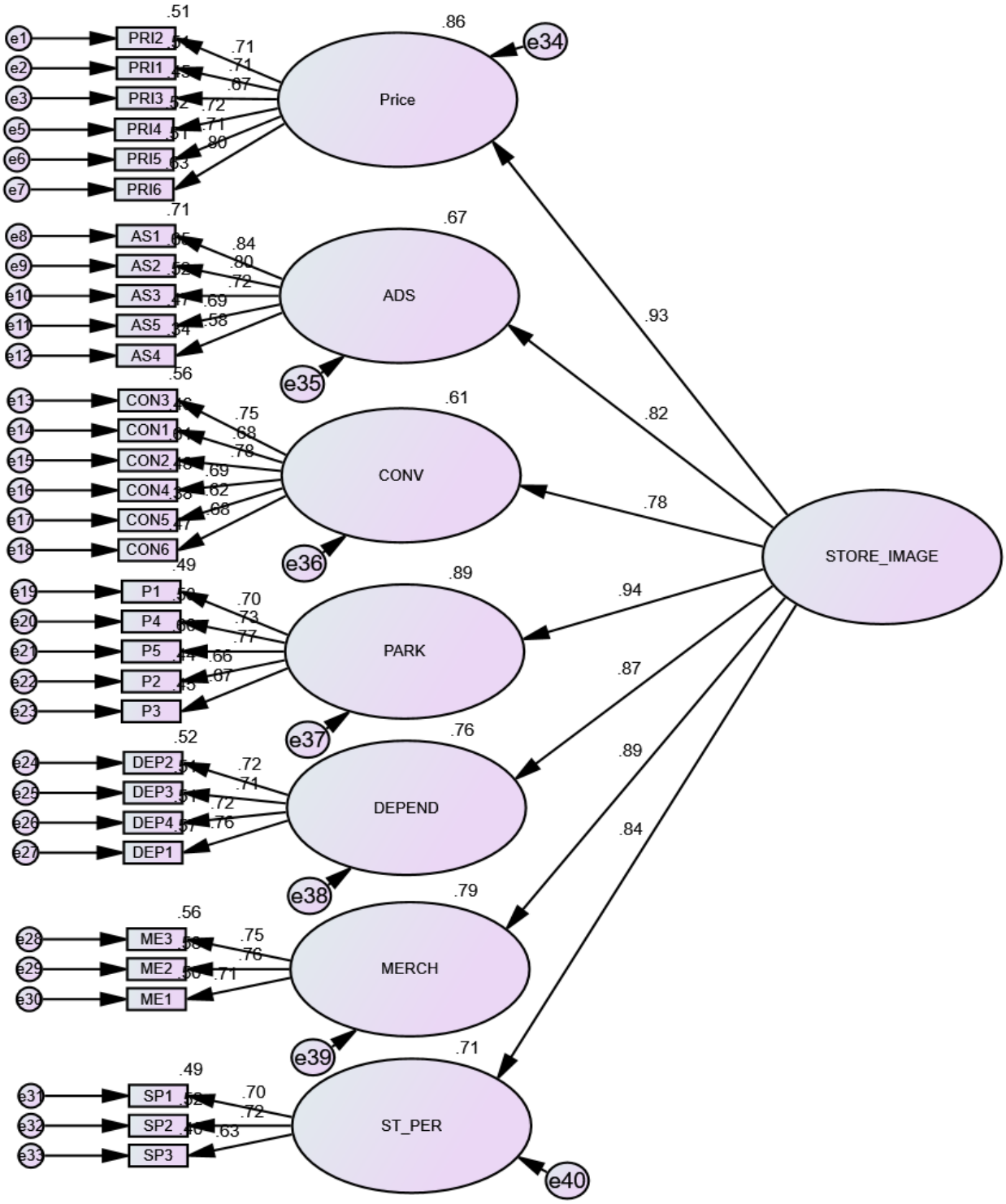
			Estimate	**S.E.**	**Estimate**	**p**
Price	<---	Store Image	1.048	.062	.938	***
Ads	<---	Store Image	1.200	.066	.820	***
Conv	<---	Store Image	.991	.061	.798	***
Parking	<---	Store Image	1.205	.068	.948	***
Depend	<---	Store Image	.931	.054	.867	***
Merch	<---	Store Image	1.135	.064	.887	***
STPER	<---	Store Image	1.000		.844	
PRI2	<---	Price	1.000		.669	
PRI1	<---	Price	1.103	.048	.689	***
PRI3	<---	Price	.901	.042	.646	***
SP2	<---	Price	1.190	.058	.722	***
P4	<---	Price	1.165	.058	.717	***
ME1	<---	Price	1.380	.062	.808	***

AS1	<---	Ads	1.000		.840	
AS2	<---	Ads	.902	.031	.803	***
AS3	<---	Ads	.770	.031	.719	***
AS5	<---	Ads	.796	.034	.689	***
PC1	<---	Ads	.705	.037	.583	***
CON3	<---	Conv	1.000		.708	
CON1	<---	Conv	.903	.045	.689	***
CON2	<---	Conv	1.152	.051	.793	***
CON4	<---	Conv	.949	.041	.643	***
PC5	<---	Conv	.748	.042	.609	***
PC4	<---	Conv	.947	.047	.701	***
P1	<---	Parking	1.000		.702	
F4	<---	Parking	.980	.045	.737	***
F3	<---	Parking	1.058	.046	.780	***
P2	<---	Parking	.909	.048	.638	***
P3	<---	Parking	.916	.047	.650	***
DEP2	<---	Depend	1.000		.723	
DEP3	<---	Depend	1.117	.053	.714	***
DEP4	<---	Depend	1.174	.055	.720	***
DEP1	<---	Depend	1.231	.055	.756	***
ME3	<---	Merch	1.000		.749	
ME2	<---	Merch	1.028	.045	.765	***
AS4	<---	Merch	.957	.045	.707	***
F1	<---	STPER	1.000		.699	
F2	<---	STPER	.925	.048	.721	***
PC3	<---	STPER	.878	.051	.631	***

Table 4.13.2 Model Fit Statistics for Store Image

Fit statistics	Measures	Values
Chi square ($\chi 2$)	CMIN	2728.165
	Df	453
	p value	.000
Absolute Fit Measures	Goodness-of-fit index (GFI)	.852
	Root mean square error of approximation (RMSEA)	.070
	Root mean square residual (RMR)	.046
	Normed Chi-square	6.022
Incremental fit indexes	Normed fit index (NFI)	.854
	Comparative fit index (CFI)	.875
	Relative fit index (RFI)	.840
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	.827
	Parsimony normed fit index (PNFI)	.780

Figure 4.13.1 Store Image Second Order construct



4.14. First-order and Second-order CFA: Comparative analysis

Table 4.14.1 provides the comparative indices of first order and second order CFA of store image. The results of first order and second order CFA model were most likely to be different. The chi-square test between first order and second order were 2360.248 and 2728.165 with degrees of freedom 436 and 453 respectively and were significant at 0.05. This was due to differences in the establishment of structural model. Thirty-four (34) items were distributed among 7 sub-constructs of "Store Image" and same in second order as shown in Figure 4.14.1 Rest other fit indices where ranging above the minimum criteria. The main reason for conducting CFA was to identify the best model fit for further reference. Therefore, the second order CFA model of Store image was considered for the hypothesis testing in further analysis.

Table 4.14.1 First order and second order comparative analysis

Model	χ2	df	χ2/df	GFI	RMSEA	NFI	CFI	RFI	AGFI
First order	2360.248	436	5.41	.80	.066	.884	.884	.896	.893
Second order	2428.165	453	5.36	.952	0.70	.894	.895	.880	.897

4.15. Structure of full measurement model

The measurement model was an amalgamation of all the study constructs used and grounded on the CFA results of latent constructs. Before conducting the relationship testing, postulating the measurement model and validating it with CFA will provide an assistance to the researcher in establishing the construct validity for all the study constructs (Hair et al., 2013). Therefore, the study conducted CFA to study the measurement model and the model fit statistics, validity and reliability were given in the Table. 4.15.1 and Table 4.15.2.

Table 4.15.1 Model fit statistics for Store Image

Fit statistics	Measures	Values
Chi square ($\chi 2$)	CMIN	6295.851
	Df	1110
	p value	.000
Absolute Fit Measures	Goodness-of-fit index (GFI)	.880
	Root mean square error of approximation (RMSEA)	.070
	Root mean square residual (RMR)	.044
	Normed Chi-square	5.67
Incremental fit indexes	Normed fit index (NFI)	.907
	Comparative fit index (CFI)	.935
	Relative fit index (RFI)	.895
Parsimony fit indexes	Adjusted goodness-of-fit index (AGFI)	.898
	Parsimony normed fit index (PNFI)	.881

The table represents the model fit statistics for measurement model of latent constructs. The $\chi 2/df$ value was 5.67 which represents that the measurement model satisfies the acceptable limits. All the fit indices where above 0.85. According to Chau (1995), the minimum threshold limit of 0.80 is considered sufficient for confirming the model. Further, many researchers have also indicated that the values above the acceptable threshold could be accepted for further analysis (Fornell & Lacker 1999; Bagozzi & Yi, 1988; Hair et al., 2014). Since all the measurement model indices were above the acceptance level, therefore, the model can be referred to drawing relationships for further analysis.

