

Bharath Reddappa

Bharath Reddappa 20231024

Submission of Thesis and Dissertation

National College of Ireland Research Students Declaration Form (Thesis/Author Declaration Form)

Name: <u>Bharath Reddappa</u> Student <u>Number: 20231024</u> Degree for which thesis is submitted: <u>Master of Science in Management</u> Title of Thesis: <u>Consumer Loyalty in Reliance Jio</u> Date: <u>17th Aug 2022</u>

Material submitted for award

A. I declare that this work submitted has been composed by myself.	Ŋ
B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.	M
C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA.	Ŋ
 D. <i>Either</i> *I declare that no material contained in the thesis has been used in any other submission for an academic award. <i>Or</i> *I declare that the following material contained in the thesis formed part of a submission for the award of 	
MSc in Management awarded by QQI	

Acknowledgement

I would like to thank my supervisor, Dr. Colette Darcy, without whom the current thesis could not have been such a rewarding experience. I would also like to thank the National College of Ireland for providing me a chance to work with her.

I would want to express my gratitude to my mom who always stood by me, supporting and encouraging me and lastly, I would like to express my appreciation for my friends and family without whom the data collection would have been a tough challenge.

Abstract

Licensed telecommunications providers and their operations in any country have resulted in a variety of macroeconomic influences, such as employment creation, increased reliability of delivery services, lower costs of transportation, more internal security, and higher output for the nation. By linking buyers and sellers together, telecommunication services provide a foundation for economic growth, which is an essential role in a healthy economy (Osotimehin, Hassan and Abass, 2015). Therefore, it is of utmost importance to understand how consumer value is created for these telecommunication services and how these further influences the growing concerns of telecom companies to focus on building long-term relationship with the customers.

Customer loyalty is one of the essential factors that allows businesses to attain success using their consumer base, and in the telecom sector of India, loyalty plays a critical role. This paper uses an example of Indian telecommunication service provider namely Reliance Jio to examine if deep discounting and cost leadership can aid a company in building a loyal consumer base and retain them. Reliable and valid primary data is collected through the survey technique and the data is used for the key purpose of having an analysis of the level of loyalty among Jio's customers.

Table of Contents

Acknowledgement	2
Abstract	3
Chapter 1: Introduction	6
1.1Rationale for selecting Reliance JIO	7
1.2 Dissertation structure	7
Chapter 2: Literature review	8
2.1 Concept of consumer loyalty	8
2.2 Factors influencing loyalty	9
2.2.1 Perceived Value	9
2.2.2 Perceived values of price and quality	9
2.2.3 Satisfaction	10
2.2.4 Effects of Branding	11
2.3 Overview of telecommunication sector in India	11
2.4 Conceptual Framework	13
2.5 Research Questions and Hypothesis	15
2.6 Research gap	16
Chapter 3: Research methodology	17
3.1 Introduction	17
3.2 Research Philosophy	18
3.3 Research Approach	18
3.4 Research design	19
3.5 Sampling and Description of Sample	20
3.6 Data Collection	21
3.7 Time Horizon	21
3.8 Data Analysis	22
3.9 Ethical considerations	22
3.10 Research Limitations	23
3.11 Conclusion	23
Chapter 4: Data analysis and findings	24
4.1 Introduction	24
4.2 Measurement Scales	24
4.3 Measurement Model	
4.4 Structural Model and Fit	

4.5 Hypothesis testing	29
4.6 Mediation analysis	30
4.7 Limitations section?	32
4.8 Conclusion	32
Chapter 5: Discussion	33
5.1 Conclusions	34
5.2 Recommendations	36
References	38

Chapter 1: Introduction

It remains a fact that most consumers exhibit loyalty in some form or the other and companies with loyal consumers gain handsomely form them. It is in the best interest of any company that can build a loyal following will want to do so (Oliver, 1999). Researchers like Fornell and Wemerfelt (1987) have also pointed out that the relative cost of retention of the existing customers of any organisation are substantially less than the cost of acquisition of new consumers. With these high returns obtained from loyalty of the consumers and the corresponding importance of the benefits that companies seek from them, it becomes vital to understand the constituents of consumer loyalty and how firms can access them. Researcher Oliver (1997) defines consumer loyalty as a firmly held commitment to rebuy or repatronise a favoured services or products of the firms regularly in the future, resulting in persistent corresponding brand purchasing, in spite of situational factors and marketing activity of probable competitors showing the potential to drive switching behaviour of the consumers.

A likely question arises as to what happens when a firm exploits the switching behaviour of consumers using situational influences, includes strategic marketing activity and uses predatory pricing to drive this switching behaviour, this also transcends another follow up question of how likely they are to gain the loyalty of the consumers for their services or products. The answers to these issues are strongly reliant on a better knowledge of the role of consumer satisfaction in loyalty, as well as other non-satisfaction indicators of consumer loyalty and their interconnections (Oliver, 1999).

Loyal customers are the backbone of the company as they are the key determinant of business success which leads to growth. Recently, academic academics have focused their attention on exploring customer loyalty from a variety of angles. Some studies employed a one-dimensional construct, like brand value and brand authenticity, to quantify consumer loyalty in different circumstances as a key marketing concept that describes how consumers judge whether a product or service will satisfy their wants and needs (Aslam, *et al.* 2018). While the telecommunication industry and other service companies mostly use the trust-value-loyalty framework to aid them in delivering better customer satisfaction (Gidaković and Zabkar 2021). Customer satisfaction is determined by the quality and price of the product desired by the customers. Due to rapid growth in the service industry, it is quite essential for the companies to focus on the customer satisfaction level to survive in the market (Imbug, Ambad and Bujang, 2018). Furthermore, it is well known that in businesses customer comes the first, then profit. The price and quality of products and services are critical determinants of customer satisfaction. There is a causal relationship between price and quality with valuable customers (Saleh and Putra, 2019).