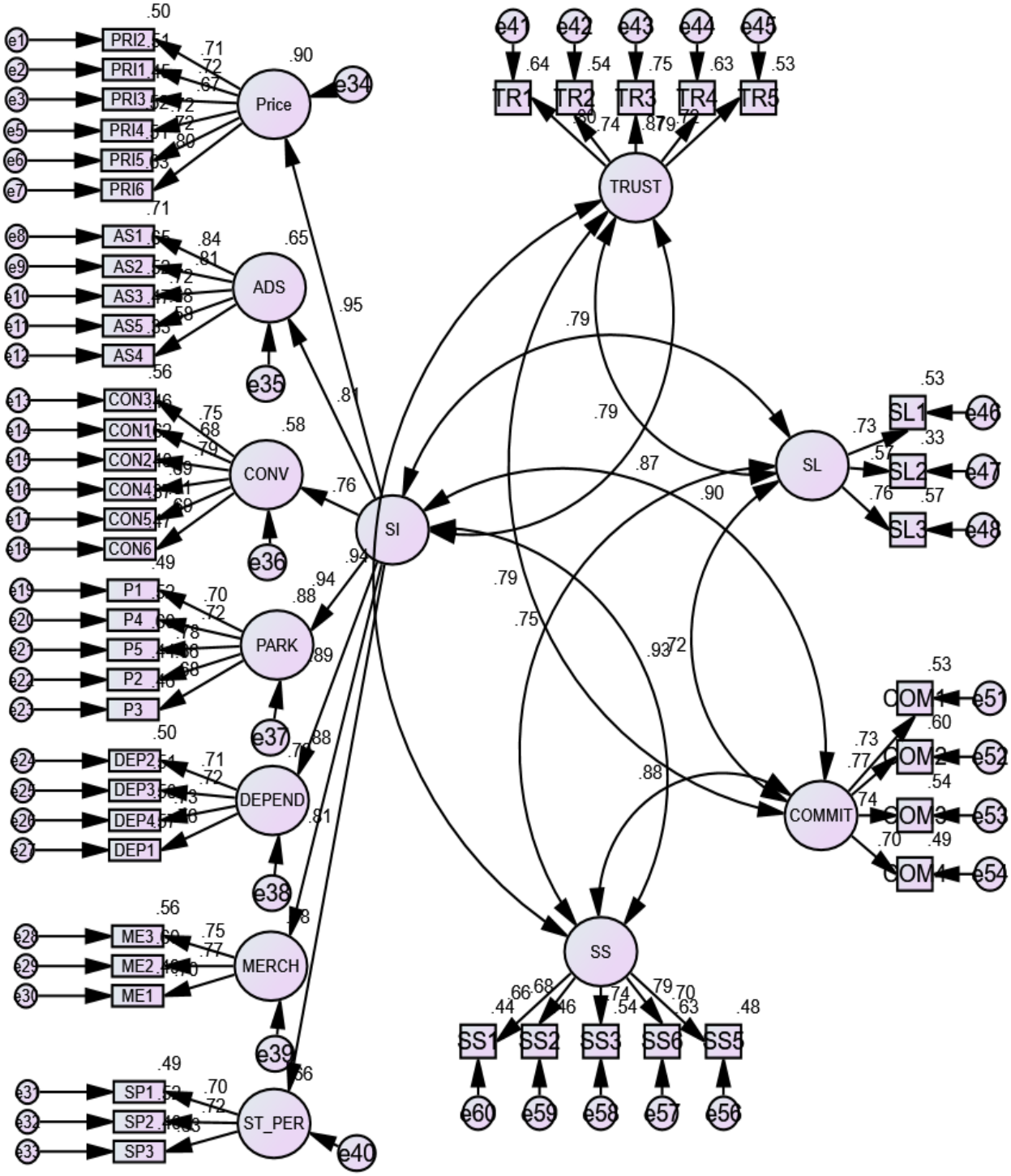
Table 4.15.2 Standardized Regression Weights

			Estimate	**p**	**CR**	**AVE**
Price	<---	SI	.948	***		
ads	<---	SI	.807	***		
con	<---	SI	.762			
parking	<---	SI	.939	***	0.954	0.748
Depend	<---	SI	.889	***		
Merch	<---	SI	.884	***		
STPER	<---	SI	.810	***		
SL1	<---	SL	.727			
SL2	<---	SL	.571	***	0.728	0.475
SL3	<---	SL	.756	***		
TR1	<---	Trust	.799			
TR2	<---	Trust	.737	***	0.890	0.618
TR3	<---	Trust	.868	***		

TR4	<---	Trust	.795	***		
TR5	<---	Trust	.725	***		
COM1	<---	commit	.727			
COM2	<---	commit	.772	***	0.824	0.540
COM3	<---	commit	.738	***		
COM4	<---	commit	.700	***		
SS6	<---	SS	.791			
SS3	<---	SS	.735	***		
SS2	<---	SS	.681	***	0.839	0.510
SS1	<---	SS	.662	***		
SS5	<---	SS	.696	***		

The table 4.15.2. shows that the standardized factor estimates of each construct are 0.65 and above. Moreover, all the regression paths were significant at 0.05, and the average variance extracted (AVE) values were above 0.5. Also, the construct reliability values were above 0.7. Therefore, the model propounds the convergent validity and nomological validity based on the significant correlations observed among the constructs.

Figure 4.15.1 Measurement model of the Study



4.15.1. Discriminant validity of Measurement model

Discriminant validity alludes to the principle based on how well a construct is diverse from others. In contrast, a construct is said to be free from discrimant validity when it has lower correlation with other constructs and the highest correlation with itself. This can be evaluated by using the inter-construct correlation matrix. Discriminant validity can also be calculated by scrutinizing the variance extraction method. Under this method, the average variance extracted (AVE) of each factor must be greater than maximum shared squared variance (MSV) and average shared squared variance (ASV) (Table 4.15.2 and Table 4.15.3.). All the constructs have a low correlation with each other but have higher correlation within themselves.

Table 4.15.3 Discriminant Validity

	SI	**SL**	**TRUST**	**COMMITMENT**	**SS**
SI	0.865				
SL	0.392***	0.689			
TRUST	0.470***	0.390***	0.786		
COMMITMENT	0.502***	0.318***	0.389***	0.735	
SS	0.533***	0.354***	0.535***	0.481***	0.714

4.16. Structural model of relationship between Store Image and Store Loyalty

4.16.1. Structural Model Results

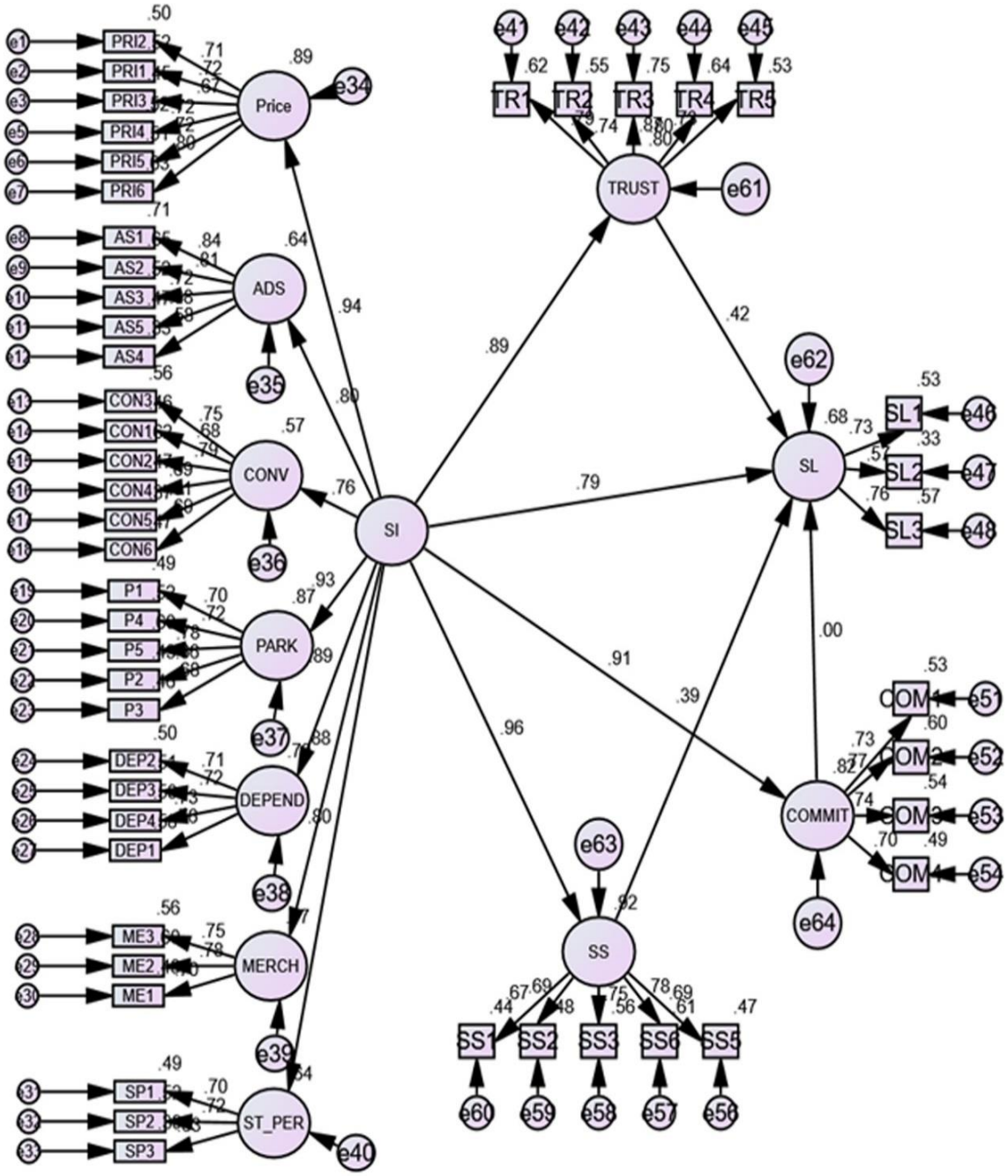
Structure Equation Modelling (SEM) has been used to test the hypotheses pertaining to the effect of Store image (SI) on Store loyalty (SI) after considering the validity and fitness of the measurement model. This section provides the goodness of fit (Table 4.16.1) and model fit indices (Table 4.16.2) of the structural model undertaken in the study. The results indicated that the model was reliable and fit for further analysis. Figure 4.16.1 shows the direct and indirect effect of the constructs which were drawn from the earlier studies.

This segment draws the outcomes of the discrete effect of store image (SI) on store loyalty (SL) and how store satisfaction (SS), trust and commitment mediate the relationship between SI and SL. The result of goodness-of-fit indexes were presented in Table 4.16.1 and model fit indicated a better overall fit. The results also indicated that the structural model was reliable and fit for further analysis. Figure 4.16.1. shows the direct and indirect effect of constructs as drawn from the literature.

Table 4.16.1 Model fit indices

$\chi 2$	df	$\chi 2$/df	GFI	RMSEA	NFI	CFI	RFI	AGFI	TLI	IFI	PNFI
10769.40	1311	8.20	.866	.063	.869	.893	.851	.899	.875	.893	.854

Figure 4.16.1 Structural Model



The drawn relationships were significant at 0.05 and positive. Therefore, the hypotheses H1 and H2 were supported. The indirect effect of store satisfaction and store trust is positive whereas the indirect effect of store commitment is insignificant at 0.05 confidence level.

Table 4.16.2 Regression Weights

			Std. Estimate	Estimate	S.E.	C.R.	p	SDE
Trust	<---	SI	.893	1.220	.064	18.995	***	.893
commit	<---	SI	.907	1.107	.061	18.020	***	.907
SS	<---	SI	.959	1.042	.060	17.489	***	.959
SL	<---	SI	.793	.922	.307	3.007	.003	.793
SL	<---	Trust	.423	.360	.069	5.188	***	.423
SL	<---	commit	.004	.004	.095	.041	.967	.004
SL	<---	SS	.393	-.421	.220	-1.913	.009	.393

According to the grounded construct (Table 4.16.1 & Table 4.16.2.), the construct of store image and store loyalty are reliable and valid in Indian Grocery retail context as it meets all the threshold values being prescribed by different authors (Hair, Hult, Ringle & Sarstedt, 2017). The results of the recursive model's indicators i.e. SI, SS, Trust and Commitment are significant and the collinearity which is determined by VIF is below the critical value. All the estimates in the structural model relationship are significant (Table 4.16.2) therefore validating the hypotheses.