This current study aims to add to the literature by investigating the various dimensions of both satisfactions obtained and the perceived value of the consumers derived from the service availed, as well as their impact on consumer loyalty. Subsequently, this study also makes use of price and quality value to determine the overall value obtained by the consumers (Sweeney and Soutar, 2001; Zeithaml, 1988). However, this study is only concerned to measure the consumer loyalty obtained by the mobile network provider Reliance Jio InfoComm Ltd., hereafter referred to as Reliance Jio or Jio, which provides wireless 4G services with its network infrastructure covering all 22 telecom circles in India.

1.1 Rationale for selecting Reliance JIO

Reliance Jio is a fully owned ancillary of Reliance Industries limited (RIL) is a relatively new company that launched its commercial services from September of 2016 in India. It invested an amount of \$23.1 billion (Rs. 1,500 billion) and entered the Indian telecommunication market with a special offer that included free voice and internet services, aimed at the price-conscious Indian consumer (Kumar, 2017).

It is considered as one of the most significant greenfield digital ventures, featuring highly attractive offers such as free lifelong voice calls and roaming services for its users, as well as data prices at around one-tenth of the then current rates, the already heavily competitive Indian telecommunication market was shaken and started bleeding excessively due to the price wars. The other competitors such as Bharti Airtel were forced to slash their prices by a large margin, firms such as Vodafone and Idea decided to merge to stay afloat and some firms such as Reliance communications were forced to shut down operations (Kumar, 2017). According to the Telecom Regulatory Authority of India (TRAI) Reliance Jio has a consumer base of 424.83 million as of September 2021. Although the firm exploited the switching behaviour of consumers as discussed earlier, this paper aims to investigate the loyalty of these consumers considering the values and satisfaction provided by Reliance Jio to the consumers to encourage the said switching behaviour.



1.2 Dissertation structure

Chapter 2: Literature review

2.1 Concept of consumer loyalty

In today's choice saturated world, most companies realize the importance of having a loyal consumer base and these companies heavily emphasize on shifting their strategy from just providing the consumers with satisfaction to gaining their loyalty (Oliver, 1999). According to Ahmad, *et al.* (2021) and Oliver (1999) consumer loyalty refers to the existence of the continuous spiritual relationship between customer and organization. It demonstrates how ready customers are to be involved with and frequently purchase from the organization against competitors. Loyalty is an outgrowth of the customer's positive experience with the organization and works to boost trust (Turnbull, Chugh and Luck, 2021). Customer loyalty occurs when a customer conducts repetitive transactions and continuously interacts with the brand. These loyal customers become the supporter of a brand and advocate for the brand, providing positive reinforcement to prospective customers. Imbug, Ambad and Bujang, (2018) further argue that customer loyalty is a crucial component in the long-term capability of the brand and loyal customers are helpful in the growth of the company and increase profits (Oliver, 1999)

However, Ozdemir, et al. (2020) points out that loyal customers are not always profitable for the organizations as the loyalty of these customers is primarily driven by their expectations of getting great deals. Other researchers such as Ying (2022) have also pointed out that customers making repeated and regular purchases need not necessarily be loyal as these customers might be transacting for the sake of convenience or may be after benefits and rewards offered by firms through customer loyalty programs. Although there are several criticisms over the benefits of having a loyal consumer base and the criteria for measuring loyalty, it is often noted that customer loyalty is essential for businesses in various ways such as loyal consumers eventually consider the organization as their first choice over the competitors and often make purchases with the brand (Shah, Husnain and Zubairshah, 2018) with the additional benefit of gaining new customers and publicity through word-of-mouth marketing. In the case of Reliance Jio although customers might be transacting for the sake of convenience, no notable loyalty programs providing rewards to consumers exists. Furthermore, availing services of competitors by switching is just as convenient as continuing Jio's services in the Indian telecom sector due to very low barriers in the industry and existence of various ways in which customers can avail these services such as online shopping and delivery of products needed, free sim cards with immediate activation across thousands of retail stores, promotional activities from competitors.

2.2 Factors influencing loyalty

2.2.1 Perceived Value

Customers perceived value is a fundamental marketing construct which refers to the consumer's perceptions of whether a product or service can meet their wants and needs (Sweeney and Soutar, 2001). Similarly, others such as Bettman *et al.* (1998) out that customer perceived value refers to the value of a brand, product, or service that consumers believe they will obtain or experience while utilizing a service, which increases consumer spending benefitting the firm. While Petrick (2002) proposed five categories of perceived value, including quality, emotional response, monetary reward, behavioural price, and reputation. Although there are various definitions of perceived value, it is important to note that perceived value is just a partial and dynamic cognitive variable that changes after consumption and takes into account the impacted component while maintaining a contrast between receiving and providing. (Havlena and Holbrook (1987, 1986)

Perceived value has huge potential in projecting consumer behaviour, it can be employed to make an evaluation decision that has an impact on customer attributes and, eventually on customer loyalty (Ruiz-Molina and Gil-Saura, 2008; Sánchez-Fernández and Iniesta-Bonillo, 2006). Several studies have also been conducted which have shown that consumer satisfaction to be a significant intervening component in the relationship between perceived value and customer loyalty. (Gallarza and Gil-Saura, 2006; Yang and Peterson, 2004). Rather than testing the various dimensions of value as a direct influencer on loyalty, the current research proposal aims to examine them as antecedents to the dimension of satisfaction. The term value is used in this study to refer to a consumer's preference assessment and includes both monetary and experiential attributes (Iniesta-Bonillo *et al.*, 2007). It has been considered that perceived value is frequently a shared factor in terms of price value and quality value (Powers, Jack and Choi, 2018) Therefore, in the current study price and the values of quality are hypothesized to be antecedents of service satisfaction received by the consumer from the company. Loyalty is then surmised to be a resultant of satisfaction.

2.2.2 Perceived values of price and quality

The function of price in the formation of consumer value is indicated by price value (Iniesta-Bonillo and Sánchez-Fernández, 2007). Consumers that assign a high importance on pricing may shop in order to get a decent deal on a product or service (Powers *et al.*, 2018). These consumers demand utility based on the assessment of benefits they obtain from using a service or purchasing a product after considering the costs involved in acquiring them (Tang, Bell and Ho, 2001). In the context of consumers deriving maximum utility from using services of Reliance Jio, it would follow that those consumers are most likely to receive price value. The contribution of quality towards the generation of overall consumer value is represented by quality value (Sánchez-Fernández and Iniesta-Bonillo, 2007). The Quality value is a subcomponent of overall value that pertains to a product's or service's overall performance (Sweeney and Soutar2001). Likewise, quality is a personal, contextual, and subjective assessment of a products or services after it has been acquired by the consumer (Sánchez-Fernández and Iniesta-Bonillo,2007) and it is also indicative of the consumers perception of the product's or service's overall excellence (Zeithaml, 1988).

2.2.3 Satisfaction

Although there is a lot of research present on the relationships between satisfaction and loyalty, only a limited number of studies have looked at it from multiple perspectives, it is also possible that different forms of satisfaction affect loyalty differently (Powers *et al.*, 2018). For instance, according to Curtis *et al.* (2011), product and service aspects have been thought of as moderators in the satisfaction-loyalty connection, but the literature also suggests that there are conflicting results on which of the two aspects of customer loyalty is more important, when product and service satisfaction are observed as separate, independent variables (Mittal, Kumar, and Tsiros 1999).

However, most studies indicate that satisfaction of a customer is a predictor of loyalty (Picón, Castro, and Roldán 2014; Szymanski and Henard 2001; Trif 2013). For the purpose of this research, we look at the service satisfaction gained by consumers by using the services provided by Reliance Jio and this study limits itself to two dimensions i.e., satisfaction gained through Reliance Jio's services and products needed to access those services. As other forms of satisfaction have negligible impact on consumers in the context of telecommunication and services obtained from those firms. It is also pointed out that satisfied customers are more likely to be loyal, but satisfaction does not always convert into loyalty (Oliver, 1999). However, extensive research has pointed out that satisfaction of the customer is a primary factor that positively influences the loyalty of the consumer towards a particular brand. (Anderson and Mittal, 2000). It also acts as a mediator between value and loyalty (Patterson and Spreng, 1997) and most of the influence on loyalty is through satisfaction. Hence, the direct influence of perceived values on consumer loyalty is not considered (Powers et al., 2018). It must be noted that throughout this study the terms of service satisfaction and customer satisfaction are used interchangeably as the full effect on customer satisfaction is derived only through service satisfaction.

2.2.4 Effects of Branding

In the present-day scenario, branding challenges have become a major priority for management. Several researchers have emphasised on brand management because branding provide consumers and firms with a variety of benefits (Coelho *et al.*, 2020). As business growth is interlinked linked with consumer loyalty, pleasant experiences of the brand are critical in creating brand loyalty and attainment of business sustainability (Ong *et al.*, 2018). Likewise, researcher Aaker (2012) points out that consumer loyalty is a crucial component of brand equity and an important determinant for the prosperity of a marketing plan. However, according to research conducted by Chen and Myagmarsuren (2011) indicates that company image and branding does not appear to be a determining factor in consumer loyalty. Therefore, brand equity can be generated by having a loyal consumer base, but consumer loyalty can also be obtained by firms without pursuing the need for branding.

Consumer Loyalty, which further leads to long-term and profitable connections. (Leone *et al.*, 2006) and consumer equity is primarily dependent upon value equity. Researchers Vogel, Evanschitzky and Ramaseshan (2008) define value equity as the consumer's assessments of what is provided and what is received. In other words, value equity is a metric for determining the company's perceived value by customers (Ulaga and Eggert, 2006). Therefore, for the purposes of this research, the negligible influential factors of branding on consumers shall be considered through the determinants of perceived value itself. Practically, this is in-line with the current observation of another Indian telecommunication service provider Vodafone Idea which despite having a good and reputable brand with comparable services continues to lose millions of consumers each year (TRAI).

2.3 Overview of telecommunication sector in India

According to Sahoo and Sahoo, (2022) from last few years, the Indian telecom industry and its related infrastructure has significantly developed, the number of networking towers has also increased drastically. India is known to be the second largest market for the telecommunication sector in the world considering factors such as total base of subscribers, wireless subscriptions and broadband wire subscriptions. Due to the increase in competition in this sector has made the process of obtaining telecom services much easier and more efficient for the end user. The sector is growing at a high pace in the country, while registering a strong development throughout the last decade. This sector also indirectly contributes to enhancing the GDP of the country (Hole, Pawar and Khedkar, 2019). The reformist and liberal policies of the Indian government have proved to be instrumental for these developments arising due to strong demands from the customers, which has contributed to the rapid boom in the telecom sector.