Trust has the strongest relationship with loyalty (0.423) followed by SS (0.393) and commitment (0.004). All the four variables explain more than 68% of Loyalty (R2= 0.68). Moreover, the evaluation of the structural model represents the predictive relevance, that is the effect size of each construct (Hair et. al., 2017). Lastly, the discriminant validity and model fit are examined by means of the root mean square (RMR) (Henseler et. al., 2015; Dijkstra et. al., 2014).

The results derived from AMOS SEM show that all the results are positive and show similar order as designed earlier i.e. the relationship of trust with satisfaction has the highest path estimate. The RMR determines the model fit. While RMR value of zero (0) indicate a perfect model fit, a value less than .08 reflects a good fit (Hu & Bentler, 1998). The RMR value is .069 which implies that the model has a good fit.

Table 4.16.3 Validity and Reliability

	CR	**AVE**	**MSV**	**MaxR (H)**
Price	0.867	0.522	0.780	0.871
ads	0.851	0.537	0.587	0.810
con	0.854	0.504	0.651	0.859
parking	0.833	0.500	0.603	0.840
Depend	0.817	0.508	0.776	0.819
Merch	0.785	0.509	0.761	0.788
STPER	0.725	0.508	0.693	0.727
SL	0.728	0.515	0.624	0.747
Commit	0.824	0.500	0.780	0.827
Trust	0.810	0.518	0.675	0.828
SS	0.839	0.510	0.675	0.844

Table 4.16.4 Discriminant Validity for the integrated Measurement model

	Price	ads	con	parking	Depend	Merch	STPER	SL	Commit	Trust	SS
Price	0.723										
ads	0.626***	0.733									
con	0.465***	0.643***	0.703								
parking	0.683***	0.563***	0.540***	0.707							
Depend	0.648***	0.533***	0.419***	0.524***	0.727						
Merch	0.672***	0.695***	0.444***	0.400***	0.537***	0.741					
STPER	0.680***	0.515***	0.607***	0.532***	0.629***	0.536***	0.684				
SL	0.589***	0.628***	0.581***	0.657***	0.587***	0.374***	0.288***	0.690			
Commit	0.683***	0.521***	0.642***	0.509***	0.481***	0.476***	0.388***	0.517***	0.735		
Trust	0.552***	0.670***	0.663***	0.508***	0.450***	0.506***	0.270***	0.390***	0.588***	0.786	
SS	0.675***	0.531***	0.510***	0.496***	0.556***	0.527***	0.420***	0.354***	0.481***	0.535***	0.714

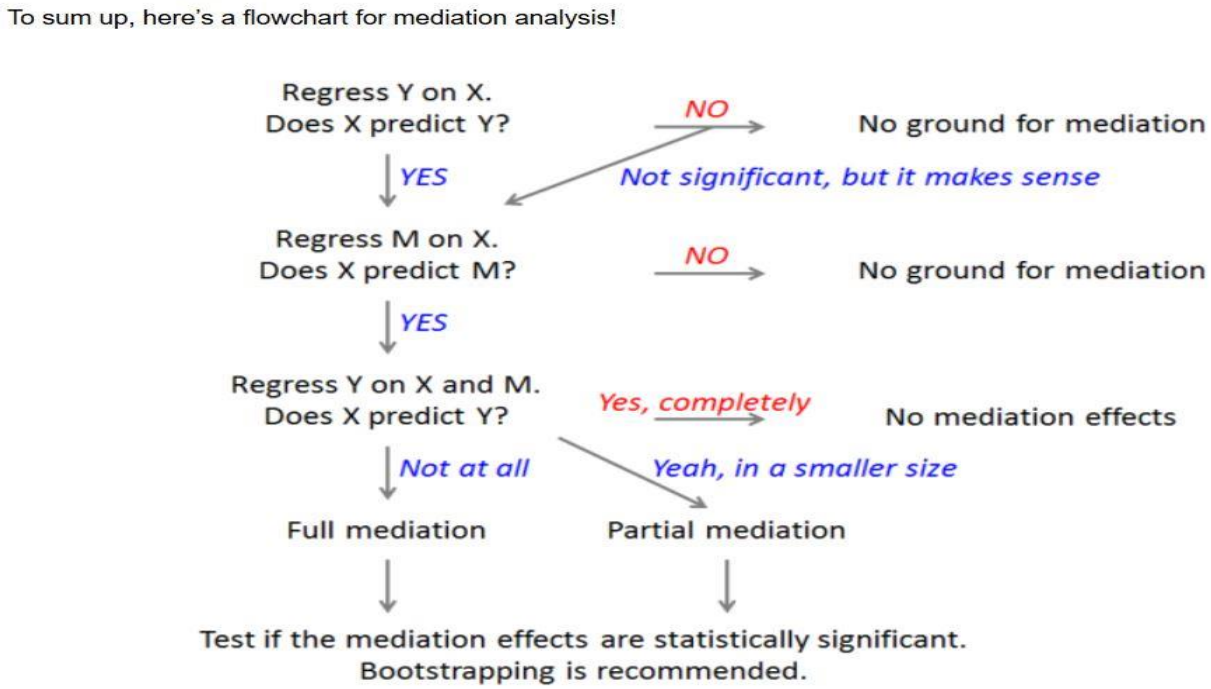
Section D

4.17. Mediation results and Hypotheses testing

The mediation analysis is a recent phenomenon used extensively by the researchers of social science. A mediating variable transmits the effect of an independent variable on a dependent variable (MacKinnon 2017).

The Baron and Kenny (1986) and Hastak and Olson (1989) approach was followed to test the direct link between the constructs i.e. SI, SS, ST, SC and SL. They suggest that the three important conditions must be fulfilled among the independent variable (SI), Mediator (SS, Trust, Commitment) and dependent variable (SL) to establish the mediation. First, the IV needs to affect the mediator. Second, the independent variable needs to affect the dependent variable. Third, the mediator needs to affect the dependent variable, while the effect of independent variables is reduced (Figure 4.17.1). In order to gain additional insights into the data, SEM was used for testing the relationship.

Figure 4.17.1 Flow Chart for Mediation Analysis



4.17.1. Direct Effect of Constructs

Table 4.17.1 Path analysis statistics for proposed research model

			Std. Estimate	Estimate	S.E.	C.R.	p	SDE
Trust	<---	SI	.893	1.220	.064	18.995	***	.893
Commit	<---	SI	.907	1.107	.061	18.020	***	.907
SS	<---	SI	.959	1.042	.060	17.489	***	.959
SL	<---	SI	.793	.922	.307	3.007	.003	.793
SL	<---	Trust	.423	.360	.069	5.188	***	.423
SL	<---	Commit	.004	.004	.095	.041	.967	.004
SL	<---	SS	-.393	-.421	.220	-1.913	.056	.393
COMMIT	<---	SS	.189	.203	.096	2.110	.035	.189
TRUST	<---	SS	.950	1.159	.140	8.284	***	.950
COMMIT	<---	TRUST	.269	.236	.102	2.321	.020	.269

H1: There is a positive and significant relationship between store image and store loyalty.

From the above Table 4.17.1, it is evident that regression coefficient between the SI and SL is positive and significant (p value = 0.003, $\alpha = 0.05$) with a direct effect of 0.793. Therefore, the direction of the relationship has been established. Previous studies have also supported this notion that store choice is dependent on the store image of a retail store (Vale, Matos and Caiado, 2016; Gill et al., 2017). The more favorable the store image the higher will be the emotional attachment of consumers to that store. Therefore, H1 is accepted.

H2: There is a positive and significant relationship between store image and store satisfaction.

From the above Table 4.17.1. it is evident that the regression path between SI and SS is significant ($\alpha = 0.05$) and positive with coefficient value of 0.959. Therefore, H2 is accepted. The store image is directly and explicitly related to store satisfaction. Satisfaction with the store means that customers positively evaluate the store image component (Autulkar and Kesari, 2017; Gill et al., 2017).

H3: There is a positive and significant relationship between store satisfaction and store loyalty.

From the above Table 4.17.1. it is evident that the regression path between SS and SL is positive and significant at 0.05 level of significance. The path is having a coefficient of 0.393. Therefore, H3 is accepted. There is little empirical evidence of the positive relationship between SS and SL in retailing context (Verhoef and Sloot, 2017).

H5: Store satisfaction will positively impact commitment toward the specialty store.

From the above Table 4.17.1., it is evident that the regression path between SS and SC is positive and significant at 0.05 level of significance. The path is having a coefficient of 0.189, therefore, H5 is accepted. There is little empirical evidence of the positive relationship between SS and SC in retailing context.

H6: Consumer trust toward a specialty store will positively impact commitment toward the specialty store.

From the above Table 4.17.1., it is evident that the regression path between ST and SC is positive and significant at 0.05 level of significance. The path is having a coefficient of 0.236. Therefore, H3 is accepted. There is little empirical evidence of the positive relationship between SS and SL in retailing context (Gulati and Nickerson, 2008).

H7: Consumer trust towards a specialty store will positively impact store loyalty.

From the above Table 4.17.1., it is evident that the regression path between ST and SL is positive and significant at 0.05 level of significance. The path is having a coefficient of 0.423. Therefore, H7 is accepted. There is little empirical evidence of the positive relationship between ST and SL in retailing context (Rahmani, Ranjbar and Gara, 2017).

H8: Consumer commitment to a specialty store will positively impact store loyalty.

From the above Table 4.17.1., it is evident that the regression path between SC and SL is positive but insignificant with p value of 0.967 at 0.05 level of significance. The path is having a coefficient of 0.004. Therefore, H8 is not accepted.

H9: Store image has positive effect on consumer trust in Grocery store.

From the above Table 4.17.1., it is evident that the regression path between SI and ST is positive and significant at 0.05 level of significance. The path is having a coefficient of 0.893. Therefore, H9 is accepted. There is little empirical evidence of the positive relationship between SI and ST in retailing context (Bazaar Voice, 2012).

H10: Store image has positive effect on consumer commitment in Grocery store.

From the above Table 4.17.1., it is evident that the regression path between SI and SC is positive and significant at 0.05 level of significance. The path is having a coefficient of 0.907. Therefore, H10 is accepted. There is little empirical evidence of the positive relationship between SI and SC in retailing context (Upadhyaya, 2017; Rubio, Villasenor & Yague, 2017).

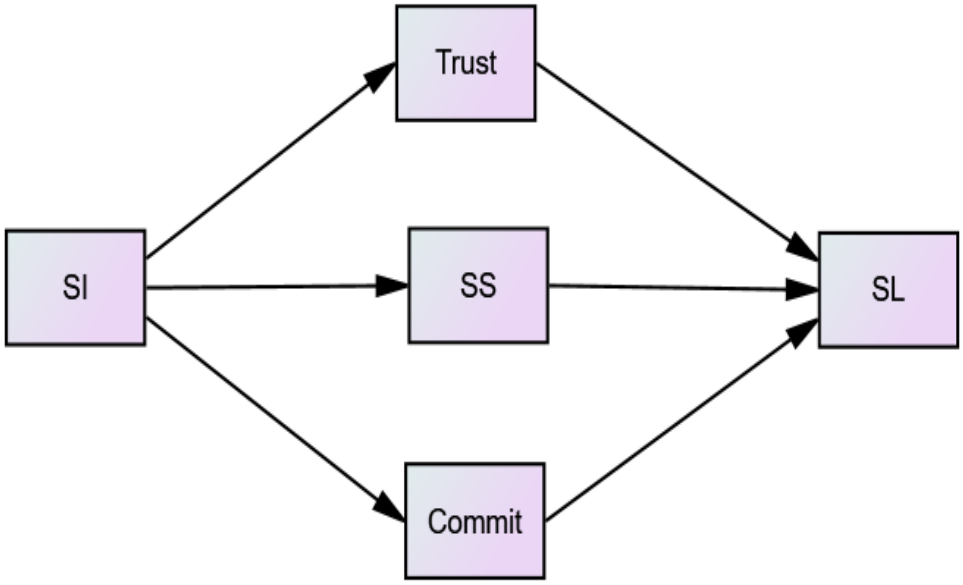
H11: Store satisfaction will positively impact Trust towards the specialty store.

From the above Table 4.17.1., it is evident that the regression path between SS and ST is positive and significant at 0.05 level of significance. The path is having a coefficient of 0.950 therefore our H3 is accepted. There is little empirical evidence of the positive relationship between SS and ST in retailing context (Upadhyaya, 2017).

4.18. Parallel Mediation Results

Structural equation modelling (SEM) was used to test the direct and indirect effect of mediators i.e. Store Satisfaction, Trust and Commitment on the relationship between Store Image and Store Loyalty.

Figure 4.18.1 Parallel Mediation Model



As projected in the hypotheses H4, H12 and H13, it was estimated that the relationship between the SI and SL variables were mediated by the hypothesized constructs of Satisfaction, Trust and Commitment. To estimate these hypotheses, a parallel mediation analysis was conducted. Parallel mediation is considered when the number of mediators is more than one (Hayes, 2013). This study uses three mediators; therefore, parallel mediation

was required to be carried out. The indirect effect of all the three mediating variables have been shown in the table 4.18.1.

SEM was used to provide the estimates of each of the path. A path coefficient is a standardized regression coefficient which stipulates the structure of the hypothesized relationships in the model.

Table 4.18.1 Indirect Effects

Path	**Indirect effect**	**SE**
SI---SS---SL	.438	.069
SI—Trust--SL	.439	.220
SI- Commitment-- Loyalty	.004	.307

H4: Store image has an indirect positive effect on store loyalty through store satisfaction.

From the Table 4.18.1., it is evident that the regression path between SI and SL through SS was found to be significant with the indirect effect of 0.439 at 0.05 level of confidence interval. The Table 4.18.2 below gives the bootstrapping results which also support the claim that SS mediates the relationship between SI and SL having upper bound value of 2.014 and lower bound value of 1.170 (p value = 0.048). Therefore, H4 is accepted.

H12: Store trust will mediate the relationship between SI and SL

From the Table 4.18.1 it was evident that the regression path between SI and SL through ST was found to be significant with the indirect effect of 0.438 at 0.05 level of confidence interval. The Table 4.18.2 below gives the bootstrapping results which also support the claim that ST mediates the relationship between SI and SL having upper bound value of .667 and lower bound value of 0.226 (p value = 0.001). Therefore, H12 is accepted.

H13: Commitment mediates the relationship between SI and SL

From the Table 4.18.1, it is evident that the regression path between SI and SL through SC was found to be insignificant with the indirect effect of 0.004 at 0.05 level of confidence interval. The Table 4.18.2 below gives the bootstrapping results which also supports the claim that Commitment does not mediates the relationship between SI and SL having upper bound value of 0.232 to lower bound value of -0.257 (p value = 0.048). Therefore, H13 is not accepted.

Table 4.18.2 Indirect Effects through Bootstrapping

Parameter	Estimate	Lower	Upper	p	Mediated by	Mediation Type
SI---SS---SL	.438	1.170	2.014	.048	Store Satisfaction	Partial Mediation
SI-----Trust----SL	.439	.226	.667	.001	Trust	Partial Mediation
SI--- Commit---SL	.004	-.257	.232	.957	No Mediation	NO Mediation

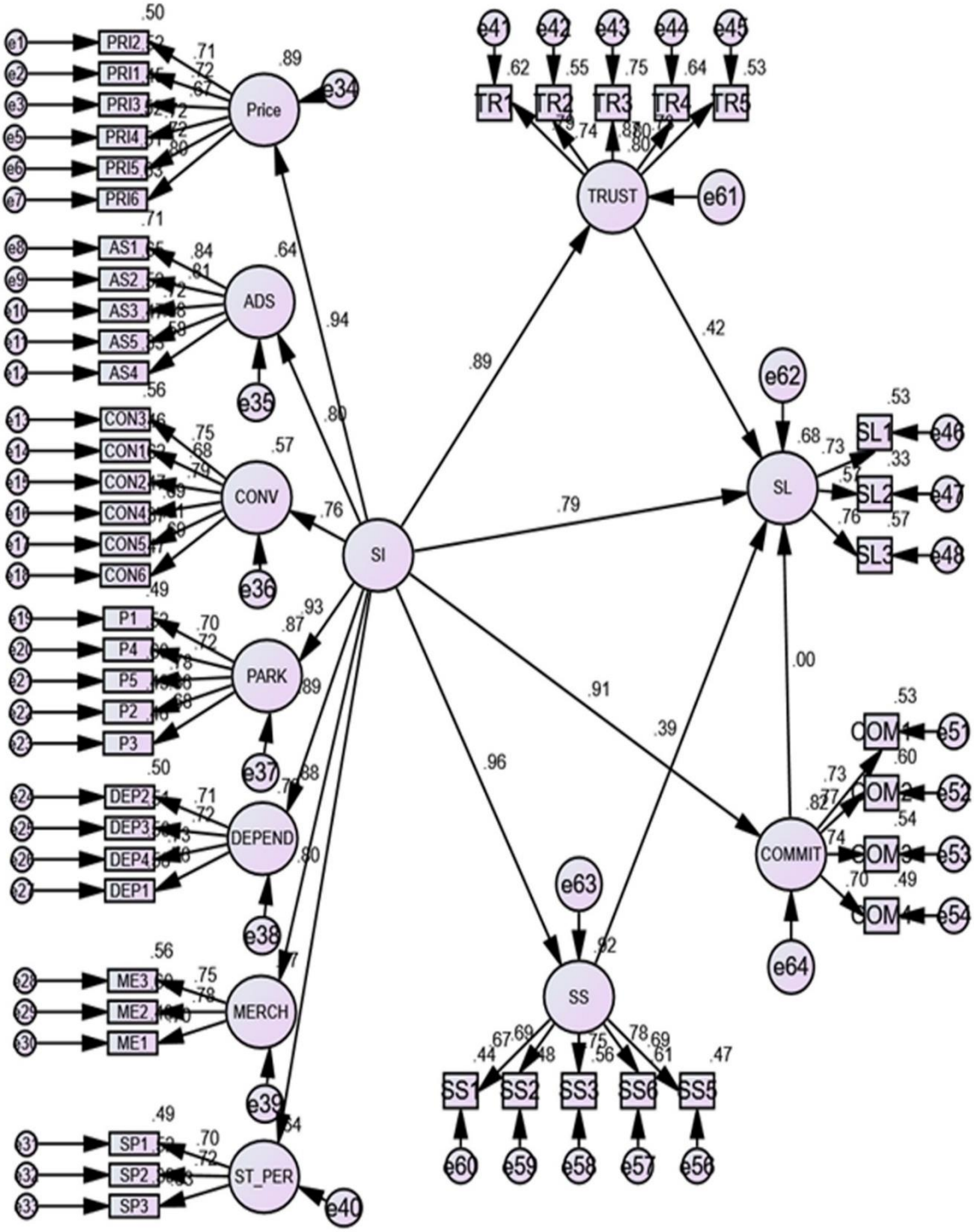
4.18.1. Model Fit Statistics

The results indicate an excellent fit. The chi-square value is 5308.620 with 1114 df ($\chi 2/df = 4.66$). The probability was also found to be significant which demonstrates that the data fits the model very well. All other indicators also show a good fit. The GFI was 0.879, AGFI 0.892, REMSA was 0.069, RMR = 0.045. NFI = 0.903 and PNFI = 0.860. Overall the model reflects a good fit for the analysis.

Table 4.18.3 Model Fit Analysis

C min	DF	p	GFI	REMSA	RMR	NFI	CFI	IFI	RFI	AGFI	PNFI
5308.620	1114	.000	.897	.069	.045	.903	.931	.932	.892	.856	.860

Figure 4.18.2 Parallel Mediation Results



4.18.2. Serial Mediation Analysis

Serial mediation analysis is used when there are two or more mediators and one mediator acts as a cause for the other mediator (Hayes 2013). The study uses three mediators i.e. Store Satisfaction, Store Trust and Store Commitment which makes it apt to run serial mediation on the proposed model (Grubbs et. al., 2015). A serial mediation model is proposed with Store Satisfaction, Store trust and Commitment mediating the relationship between Store Image and Store Loyalty. The results were derived using the Hayes Process Macro using SPSS. All the paths are illustrated in Figure 4.18.2. The total indirect effect i.e. the sum of all the indirect effects was significant in H15, H16, H17 with CI ranging from 0.499 - 0.845, 0.314 - 0.578, 0.005 - 0.280 respectively. However, the indirect effect was not significant in H18 where CI ranged from -0.074 to 0.312.

Moreover, while testing the serial mediation model the bootstrapping method was used with 5000 units as sample at 95% confidence interval. It revealed that all the hypothesized paths were significant except the path between Store Image and Loyalty via trust and commitment. With regression coefficient of 0.127 and p value of 0.186, this path came out to be non-significant (Table 4.18.4). Results of this analysis reveal sufficient support for the predicted serial mediation model.