As pointed out by Nayak, (2018) the government of India has assisted accessibility for the telecom firms for the procurement of telecom equipment along with a proactive and fair regulatory framework that helps in ensuring the telecom service availability at a wide extent along with reasonable and fair prices to a large number of the customers. FDI (foreign direct investment) deregulation policies and norms has also helped the telecom sector to become one of the fastest growing sectors in India, generating many job opportunities among the population (Hakami, 2022). The sector has supported the social and economic development of the country, and in the present scenario, it is playing a crucial role in narrowing down the urban and rural division in the digital world to some extent. It has assisted in increasing the transparency of governance along with the launching of e-governance in the country.



Figure 1: Market share of wired and wireless operators

Figure-1 shows that at the end of the year 2021 the market share of private operators was estimated to be around 90 % in the country while the public sector operators had captured a 10% market share (Statista, 2022) as a result of the elements discussed above.

Although most studies showcase blooming telecom sector, Chen, *et al.* (2021) argues Indian telecom industry had undergone a higher pace of liberalization and development in the last few years, but at the same time, technological advancement of the country is very low in order to implement future expansion in the telecommunication sector thereby inhibiting growth.

As pointed out by Agur, (2018) the key players operating in India of telecommunication sector are mainly Reliance Jio, Bharti Airtel, Idea Cellular, Vodafone and BSNL of which Bharti Airtel has the largest network coverage in the country. Although there are few key players competing in the Indian market Kungumapriya and Malarmathi, (2018) argue customers in

⁽Source: Statista, 2022)

India are sometimes not satisfied with the type of services provided by the key players for reasons such as high cost, network connectivity issues, slow internet speeds and slow response time in resolving issues. Therefore, in this study these issues will also be considered when customer satisfaction is measured for reliance Jio.



Figure 2: Number of wireless telecommunication subscribers

(Source: Statista, 2022)

Figure 2 shows Reliance Jio was the leading organization with the highest number of wireless telecom subscribers, with 415.7 million in the country at the end of 2021, and it was estimated there were 1.15 billion mobile subscribers during the same period (Statista, 2022).

2.4 Conceptual Framework

Researchers must take consumer loyalty theories and models into account, a large amount of development is fostered by having proper knowledge of customer loyalty theories and models (Agha, *et al.*2021). Studies have used a variety of models in different contexts to satisfy their requirements, this research looks at a few of those models and further adopts elements from them to measure loyalty among Reliance Jio customers. As pointed out earlier, in the service sectors, such as the IT and telecommunication industries, the trust–value–loyalty model is a widely used theoretical framework to evaluate the loyalty developed by consumers towards the servicing company (Gidaković and Zabkar, 2021). This model proposes that the impact of

consumer satisfaction on loyalty are mediated by trust and value sequentially. The underlying supposition is that individuals generally depend on service information obtained throughout the course of service usage to evaluate and modify their trust, value, and loyalty judgements (Singh and Sirdeshmukh, 2000; Sirdeshmukh *et al.*, 2002). However, studies that have tracked the consumer's trust, loyalty and satisfaction in different industry settings over the last few decades suggests counterintuitive results from using these models (Gidaković and Zabkar, 2021).

Likewise, Researchers Agha *et al.* (2021) make use of the 3R model in which the use of Rewards, Relevance and Recognition are the factors needed to be considered by companies in order to improve and have better customer loyalty. The researchers theorise that by providing rewards lead to attraction of the customers towards the brand and improves loyalty which in turn helps firms maintain a long-term relationship with the customers. The customers feel valued by the brand for recognising them and reciprocate kindly towards the businesses. Kalia, *et al.* (2021). However, in the context of Reliance Jio, this model does not suffice our requirements as it is concerned with the improvement of brand loyalty through various rewarding strategies.

Researchers Busser and Shulga (2019) use a model which describes consumer loyalty as the behavioural intentions of the consumer and their willingness to purchase products or services from a particular brand. Academically, many scholars have recently concentrated their efforts on examining customer loyalty from diverse perspectives, some researchers used a unidimensional construct such as brand value and brand authenticity to measure consumer loyalty in various contexts (Busser and Shulga, 2019; Yang, Kim and Jung, 2016; Mody and Hanks, 2020) while others have used multidimensional constructs such as intention to revisit, word of mouth marketing by consumers (Girish and Lee, 2019), willingness to pay more for the service (Ong, Lee and Ramayah, 2018) consumer behavioural and attitudinal loyalty towards the brand (Huang, 2017). Based on these studies, in this research consumer loyalty will be measured using indicators such as repurchase intention (RPI), willingness to pay more (WPM) and word of mouth (WOM) as these indicators are widely used in measuring consumer loyalty (Chaudhuri and Holbrook, 2001) as these indicators also help the firm in increasing its revenue (Ong *et al.*, 2018). Based on the discussions in the literature review, the conceptual model can be assimilated as shown in figure- 3.



Figure-3 Conceptual Model

Source: own

2.5 Research Questions and Hypothesis

In the telecom sector, there is intense competition in the telecom industry, and it is no easy task for any company to compete for market share without satisfying the customer. Due to increasing competition in the telecom industry, it is quite challenging for telecom companies to retain customers given large number of substitutes in the market (Rishi, Kracker and Gupta, 2018; Kumar, 2017). The present study has been undertaken to learn and understand how telecom companies manage to achieve customer loyalty within the organisation. Relevant hypothesis has been made on influential factors considered to measure customer loyalty achieved by an organisation. The price and quality of services the company provides are the key determinants of customer loyalty. The primary objective of any company is to assess the demand of customers and then serve them according to their expectations and demand. Once the customer is satisfied with the product and services, then the company starts focusing on retaining customers by boosting their motivation through various strategies such as offering discounts, organising loyalty programs etc. (Ying, 2022; Hapsari, Hussein and Handrito, 2020) However, the scope of this research is to measure consumer loyalty within Reliance Jio and reasonably deduct the driving factors behind them and then further discussing the impact of using the switching behaviour of consumers to gain a loyal following.