Table 4.18.4 Serial Mediation Analysis with Bootstrapping method

Direct effect of X on Y					
Effect	SE	t	P	LLCI	ULCI
0.749	0.1101	15.8723	.0000	1.5318	1.9640

Indirect effect(s) of X on Y					
	Effect	Boot SE	Boot LLCI	Boot ULCI	R^2
Total	0.7957	0.1283	1.0399	0.5428	
Ind1	1.2284	0.1003	1.4208	1.0273	
Ind2	0.1569	0.0557	0.0569	0.2786	.66
Ind3	0.0109	0.0099	-0.0014	0.0398	.55
Ind4	0.042	0.0030	0.0003	0.0135	.63
Ind5	0.3719	0.0598	0.2577	0.4955	
Ind6	0.0099	0.0064	-0.0741	0.0259	NS
Ind7	-0.1210	0.0663	-0.2524	0.0080	

Indirect effect path

Ind1: SI -> SS -> SL

Ind2: SI -> SS -> Trust -> SL

Ind3: SI -> SS -> commit -> SL

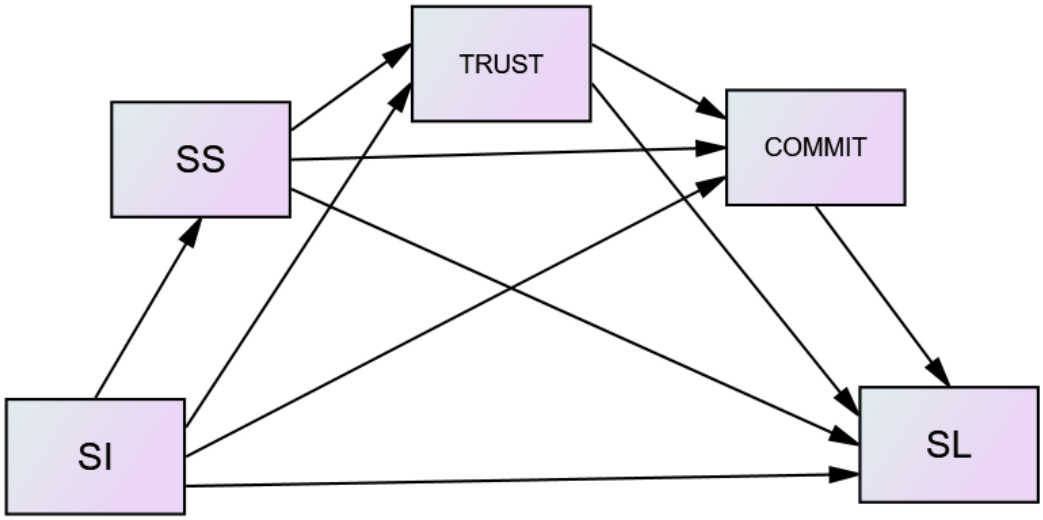
Ind4: SI -> SS -> Trust -> commit -> SL

Ind5: SI -> Trust -> SL

Ind6: SI -> Trust -> commit -> SL

Ind7: SI -> commit -> SL

Figure 4.18.3 Serial Mediation Structure



H14: SI will indirectly influence SL through multiple mediators of SS and trust

From the Table 4.18.4, it is evident that the regression path between SI to SS to ST and SL is significant with the indirect effect of 0.1569 at 0.05 level of significance. The Table 4.18.4 above gives the bootstrapping results which also supports the claim that SS and Trust serially mediate the relationship between SI and SL having upper bound of 0.2786 and lower bound of 0 .0569 (p value = 0.001). Moreover, the R^2 value has come out to be 0.66. Therefore, H14 is accepted.

H15: SI will indirectly influence SL through multiple mediators of SS and Commitment

From the Table 4.18.4, it is evident that the regression path between SI to SS through Commitment and SL is insignificant with the indirect effect of 0.0109 at 0.05 level of significance. The Table 4.18.4 above gives the bootstrapping results which also support

the claim that SS and Commitment does not serially mediate the relationship between SI and SL having upper bound of 0.0398 and lower bound of -0.0014 has the significance of zero in between the ULCI and LLCI. Moreover, the R^2 value has come out to be 0.55. Therefore, H15 is not accepted.

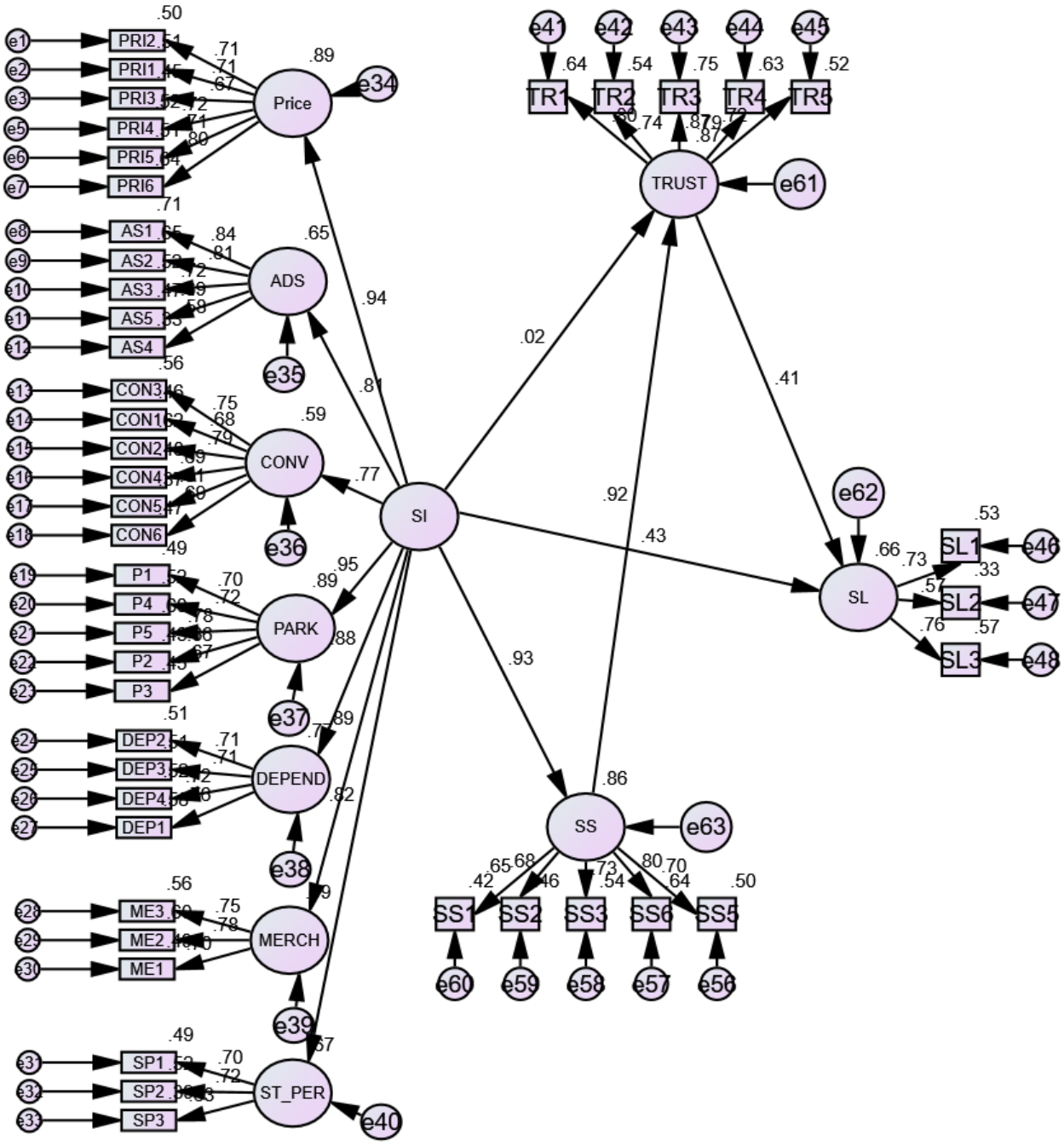
H16: SI will indirectly influence SL through multiple mediators of SS, Trust and Commitment

From Table 4.18.4, it is evident that the regression path between SI to SL through Trust, Commitment and Satisfaction is significant with the indirect effect of 0.046 at 0.05 level of significance. The Table 4.18.4, above give the bootstrapping results which also support the claim that SS, Trust and Commitment serially mediate the relationship between SI and SL having upper bound of 0.0135 and lower bound of 0.0053 (p value = 0.002). Moreover, the R^2 value has come out to be 0.60. Therefore, H16 is accepted.

H17: SI will indirectly influence SL through multiple mediators of Trust and Commitment

From Table 4.18.4, it is evident that the regression path between SI to SL through Trust and Commitment is insignificant with the indirect effect of 0.0099 at 0.05 level of significance. The Table 4.18.4. above also gives the bootstrapping results which show that Trust and Commitment do not serially mediate the relationship between SI and SL. The bootstrapping results also indicate insignificant results with upper bound of 0.0259 and lower bound of -0.074 (p value = 0.042). Moreover, the R^2 value has come out to be 0.60. Therefore, H17 is not accepted.

Figure 4.18.4 Final Research Model for the Study



4.19. Multi-Group Analysis

The proposed research framework was further considered for testing the moderation effect of demographic variables i.e. Gender, Store visits and Loyalty programs on the study relationships of SI and SL. Multi-group analysis was used to test whether the demographic variables (Gender, Stores visit and loyalty programs) moderate the study relationship. Using the chi-square difference tests, the study has identified the moderating effects of Gender, Store visits and loyalty programs among the study constructs which are shown in Table. 4.19.1, Table 4.19.2 and Table 4.19.3.

Table 4.19.1 Gender wise moderation of the proposed research model

Model	NPAR	CMIN	DF	P	CMIN/DF
Unconstrained	222	9117.351	2228	.000	4.092
Fully Constrained	172	9352.792	2278	.000	4.106
Chi-Square Difference	50	235.441	50	.000	

H18: Gender moderates the relationship between store image and store loyalty.

From the multi group analysis, it can be concluded that the gender has a significant effect on the relationship between store image and store loyalty. The chi-square difference shows that gender has a significant effect and females tend to be more loyal than the men. Therefore, H18 is accepted.

Table 4.19.2 Store wise Moderation of the proposed research model

Model	NPAR	CMIN	DF	P	CMIN/DF
Unconstrained	222	21021.783	7128	.000	2.949
Fully Constrained	172	21143.166	7178	.000	2.946
Chi-Square Difference	50	121.383	.000		

H19: The retail store choice moderates the relationship between store image and store loyalty.

From the table 4.19.2., the multi group analysis depicts that the choice of retail store has a significant effect on the relationship between store image and store loyalty. The chi-square difference shows that the selecting a particular retail store has a significant effect. Therefore, H19 is accepted.

Table 4.19.3 Loyalty program wise Moderation of the proposed research model

Model	NPAR	CMIN	DF	P	CMIN/DF
Unconstrained	222	9016.218	2228	.000	4.047
Fully Constrained	184	9149.526	2266	.000	4.038
Chi-Square Difference	38	133.308	38	.000	

H20: Loyalty program moderates the relationship between store image and store loyalty.

From the table 4.19.3, the multi-group analysis depicts that the loyalty programs have a significant effect on the relationship between store image and store loyalty. The chi-square difference shows that that loyalty program has a significant effect. Therefore, H20 is accepted.

Table 4.19.4 Summary of Hypotheses testing of the proposed research framework

Hypotheses	**Results**
H1: There is positive significant relationship between store image and store loyalty.	Accepted
H2: There is a positive significant relationship between store image and store satisfaction.	Accepted
H3: There is positive significant relationship between store satisfaction and store loyalty.	Accepted
H4: Store image has an indirect positive effect on store loyalty through store satisfaction.	Accepted
H5: Store satisfaction will positively impact commitment toward the specialty store.	Accepted
H6: Consumer trust toward a specialty store will positively impact commitment toward the specialty store.	Accepted
H7: Consumer trust toward a specialty store will positively impact store loyalty.	Accepted
H8: Consumer commitment to a specialty store will positively impact store loyalty.	Accepted

H9: Store image has positive effect on consumer trust in Grocery store.	Accepted
H10: Store image has positive effect on consumer commitment in Grocery store.	Accepted
H11: Store satisfaction will positively impact Trust toward the specialty store.	Accepted
H12: Store trust will mediate the relationship between SI and SL	Accepted
H13: Commitment mediates the relationship between SI and SL	Not Accepted
H14: SI will indirectly influence SL through multiple mediators of SS and trust	Accepted
H15: SI will indirectly influence SL through multiple mediators of SS and Commitment	Not Accepted
H16: SI will indirectly influence SL through multiple mediators of SS, Trust and commitment	Accepted
H17: SI will indirectly influence SL through multiple mediators of Trust and Commitment	Not Accepted
H18: Gender moderates the relationship between store image and store loyalty.	Accepted
H19: The retail store choice moderates the relationship between store image and store loyalty.	Accepted
H20: Loyalty program moderates the relationship between store image and store loyalty.	Accepted

The current chapter provided the results of the proposed research study which revealed that there was a significant positive relationship existing among the study constructs i.e. store image, store satisfaction, trust and loyalty. However, the relationship between the store commitment and store loyalty was not found to be significant. Furthermore, the study looked at the direct and indirect effects of the construct by applying both parallel and serial mediation analysis.

The parallel mediation analysis found that the indirect effect of satisfaction and trust was positive and significant. However, the indirect effect of commitment was not significant. The serial mediation results depicted that the store image variable is mediated by store image and trust. Finally, the moderating role of gender, store visits and loyalty programs were analyzed. The results show a significant effect of these variables on the relationship of store image and store loyalty. The discussion of these findings with recommendations and suggestions are presented in the next chapter of the thesis.

CHAPTER-5

DISCUSSIONS
&
CONCLUSION

Chapter – 5: Discussion and Conclusion

5.1. Discussion and conclusion

This chapter begins with the summary and discussion of the study which is then followed by practical implications, theoretical implications and summary of essential notions gathered during the process of the study. Lastly, the study concludes with limitations and scope for further research.

5.2. Summary of the Study

The main motivation behind conducting this research was to establish a structural relationship among the study constructs which are store image, store satisfaction, store trust, store commitment and store loyalty. The study is assumed to be unique in the way it draws linkages between store image and store loyalty, especially in the services sector i.e. grocery specialty stores. Based on the widely covered review of literature, the study identified the various relations to empirically confirm whether the above-drawn relationships are valid in the Indian context. Therefore, the study adopted a systematic investigation that is discussed below.

5.3. Store Image constructs

The construct of store image predicts the consumers actual shopping behavior. The findings of the research suggest that consumers' evaluation of store attributes in terms of store image has a direct influence on shopping intention. Developing and maintaining a highly attractive store image plays an instrumental role in the constant upkeep and enhancement of retailers and market position (Steenkamp and wedel, 1991). Escalating intense competition in the Indian grocery retail sector is bidding a hard time for the grocers.

They are facing the heat of this pervasive challenge of attracting and retaining customers, for which it has become inevitable for them to respond by maintaining a superior store image. The study offers great assistance to the nationwide grocery retailers by revealing relevant findings regarding the store attribute preferences exhibited and marked essential for grocery shopping by young Indian consumers. The study also empirically tests and establishes the influence such stores attributes exert on the consumers' satisfaction, trust and loyalty with the store.

First of all, working questions were developed from the relevant research domains to estimate the construct of grocery store image. Then, these items were subject to EFA to ponder upon the retained variable among the set of items. Grocery store image was reflected as a second order construct encompassed by seven main sub- constructs i.e. Price, Advertisement by store, Convenience of reaching the store, Dependability on store, Parking facilities, Merchandise and Store Personnel.

Ideally, improving all the 7 (seven) dimensions of store image can provide an opportunity to the retailers to attract more and more consumers. However, the study shows

that more focus should be put on price (.94) and parking (.95) as it has standardized factor loading of 0.94 and 0.95 respectively. Moreover, the results of study showed the standardized factor loadings of the other dimensions as: Advertisement by store 0.82, Convenience of reaching the store 0.80, Dependability on store 0.87, Merchandise 0.89 and Store Personnel 0.71. Thus, apart from price and advertisement, the other dimensions were equally important to develop the Retail store image.

Many researchers have found that the travel distance does not affect the consumers in choosing a retail store. The findings of this study also depict the same picture as the fixed cost perceived by the consumers in terms of convenience of reaching the store (.80) has been found to be no more important than the perceived variable cost (E.G. Price 0.94 and Parking 0.95) in their minds. This finding is consistent with Simmie and Sutcliffe (1994). They also observed that the benefits that a consumer gets in terms of price discounts can overcome the travel distance cost. Such findings lead to the possibility of some consumers being multipurpose shoppers; defying and overcoming any influence of distance by combining all their shopping purposes ranging across categories to avail the promotional offers or bulk buying discounts. Thus, distance may fail as a deterrence to such consumers, as they perceive and celebrate their success in terms of availed perks and secured savings.

The research on store advertisement has gained huge attention in the recent years, also considered an important element of the store image (Mukherjee and Jansen, 2014; Chaabane, 2010). It helps in the promotion of store brands and extending the reach of promotional messages to the potential consumers. Previous researches have suggested that

the retailers should strive hard to communicate their USPs clearly in order to influence the consumers buying behaviors. The present study is in line with their suggestion as the standardized path coefficient for store promotion is 0.82 which predicts that the promotions of the store are very essential part of the retailers' store image. In India, the retail stores especially the grocery retailers have almost neglected this part of the store image and have not invested much in this construct. Although in-store displays are widely promoted, still, there is a need for outdoor advertisements by these stores to attract huge customer base.

Many researchers have noted the presence of store environment influence on Indian retail (Singh et al., 2014). The study concluded that the three basic store environment components namely Merchandise (0.89), Dependability on store (0.87) and Store Personnel (0.84) are the essential determinants of consumer buying pattern. Together, these three elements contribute heavily to the overall store image. The results are in line with previous research findings that maintain merchandise, dependability and store personnel as the key element of store image (Zimmer and Golden 1998; Wu et al., 2012; Rashmi, 2015; Grosso et al., 2017). Therefore, retailers must pay proper attention on the controllable elements of the store environment such as merchandise and personnel and consistently convey the promised value through them. Consumers should feel that the promise made to them has been delivered. They should experience that their expectations from the store has been more than fulfilled. This will lead the consumers to be more dependable on that particular store, which in turn, can have a positive effect on loyalty.

By forging an enthusiastic in-store environment and aligning the store image with the communicated retail positioning, the store can succeed in garnering satisfied and loyal

customers. Since constructing a strong store image is quite complicated, retailers should work towards building and matching each of its subsequent dimensions especially Price, Advertisement by store, Convenience of reaching the store, Dependability on store, Parking facilities, Merchandise and Store Personnel. Consumers view retail store as a total package and the content of this package shapes their perceptions and expectations of a delightful shopping experience. Such expectations if met, may cultivate repurchase intention and loyalty in consumers.

5.4. Store Loyalty Discussion

Store loyalty continues to elude practitioners and researchers alike given its immense importance for retail success (Nayadzayo and Khajehzadeh 2016). In fact, one of the prime objectives of service firms today is managing and acquiring more and more loyal consumers to generate higher profits (Polo, Jamilena and Molina, 2016). The present research also states that loyal consumers are more likely to purchase new products and generate higher profits (Manstrly, 2016; Mcnaughton et al., 2014). Resisting the moves made by the competing stores, such customers will also pose lower retention cost (Manstrly, 2016; Mcnaughton et al., 2014). This will be of immense help to the service firms especially the grocery retail stores which find it difficult to retain loyal consumers due to their rivalling offers and discount and local retailers. Therefore, store image along with its dimensions help retailers to keep consumers intact with their particular store. The study findings regarding store loyalty also reveal that consumers who are satisfied with a store intend to buy their groceries at the same place next time also.

The study uses the behavioral aspect of loyalty which intends to measure the repurchase intention of consumers (Karatepe and Ekiz, 2014). Behavioral loyalty is extremely important for the retailers because it reflects the buying trend of consumers, hence directly impacting the revenue and profits of the retailers.

Consumer patronage behavior has been highly associated with a firm's long run profitability and growth. It is crucial for the grocers to understand that formulating strategies on the store image dimensions perceived by their consumers has the potential to reinforce their satisfaction assessment. To this end, they can devise store assessment system to track the temporal influence in store image and store satisfaction. In order to share the results and implications of such assessment program with the customers, consumer surveys and longitudinal consumer panels can be constituted.

Another important outcome that the study depicts is that consumer can show the repurchase behavior but still may not be loyal to one particular store. This may be called as "Spurious loyalty". Spurious loyalty can be distinguished from intended loyalty, which may be happening due to the heavy price or promotion discounts offered by the store. Deal prone consumers would change their preferences in favor of the store that offers the best discount or price deals. Surprisingly, this behavior may last for a brief period of time which may exactly match with the shopping pattern of the loyal consumers (Lichtenstein et al., 2016; Rowley and Dawes 2000). Thus, the prime focus of the retailers should be to aim for the intended loyal consumers which can stick with the store for longer period of time and avoid falling for the spurious loyalists.