The specific research questions that this study investigates in the context of customer loyalty in Reliance Jio is as follows:

- How does the perceived values of price and quality obtained by using the services offered by Reliance Jio individually influence the service satisfaction of the consumers?
- How service satisfaction obtained in this context in turn influence the loyalty of the consumer towards Reliance Jio?
- Using the switching behaviour of consumers by offering deep discounts and offering a good quality value is it possible to gain loyal consumers and retain them?
- If these consumers are loyal, what are the ways in which Reliance Jio can maintain and utilize them to grow?

The hypothesis proposed to be used to investigate the above questions are mentioned below:

H1: Price value has a positive relationship with service satisfaction.

H2: Quality value has a positive relationship with service satisfaction.

H3: The mediating role of service satisfaction positively affects the repurchase intention of the consumer.

H4: The function of service satisfaction positively affects the willingness of the consumer to pay more for the services.

H5: The function of service satisfaction positively affects the willingness of the consumer to recommend its services to others.

H6: The role of service satisfaction is positively related each of the factors of consumer loyalty and in turn positively influences customer loyalty.

2.6 Research gap

In the present research, there are few gaps to that need to be addressed as it has direct impact on the effectiveness of research. Firstly, in the present literature the challenges faced by firms in the telecom sector to achieve consumer loyalty are not discussed, which could have been considered in the research investigation. Secondly, another such gap identified is the lack of investigation in the long-term benefits and impacts attained by telecom companies through improved consumer loyalty. Although, there is a lack of information and literature needed to address these gaps effectively in the context of our study, future research might warrant to adequately address these short comings.

Chapter 3: Research methodology

3.1 Introduction

In this chapter, the selection of specific procedures and techniques used to determine, select, process and analyse information about the topic. The chapter of research methodology allows the reader to critically evaluate the validity and reliability of the study (Bairagi and Munot, 2019). The purpose of this chapter is to explain the reason behind selecting this research approach. This chapter carried a high degree of importance in the dissertation as the entire outcomes of research methods selected by the researcher to complete the research. In this present research, the researcher has followed the steps of research onion coined by Saunder, Thornhill and Lewis (2019) to proceed with the study and to achieve the desired research aims and objectives.



Figure 4 -The research onion (Saunders et al., 2019)

3.2 Research Philosophy

Customer loyalty can be calculated through observation and monitoring, construction of precise assembled data, measures based on prepared information and, in the end, sustained up-gradations of strategies in distinct aspects of businesses. In order to achieve this, the research philosophy serves as the base or foundation of all research as it is all about the belief about the way in which the data about a phenomenon should be gathered, analysed and used. It is the system or process through which the researcher's thoughts, pursue new, reliable knowledge about the research object. The selection of philosophy is critically essential because it deals with the source, nature and development of knowledge.

Positivism and interpretivism are the most commonly utilised research philosophies (Žukauskas, Vveinhardt and Andriukaitienė, 2018). Positivism addresses the high sample and large population size which may lead to the possibility that the study's measurement being mostly quantitative but at times may also be used qualitatively. Further, the procedures employed in this study to identify largely quantitative data, statistical knowledge, and information taking into account the assumption, belief, and observation of the research are covered under positivist research philosophy. On the other hand, the study may have incorporated the usage of other research philosophies for its data collecting. However, other research philosophies lacked the necessary attributes, which made it necessary to adjust the research content.For instance, Interpretivism generally deals with a small sample size which allows gaining detailed information about the research topic as it is mainly linked with subjective knowledge about the study.

Therefore, this research has focused on selecting **positivism philosophy**. The study's primary methodology is quantitative, and it has examined subjective information and knowledge such as perceived value and customer satisfaction in relation to the level of consumer loyalty among Reliance Jio customers allowing the researcher to gain scientific knowledge about the topic of the study by testing of several hypothesis. The primary strength and benefit of a positivist approach is the rigorous process of formulating hypotheses, empirical experimentation to test these hypotheses, and in-depth analysis to quantify the findings on consumer preference (Zangirolami-Raimundo, Echeimberg and Leone, 2018). Further, it also helps the researcher to show patterns and trends in the range of services offered by Reliance Jio.

3.3 Research Approach

This approach is the second layer of the research onion proposed in this paper as indicated by Saunders *et al.* (2019) and is recognised as the main strategy for conducting the study. Consequently, the research approach as stated by Saunders *et al.* (2019) emphasises the methods used to carry out the investigation which include Inductive, abductive and deductive

research approaches forming the three main categories. In an inductive approach, the study progresses from specific to universal based mostly on known premises. New theories are developed on the basis of observation and are a component of the inductive approach. On the other hand, a deductive strategy involves moving a study from a general to a specialised focus and taking into account pre-existing theories when evaluating a hypothesis (Snyder, 2019). This is the fundamental distinction between the inductive and deductive approaches. The **deductive approach** has been used in the current inquiry for the purpose of analysis of the level of consumer loyalty among Reliance Jio customers.

Through this investigation, research has been done specifically centred on Reliance Jio customers and its main actions to impact consumer behaviour. This research philosophy also helps the research to determine the relationship between Jio services and consumer loyalty. In addition to this, a repeatable and solid conclusion is provided by the deductive approach, whereas in the inductive approach very general conclusion is provided. Apart from this, the main justification for rejecting the inductive approach is that it does not include the testing of the hypothesis, whereas, in this present study, hypothesis testing has been done (Cypress, 2018). So, this research has rejected the use of the inductive approach as it is not practically suitable for this present research. Likewise, the abductive approach wasn't appropriate since it focuses more on data prediction, wherein variables are tracked, managed, and set off by researchers. This kind is more prevalent in settings where hypotheses are developed, such as laboratories or field studies.

3.4 Research design

The study's design is addressed by this research methodology, it dictates the sort of instrument the researcher has used for data collection and analysis. The research design can be done in a variety of forms, For instance, single-method qualitative, single-method qualitative, multi-method qualitative, etc. When it comes to the mono/single method, it mostly refers to the employment of one research methodology for a given study and the ensuing execution of a comprehensive analysis (Dźwigoł, 2019). On the other hand, mixed methods differ as they are based on using one or more approaches to carry out this investigation, which can be both qualitative and quantitative.

This research has concentrated on choosing a single approach for the current experiment, using solely **quantitative methods**. Utilizing quantitative methodologies enables results that are measurable in numbers and simple to compare for judgement (Liamputtong, 2020). The entire primary data was gathered through an **online survey** as this was the more convenient. Alternatively, if the qualitative approach had been adopted, extensive research data would have been gathered, but the collected data would not reliably meet the requirements of the study considering the large population size of Jio's customers. Likewise, mixed approaches

have primarily been rejected as this study does not include an excessive amount of subjective information and facts.

3.5 Sampling and Description of Sample

To properly focus on getting valid data from the target population, the researcher must carefully choose their sampling methods. The gathering from primary sources cannot be taken into consideration without sampling, as it may affect the overall effectiveness of the research. Utilizing sampling strategies allowed for accurate data collection. There are various sampling methods, such as random and non-random sampling, stratified sampling, convenience sampling and so forth (Basias and Pollalis, 2018). The use of purposeful sampling is taken into account, and survey is carried out. The current research utilizes simple random sampling in order to acquire data for the specific aim of measuring loyalty among Jio's customers and results are much more accurate when the survey procedure is used, and it may help with having a better understanding of the various factors related to the subject (Ragab and Arisha, 2018). Additionally, this sampling method assures that the results of the study would be close to those that would have been obtained from measurements of the complete population (Taherdoost, 2016; Shadish *et al.*, 2002).

A random sample must be of sufficient size to generalize from it and prevent sampling errors or biases. Although higher sample sizes reduce sampling error, the pace of reduction of these errors and biases offer diminishing returns. Therefore, based on the formula for calculating the required sample size as pointed out by Bartlett, Kotrlik and Higgins (2001) with a widely adopted confidence level or the level of precision of ninety five percent and an acceptable error rate of five percent (Taherdoost, 2016), the required sample size is calculated to be a minimum of 385 samples. However, due to various constraints only 257 samples were gathered of which 79 responses were discarded because of never having used Jio's services, unanswered items and straight-lining answers only 178 viable samples were obtained, of which 43% were female, 51% were male and 6% preferred not to reveal their gender. The obtained samples represented a 69.2% response rate. Although, the sample size obtained was lesser than the required calculated samples, many studies have used similar sized samples in various contexts (Chen, and Myagmarsuren, 2011) Additionally, 178 usable samples represented a confidence level of 95%, with a margin of error of 7.36% of the population size.

3.6 Data Collection

Data collecting is one of the methodology's most crucial steps since it enables viable data collection for further processing. When information is interpreted in accordance with the data collected, research conclusions are obtained by properly referencing the data gathering procedures. Researchers use a variety of data collection techniques, including primary and secondary sources. Both **primary and secondary** sources have been chosen for data collection in the current study. **Online Survey** using a questionnaire has been considered in order to support the original research (Melnikovas, 2018) through primary data. This is done so that the research study can gather, preserve, and analyse data from primary sources to reduce any trace of deceit and prejudice on the part of the researcher. Few Open-ended questions for ease of data identification and a majority closed-ended survey questions were created with the study aims in mind, which were later distributed to the target audience through a variety of online channels

Additionally, the study investigation has taken into consideration the support of secondary sources. To ensure proper analysis/comparison and data collection aspects, the use of published books, journals, and internet articles is taken into consideration. This research also takes into account readings on consumer decision-making and behavioural facets within the telecommunication industry, which may help to provide better outcomes. Findings are based on primary and secondary sources since they help to obtain current knowledge on the research issue (Zawacki-Richter *et al.* 2020). Primary data is gathered in a trustworthy manner with sufficient backing from original sources.

3.7 Time Horizon

The time horizon is the time span of completing this research study. It is crucial for the researcher to complete the research study in due time as it directly impacts the quality of the research. Longitudinal, Cross-sectional, Cross-sequential are the different types of time horizons. A longitudinal time horizon is when the data is collected in different time spans with the same sample group (Nayak and Singh, 2021). A cross-sectional time horizon is when the data is collected in a single time frame whereas Cross- sequential utilises both aspects of longitudinal and cross-sectional time horizons to carry out the study. In the case of this present research, the researcher has used a **cross-sectional** time horizon where the data is collected in a single time frame as longitudinal type of study measuring loyalty of consumers of a particular brand would impact the deadline for submission of this study. However, it goes without saying longitudinal studies can be done in shorter time frames. For instance, measuring consumer loyalty of a brand before and after implementation of certain changes such as introduction of a new products and services, loyalty programs, and strategic marketing activity.

3.8 Data Analysis

data analysis is important for the research investigation as it helps in comprehensively understanding the findings from the information gathered while critically analysing it. The consideration of a framework that aids in topic knowledge is an aspect of the analysis approach. In order to perform data analysis, this study takes into account **quantitative research**. The results of a survey are typically presented in a statistical manner, which aids in the completion of an analysis pertaining to qualitative research (Pandey and Pandey, 2021). By using the **quantitative approach**, sufficient support may be provided for an investigation of the level of customer loyalty among Reliance Jio consumers.