5.5. Store Image and Store Satisfaction

For many years now, retailers have invested significant resources to improve their consumer satisfaction (Durvasuka et al 2014). It indicates the success of firm strategies while implementing them to fulfill the promises to consumers which it has made (Carpenter and Fairhurst (2005). The present study has used store satisfaction as a mediator variable which is considered linking the association between store image and store loyalty. The study shows that there is a significant and positive association between store image and store satisfaction with a standardized value of 0.90 at 95% level of significance. Thus, the study has lent support to the various past studies done in this regard (Pileliene and Grigaliunaite 2013; Jayasankaraprasad and Kumar 2012; Zemguliene 2013).

In the retail settings, a variety of attributes can become the basis of different comparisons and affective responses. The antecedents like price, advertisement by store, convenience of reaching the store, dependability on store, parking facilities, merchandise and store personnel which were found to be important attributes of store image also exhibited their strong ties with store satisfaction. Therefore, it can be concluded that store image is a predictor of store satisfaction and this positive relation is likely to influence the buying behavior in a more positive way (Koo, 2000; Chang and Tu, 2005).

5.6. Store Satisfaction and Loyalty

Previous studies have also found that store satisfaction exerts a positive influence on the store loyalty. The present study also supports the same argument as the standardized coefficient value was found to be 0.40 which was statistically significant at 0.05 level of significance. The consumer's decision to choose a store is a process which is very complex in nature as it covers many variables and assessments. Although the time in taking final decision seems to be short, but the assessment made till that moment does occupy the consumer's mind to decide on the store selection. In this process, the retailers who score higher in store satisfaction scale make it easier for the consumers to select that particular store (Landsverk et. al., 2013). Therefore, consumers use a variety of store related criteria to prefer the store and satisfaction tops the list in those criteria.

5.7. Store Image to Store Satisfaction to Store Loyalty

Quite a few relationships have been studied linking the various dimensions of store image with store loyalty. The results have clearly evidenced a strong association pervading the variable of store image and store loyalty. However, even such a strong and direct influence of store image on store loyalty is surpassed when store satisfaction has been introduced in- between as a mediator. The strength of the indirect relationship through store satisfaction is found to be considerably significant and far greater than the direct route. Therefore, store satisfaction was partially mediating the relationship between store image and store loyalty.

This finding resonates well with the past studies conducted in the context of retail stores (Chang and Tu, 2005; Zhao and Huddleston, 2011) Earlier studies stood with the proposition that choice of a store is directly driven by the perceived image of that store (Chui 1995; Osman 1993). Later Shemwell et al., 2000 introduced the indirect path by proposing "Satisfaction" as a more central construct and as a mediator to the image-loyalty relationship. Thus, the finding of the present study highlighting the role of satisfaction as a crucial mediator is consistent with the preceding literature.

However, further analysis of the result reveals that the image-satisfaction path is stronger (std. coefficient value= 0.90) than the satisfaction-loyalty path (std. coefficient value = 0.42). This makes it inevitable for the retailers to pay proper attention on strengthening the store image, without which satisfaction may not be enough to garner loyalty. Thus, the finding implicates that the grocery retailers need to strategize on store image dimension in order to leverage the influence of store satisfaction on loyalty. Since, the results of the study portend that a strong store image will raise the satisfaction from store, which will ultimately enhance store loyalty.

5.8. Mediation Analysis

The study examines the structural relationship between the input variable i.e. store image (SI) and output variable i.e. store loyalty (SL) through three mediating variables i.e. store satisfaction, trust and commitment. Initially, the study used parallel mediation to check the individual effect of each mediator on the relationship between SI and SS. The results of the parallel mediation depicted that store satisfaction and trust having standardized indirect effect of .438 and .439 respectively mediate the relationship between SI and SL. However, the third mediator i.e. commitment does not mediate the relationship as the standardized coefficient value derived 0.004 was not statistically significant at 0.05 level of significance. The satisfaction and trust elements are more influenced by factors like ambiance, value for price and store atmosphere, which are basic functional store evaluation criteria. Since grocery shopping behavior is mostly dominated by the utilitarian benefits, store satisfaction and trust play immense role in forming the store loyalty. Whereas commitment to a store is a non-functional criterion (Fournier, 1998). Particularly, in grocery shopping it is not considered as important element to erode loyalty of a store. The results of the study stand against the findings of Belk (1998) and Sivadas and Baker (2000). Lending support to the contrasting results, many researchers are of the opinion that commitment does not exist on the mere presence of store image. Store image should also involve interaction and exchange from the consumers to develop positive feelings and a sense of commitment towards the store.

Furthermore, a few studies have explained that commitment is consequence of trust, which denotes an enduring desire to maintain a relationship (Moorman et al., 1993). Trust

also is influenced by satisfaction. However, the results regarding this relationship are inconsistent (Hennig-Thurau et. al., 2002; Harris and Goode 2004; Chaudhuri and Holbrook 2001). Therefore, the study examined the serial mediation effect of Store Satisfaction, Trust and Commitment on the relationship between SI and SL.

Different models with path diagrams were drawn to get the best results out of the serial mediation model. The result of the first model shows that store satisfaction and trust mediate the relationship between SI and SL having a total indirect effect of .671. This model explains almost 66% of the loyalty variable.

The second model which took store satisfaction and commitment as mediators shows that the relationship was statistically significant with p value of 0.001. This result is in line with the past investigations which predicted that commitment is an outcome of store satisfaction, which influences loyalty. Satisfaction reflects the positive experience with the retailer which eventually creates commitment – inducing the emotional bond (Hennig-Thurau et al., 2002). The R^2 value for this model was found to be 55%.

The third model was taken as a holistic of all the mediators i.e. Store Satisfaction, Trust and Commitment and was found to be statistically significant with p value of 0.042 and R^2 value of 63%. Since, store satisfaction leads to trust which in turn leads to commitment in this model, it can help to create a positive level of customer emotional attachment. This emotional attachment will help the retailers to create a sustainable relationship which is resistant to change (Jahanshahi et. al., 2011). The study also uses trust and commitment mediating the relationship between SI and SL having an estimation of 0.127 which was found to be statistically insignificant having p value of 0.186. This result

is against the findings of Schirmer et. al. (2016) who stated that trust and commitment partially mediate the relationship between SI and SS.

5.9. Moderation Analysis

The study examines the structural relationship between the inputs variable i.e. store image (SI) and output variable i.e. store loyalty (SL) through three mediating variables i.e. Store Satisfaction, Trust and Commitment and three moderating variables which were clarified as

- Gender
- Store Choice
- Loyalty

The result of the moderation analysis reveals that gender has moderating influence on the studies relationship. A significant difference was discovered in the store image and store loyalty of the males and females. Also, they differed significantly in the loyalty status they awarded to a store as evidenced by their significantly different mean store loyalty scores in the analysis. The source of this difference in their store loyalties may arise from their substantially different store image perceptions. Moreover, female shoppers demonstrate more controlling buying behavior than their male counterparts. Female tent to spend excessively at one store and look to revisit the same store than their male counterparts. Furthermore, store choice and loyalty programs also have the moderating effect on the variables used in the study. The results are consistent with the findings of Lee and Kylec (2008) and Kandampully, Zang and Bilgihan (2015). Therefore, the study finds that the variables like gender, store choice and loyalty programs impact the strength of the relationship between different determinants of loyalty analyzed in the study.

5.10. Practical Implications

The findings of the study have a number of managerial implications. Retailers want to create a long-term relationship with their consumers, therefore, they should invest primarily in customer satisfaction.

Merchandise takes the center stage as the main store level driver in achieving store satisfaction and driving store loyalty. Therefore, retailers should prioritize their investments in relationship appeals and marketing, mainly on store building and enhancement investments very well prescribed by Dewani et. al. (2016). A suitable store layout will help the retailer to favorably position itself and will create a sense of feeling in the consumers that they are being listened and prioritized. This will lead to consumers' satisfaction and therefore, develop loyalty. Management can cue consumers to think about their store patronage by providing the motivational stimulus and processing their store choice. They can place reminders of past and patronage behavior which guaranteed them satisfaction. Doing so can make the shopping experience of the customer more convenient, less burdensome and complicates and more fun.

Store image is also an important construct to focus for the retailers. Since the influence of store satisfaction arises essentially from store image, it is ultimately the store image that modifies or alters the satisfaction judgment of the consumers. This signifies that store loyalty that is built through store satisfaction is highly dependent on the store image. Therefore, loyal consumers that are clearly satisfied with the store also exhibit a positive perceived image of the store.

The highly competitive environment in the retail industry drives retailers to acknowledge the shape the influence of consumer's perception to impact the patronage behavior (Ailawadi and Keller, 2004). The retailers try to attract consumers by building favorable and superior image and create loyalty through loyalty programs. This research will help the retailers to understand how to build an effective loyalty program. Furthermore, loyalty programs should be considered as a tool for building the positioning and store image in order to enhance and attract the consumers to their stores.

5.11. Theoretical Implications

The study seeks to cover various gaps in the literature. The findings of the study have multifold implications to understand the modern consumer's grocery buying behavior. The study uses various frameworks to understand the association between the factors that prompt and provide directions to the consumer to be a patron with particular retail store. The study has not only identified the various stimuli of store image (SI) like Price, Advertisement by store, Convenience of reaching the store, Dependability on store, Parking facilities, Merchandise and Store Personnel which were rarely studied in earlier investigations. But these variables were also empirically tested in the present study. Based on the findings of the study, the retailers can prepare their own business strategies to better use the store image stimuli to convert them into behavioral outcome.

The research model was setup differently as compared to the existing literature. Although there are a few researches which have depicted the mediating effects separately. However, the studies' first contribution is that it proposed that the generation of loyalty is based on store image (SI) through two mediator variables i.e., Store satisfaction (SS) and Trust. This model seeks to give a more holistic picture of the relationship between SI, SS, Trust and Loyalty.

The second contribution the study makes is the concept of heterogeneity which has hardly been analyzed in the earlier researches. Therefore, the effect of the heterogeneous consumers was established in the model through multi group analysis (MGA).

Limited research was carried out in the field of retailing regarding the individual mediating effects of Store Satisfaction, Trust and Commitment on the relationship between

SI and SL variables in various other contexts i.e. industries or countries. The current study findings were consistent with the findings of earlier studies. However, the mediating effect of commitment was not found to be significant in Indian context. Therefore, the considered relationship was found invalid in Indian context.

Further, the combined influences of Store Satisfaction, Trust and Commitment relationships have been proposed only in the conceptual studies and there is lack of empirical evidence and support existing in consumer behavior literature. Therefore, the present study attempts to emphatically conduct an empirical enquiry in terms of serial mediation of Store Satisfaction, Trust and Commitment on the relationship between Store Image and Store Loyalty. Hence, this is a unique contribution to the existing body of knowledge.

The various variables like Gender, Store choice and Loyalty programs moderating the relationship between SI and SL was not tested empirically. Therefore, it is also an important contribution of the present study which empirically tested that Gender, choosing a store and Loyalty programs have a significant moderating effect on SI and SL.