Additionally, using data analysis techniques and tools enables learning about the subject and improve comprehension. To have the study finished, statistical and technological variables must be taken into account (Turnbull, Chugh and Luck, 2021). Therefore, to make sure that the appropriate needs are met, this research has also considered the different tools available such as MS Excel, SPSS, R programming language and SmartPLS. These tools are weighed based on their features, benefits and disadvantages and then the researcher has narrowed down on using SmartPLS for data set analysis, this software was chosen as it has similar features compared to the widely used SPSS (statistical package for software sciences) while providing a better (GUI) graphical user interface for model estimation and variance-based SEM using the PLS path modelling method. The different themes are then created in this study, interpretation is made using graphs, charts and tables, and most information on the level of consumer loyalty among Reliance Jio customers analysed is attained using measurable numbers.

3.9 Ethical considerations

This study uses primary respondents, and the researcher has considered the laws regarding data protection such as DPA 2018 and Privacy Act application, which has aided in concluding the probe. Aspects of confidentiality are upheld, and no personal information of any type is disclosed to third parties. The gathering is carried out, taking into consideration legitimate and trustworthy sources in order to uphold research ethics. Focus is also placed on the guidelines for consent, and respondents are given detailed information about the study's methodology (Hakami, 2022) as required. The researcher has made it easier for respondents to gather accurate information on the scope of study and information about withdrawal from processes is also provided. Due diligence is followed when handling and processing and presenting data in this study.

Furthermore, the ethics framework and principles are followed to make sure that the right knowledge was learned about the topic from secondary sources, this study has considered methods to avoid plagiarism. The researcher can guarantee accurate data collecting by

correctly referencing the plagiarism guidelines (Fiesler, 2019). The appropriate usage of various sources for this study has been also considered and Citations using the approved referencing style effectively support information taken from secondary sources. Any data gathered from secondary sources is not copied, and the research study presents its own interpretation based on the readings.

3.10 Research Limitations

Every research study has some constraints, which have an effect on the overall efficacy of the study. Due to inherent nature of cross-sectional studies, various constraints are introduced through which the application and deriving general conclusions for the whole population in other contexts through this study might be impacted, which could be problematic. The procedure has been impacted since not enough time was allotted for the research tasks. Additionally, the project was delayed, and its overall efficacy was harmed because of inappropriate time allocation to the activities likewise sampling size is constrained.

Since just 178 consumers were chosen to participate in the survey, the perceptions of respondents might not be accurately reproduced if the survey was conducted again to the same group of respondents due to the dynamic nature of the data collected. The research could have considered a larger number like 500 customers, increasing the sampling size. It might have offered a thorough study of the chosen subject. Additionally, only a few sources are used to collect secondary sources, which could have an impact on the final results. One of the major limitations that have affected the research study is the absence of support from earlier studies concerned with Reliance Jio. The absence of prior studies in the chosen research area is noted, and it is possible that this has influenced the research. The study's lack of a discussion scope might also be considered a limitation.

3.11 Conclusion

The conclusion drawn from the aforementioned chapter is that quantitative approaches were employed to gather scientific data regarding the investigation. It can be noted that the research was planned with a specific goal in mind and that it assisted in the evaluation of the research topic. The researcher has deemed the use of deductive design and positivism philosophy to have proper learning. Furthermore, the researcher chooses both primary and secondary sources to collect data, but quantitative analysis will be performed only on the primary data. Reliance Jio customer's data has been gathered using a basic random sampling method. To have a deeper understanding of the subject, an analysis must be performed in the next process of inquiry. To facilitate easier comprehension charts and graphs will be used to display the data analysis portion of the study.

Chapter 4: Data analysis and findings

4.1 Introduction

This chapter describes the questionnaire data, analyses the responses using structural equation modelling with PLS method, and talks about the hypothesis testing done with the data analysis tool SmartPIS that is in line with the literature review. As a consequence, conclusions were drawn in accordance with the study's stated aims.

4.2 Measurement Scales

The scales used in this research are based on a seven-point Likert scale from 1- strongly disagree to 7- strongly agree, these scales are extensively used in previous studies in various contexts and recommended to be used especially in measuring customer's satisfaction-loyalty relationships (Kuppelwieser and Sarstedt, 2014). This study also uses different indicators for measuring each of the variables of consumer loyalty based on previous literature such as intention of consumers to repurchase from Nikhashemi *et al.* (2019) and Powers *et al.* (2018), willingness of the consumer to pay more for the services (Ong, *et al.* 2018) and word of mouth marketing by consumer from Zhang and Bloemer (2008) Netemeyer *et al.* (2004). In addition to this, the scales for values derived from price and quality of the service used are to be based on Sweeny and Soutar (2001) and to measure service satisfaction, scales will be adapted from Powers *et al.* (2018). Furthermore, all the items will be adapted and worded accordingly to match the requirements of this research. The constructs and items used for primary data collection through the survey can be found in table 1.