5.12. Conclusion

The main aim of the study was to examine the structural relationships among Store image, Store satisfaction, Trust and Commitment with the dependent variable i.e. Store loyalty. Data was collected from 1013 consumers across four metro cities of India. The study found that all the variables are interrelated except the store commitment. The relationship between commitment and loyalty was not found to be significant. Moreover, serial mediation also found that commitment does not mediates the relationship between Store Image and Store Loyalty. The study showed that the retailers should focus on building the store images. This will foster an attractive and convenient shopping experience for the visiting consumers. Price also pays an important role in the formation of patronage behavior apart from the store environment. So, retailers should be focusing on price aspect as well. This study has explained "Store as a Brand".

The study has contributed to both practitioners and academic pool of knowledge. The constructs of the study have been explored both as mediators and moderators to facilitate a finer understanding of the complex issue related to attitude and behavior of consumers towards the grocery specialty stores.

5.13. Limitations of the Study and Scope for Further Research

- The study takes into consideration the four metropolitan cities of India and has not attempted to look at tier 1 and tier 2 cities. Therefore, it cannot be generalized across the country. Therefore, further research can further extend this study to investigate the store choice behavior of small town consumers which may give different results.
- The study did not look at the effect of the distance on store loyalty. Hence, another possible extension of this study can lead to a detailed examination of "out-shopping attractiveness". Out-shopping attractiveness is nothing but a dimension utilized by the shoppers while patronizing the grocery located at a distance.
- The study has adopted a purposive sampling technique which is a non-probability sampling technique and may have a chance of sample bias. Therefore, further studies can adopt random sampling techniques to avoid sampling bias.
- The study did not take into consideration the stores known for unique grocery products. Therefore, empirical research needs to be carried out to investigate the perceived store image associated with different grocery retail formats. Also, its relationship store satisfaction and loyalty may be tested.
- The grocery store loyalty is also considered as a category specific trait which implies that a consumer can be loyal to one store for one product while at the same time be loyal to second store for other product. So, further studies should investigate the relationship of these peculiar store category loyalties.
- The study is quite limited in its scope of dependent variable. It expressed the consequence of consumers' preference in the limited construct of behavioral

loyalty. Future research may focus on some other attitudinal and cognitive outcomes such as word-of-mouth, the evoked set composition and research patterns. Examination of satisfaction type may also have a moderating influence on their consequences.

- The study did not look at the role of cultural variables on store loyalty. Moreover, it looked at the national level store having presence in all the four metropolitan cities of India. However, the Indian retail market is becoming progressively cosmopolitan with each passing day. As a consequence, more and more consumers are patronizing local retail store. Therefore, there is a need to examine the role of cultural nuances on the formation of local store loyalty.

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Annexure I

Questionnaire

I, **Ishfaq Hussain Bhat,** is pursuing Ph.D. in School of Management Studies, University of Hyderabad, Hyderabad. As part of my study, I need to collect Data in the form of given Questions below and collect opinions of the select Grocery Stores. All questions are being measured using 5-point rating scale and respondent has to tick or check **(√)** appropriate number as their opinion for respective question. **Responses will be only used for academic purpose only**.

I humbly request you to give your valuable opinions and completely fill the questionnaire.

DEMOGRAPHIC PROFILE

1) Respondent's Name (OPTIONAL):

   _____

2) Gender: A) Male ☐ B) Female ☐

3) Age: A)20-29 ☐ B) 30-39 ☐ C) 40-49 ☐
   D) 50 & Above ☐

4) City: A) New Delhi ☐ B) Mumbai ☐ C) Hyderabad ☐
   D) Kolkata ☐

5) Occupation: A) Business Person ☐ B) Self-employed ☐ C) Homemaker ☐
   D) Retired ☐ E) Government Employee ☐ F) Student ☐
   G) Private Employee ☐ H) Others ☐

1) Qualification: A) Matriculate and below ☐ B) Under Graduate ☐
   C) Graduate ☐ D) Post Graduate ☐ E) Others ☐

2) Which Store you mostly Visit for your grocery Shopping
   A) Reliance Fresh ☐ B) Big Bazaar ☐ C) More ☐
   D) Spencer ☐ E) Easy Day ☐ F) others ☐

3) Approximate Monthly Household Income:
   A) < 20,000 ☐ B) 20,000 to 40,000 ☐ C) 40,001 to 60,000 ☐
   D) 60,000 to 80,000 ☐ E) >80,000 ☐

4) Please indicate the number of visits per month you normally make while shopping for food and grocery products:

_____

5) Do you have any membership card/Loyalty cards offered by this shop?

A) Yes ☐ B) No ☐

6.1. If yes, how did you come to know about the loyalty program of this shop? (Put tick the mark).

Name of the shop	Advertisement	Friends	In store	Internet

6.2. If yes, since how long have you been a member of this shop?

A) 1 – 2 Years ☐ B) 3 - 4 Years ☐

C) 5 - 6 Years ☐ D) More than 6 Years ☐

6.3 How many times you have redeemed your loyalty points?

A) 1-3 Month ☐ B) 6 months ☐

C) One Year ☐ D) More than One Years ☐

Rating Scale: 1 = Strongly Disagree; - (SDA) 2 = Disagree; - (DA) 3 = Neutral; - (N)

4 = Agree; - (A) 5 = Strongly Agree; - (SA)

Store Loyalty

	SDA	*DA*	*N*	*A*	*SA*
	1	*2*	*3*	*4*	*5*
1. Advertising by the Store					
a. The ads of this store are very informative	*1*	*2*	*3*	*4*	*5*
b. The ads of this store are helpful in making purchase	*1*	*2*	*3*	*4*	*5*
c. The ads of this store are appealing	*1*	*2*	*3*	*4*	*5*
d. I believe in the ads of this store	*1*	*2*	*3*	*4*	*5*
e. The advertising of this store are very frequent	*1*	*2*	*3*	*4*	*5*
2. Physical Characteristics of the Store					
a. This store is always very Clean	*1*	*2*	*3*	*4*	*5*
b. This store is very Attractive	*1*	*2*	*3*	*4*	*5*
c. I can find the items very easily in this store.	*1*	*2*	*3*	*4*	*5*

d. I can easily move through the store for searching my product	*1*	*2*	*3*	*4*	*5*
e. The Speed of Checkout of this store is fast	*1*	*2*	*3*	*4*	*5*
3. Convenience of Reaching the Store					
a. This store is Near to my Residence.	*1*	*2*	*3*	*4*	*5*
b. I require less time to reach to this store.	*1*	*2*	*3*	*4*	*5*
c. I reach this store very comfortably	*1*	*2*	*3*	*4*	*5*
d. I feel very Convenient to reach this store as compared to other stores	*1*	*2*	*3*	*4*	*5*
4. Your Friends and the Store					
a. This store is Known to my friends	*1*	*2*	*3*	*4*	*5*
b. This store is Liked by my friends	*1*	*2*	*3*	*4*	*5*
c. I will Recommend this store to my friends	*1*	*2*	*3*	*4*	*5*
d. All my friends shop at this store	*1*	*2*	*3*	*4*	*5*
5. Parking Facility					
a. This store has parking facility.	*1*	*2*	*3*	*4*	*5*
b. This store has ample space for parking.	*1*	*2*	*3*	*4*	*5*
c. This store provides free parking facility.	*1*	*2*	*3*	*4*	*5*
d. Parking area at this store is well guarded by security personnel.	*1*	*2*	*3*	*4*	*5*
6. Merchandize Selection					
a. The Degree of Selection of this store is high	*1*	*2*	*3*	*4*	*5*
b. The Level of Stock of products in this store is very large	*1*	*2*	*3*	*4*	*5*
c. This store has got a good number of Brands	*1*	*2*	*3*	*4*	*5*
7. Store Personnel					
a. The store personnel are very Courteous	*1*	*2*	*3*	*4*	*5*
b. The personnel of this store are very Friendly	*1*	*2*	*3*	*4*	*5*
c. The staff of this store are very Helpful	*1*	*2*	*3*	*4*	*5*
d. The Number of personnel in this store are adequate to help	*1*	*2*	*3*	*4*	*5*
8. Prices Charged by the Store					
a. The prices of this store are Relatively less as compared to other stores	*1*	*2*	*3*	*4*	*5*
b. The Level of value of this store is high	*1*	*2*	*3*	*4*	*5*
c. This store offers a good Number of Special prices	*1*	*2*	*3*	*4*	*5*
9. Dependability of the Store					
a. I always Depend on this store for my grocery purchases.	*1*	*2*	*3*	*4*	*5*
b. The Quality of the products of this store are high	*1*	*2*	*3*	*4*	*5*
c. This store has very Well-known brands	*1*	*2*	*3*	*4*	*5*
d. This store gives me high value as compared to other stores	*1*	*2*	*3*	*4*	*5*
Store Satisfaction					
a. I am very satisfied with this grocery store as compared to other stores	*1*	*2*	*3*	*4*	*5*
b. Based on my experience with this store I am satisfied	*1*	*2*	*3*	*4*	*5*
c. My shopping experience has always been pleasant at this grocery store	*1*	*2*	*3*	*4*	*5*
d. I put efforts to maintain the relation with this store for long period of time	*1*	*2*	*3*	*4*	*5*

e. My relation with this store has been productive	*1*	*2*	*3*	*4*	*5*
Trust					
a. Shopping in this store is Trustworthy	*1*	*2*	*3*	*4*	*5*
b. I am satisfied with the relation I have with this store	*1*	*2*	*3*	*4*	*5*
c. This store can be trusted all the time	*1*	*2*	*3*	*4*	*5*
d. I believe I can trust this store to do what is best for me	*1*	*2*	*3*	*4*	*5*
e. I can count on this store to do what is best	*1*	*2*	*3*	*4*	*5*
f. This store is reliable all the time	*1*	*2*	*3*	*4*	*5*
Commitment					
a. The relation with this store is very important to me	*1*	*2*	*3*	*4*	*5*
b. This store gives me a feeling of confidence	*1*	*2*	*3*	*4*	*5*
c. I am willing to go extra mile to remain a customer of this store	*1*	*2*	*3*	*4*	*5*
d. I intend to maintain the relationship with this store for long period of time	*1*	*2*	*3*	*4*	*5*
Store Loyalty					
a. I think myself as a loyal customer of this store	*1*	*2*	*3*	*4*	*5*
b. I positively recommend this store to my family and friends	*1*	*2*	*3*	*4*	*5*
c. I make a special effort to shop at this store	*1*	*2*	*3*	*4*	*5*
d. A large majority of my grocery purchases are from this store.	*1*	*2*	*3*	*4*	*5*
e. This store is always my first choice	*1*	*2*	*3*	*4*	*5*

**********THANK YOU**********