Constructs	Items	Factor Loadings	Reliability (Cronbach alpha)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Price Value	P1-Reliance Jio's services are reasonably priced.	0.85	0.79	0.86	0.61
	P2-It offers good value for the money.	0.83			
	P3-Jio offers good physical products (Wi-Fi device, modem, sim) for the price.	0.69			
	P4-The services are economical.	0.76			

Table-1 convergent validity

Quality Value	Q1-Jio's products and services are of consistent quality.	0.83	0.85	0.89	0.62
	Q2-Physical products are well made.	0.69			
	Q3-The services have an acceptable standard of quality.	0.78			
	Q4-The products used to avail Jio's services last a long time.	0.79			
	Q5-Jio's services perform consistently.	0.83			
Customer Satisfaction	S1-When a customer has a problem, Jio's customer care shows a sincere interest in solving it.	0.86	0.92	0.93	0.64
	S2-Employees of Jio can handle customer complaints directly and immediately.	0.82			
	S3-The behaviour of employees of Jio instils confidence in customers.	0.72			
	S4-Jio gives customers individual attention	0.81			
	S5-Jio provides good network coverage for its services	0.77			
	S6-Jio services are of very high quality (call connectivity, data speeds).	0.78			
	S7-Jio delivers superior service in every way.	0.81			
	S8-Has an excellent overall service.	0.83			
Customer Loyalty	L1-I am willing to encourage friends and relatives to use Jio's products and services.	0.83	0.88	0.91	0.67
	L2-I am willing to positively recommend Jio whenever anyone seeks my advice.	0.81			
	L3-I would prefer to continue to purchase and continue to use Jio's services rather than compare it to others.	0.87			

L4-I am willing to pay more to continue availing Jio's services.	0.80		
L5-I would consider myself to be a loyal customer of Jio.	0.76		

4.3 Measurement Model

A measurement model was created using the data analysis tool to assess the validity and reliability of the constructs. As part of the data analysis procedure, Gefen and Straub (2005) recommend removing the constructs from the analysis with low factor loadings (<0.600). In this case, the lowest factor loadings obtained were 0.688 for item P3 and 0.694 for item Q2, which is less than the recommended value, so none of the constructs were removed. This study further employed Cronbach's alpha and composite reliability (CR) to assess the construct's reliability and as shown in Table-1 all the composite reliability values for the constructs were higher than the minimum accepted value of 0.700 (Wasko and Faraj, 2005) Likewise, the Cronbach's alpha values obtained exceeded the threshold of 0.70 with the least value obtained being 0.79 for the price value construct. Finally, the Average variance extracted (AVE) values for constructs were between 0.61 to 0.67 which is greater than 0.50 (Gefen and Staub, 2005). AVE and the above-mentioned variables of CR and Cronbach's alpha measured aid in indicating that this model of measurement has good convergent validity, and the constructs were reliable.

Additionally, the discriminant validity of the model was also confirmed by Firstly, verifying the cross-loadings wherein each of the items have a higher loading factor when associated with its own construct and have a lower loading factor when associated with other constructs in the model which is shown in Table-2. Secondly, Fornell and Larcker (1981) assessment was also carried out shown in Table-3 which illustrates the inter-construct correlation, where a squared root of AVE for each construct is larger than the corresponding inter-construct correlation coefficients, confirming discriminant validity. Additionally, Heterotrait-Monotrait (HTMT) ratios of correlations was also analysed, and the values obtained were below the accepted threshold values of 0.90.

	price	quality	satisfaction	loyalty
p1	0.847	0.555	0.548	0.619
p2	0.830	0.447	0.539	0.479
р3	0.688	0.447	0.508	0.505
p4	0.758	0.519	0.484	0.364
q1	0.552	0.831	0.730	0.692
q2	0.408	0.694	0.431	0.411
q3	0.500	0.783	0.629	0.615
q4	0.525	0.795	0.613	0.559
q5	0.477	0.835	0.637	0.615
s1	0.592	0.697	0.858	0.686
s2	0.579	0.565	0.825	0.64
s3	0.415	0.582	0.723	0.501
s4	0.564	0.549	0.807	0.657
s5	0.484	0.673	0.775	0.699
s6	0.599	0.581	0.778	0.671
s7	0.467	0.651	0.808	0.712
s8	0.551	0.714	0.832	0.736
11	0.522	0.608	0.660	0.833
12	0.559	0.653	0.511	0.813
13	0.514	0.661	0.607	0.874
14	0.571	0.523	0.617	0.803
15	0.411	0.462	0.576	0.756

Table-2	Cross	loadings
---------	-------	----------

	loyalty	price	quality	satisfaction
loyalty	0.817			
price	0.633	0.783		
quality	0.746	0.628	0.789	
service	0.631	0.665	0.684	0.802

Table-3 Fornell and Larcker criterion

Note: Values highlighted represented square root of AVE.

4.4 Structural Model and Fit

A structural equation model as shown in figure-5 was applied to reflect the hypothesized relationships between perceived values, service satisfaction and customer loyalty. This model is then evaluated based on widely accepted measuring standards such as R^2 , Q^2 and significance of paths.





Firstly, the strength of each of the structural paths determines the goodness of the model and is measured using the R² values (Briones Penalver *et al.*, 2018) for consumer loyalty which is the dependent variable, the accepted values for R² must be equal to or greater than 0.10 (Falk and Miller, 1992). Predictive capability is established considering the values of R² which is shown in Table-4. Additionally, Cohen's (2013) f² values can be obtained, which shows the effect size of each of the variables. For instance, price has smaller effect size on satisfaction than quality. Likewise, service satisfaction has an even larger effect size on loyalty shown in table-4.2.

Secondly, the predictive relevance of endogenous variables was measured using the Stone-Geisser Q^2 (Stone, 1974) values wherein a blindfolding method is adopted with an omission distance (D=7). This omission distance of 7 is chosen as it is recommended to use values from 5 to 12 and should not return an integer value when divided by the sample set of 178 records, this also ensures that the number of blindfolding rounds is 7. The values obtained are shown in Table-4, since both constructs have a Q^2 value greater than 0 and lie within 0.41 to 0.44

indicates that the structural model designed has predictive relevance. Additionally, the construct cross-validated communality for both the constructs consumer loyalty and service satisfaction are 0.50 and 0.53 respectively.

Lastly, the evaluation and assessment of the model fit is done using the values of SRMR (Standardized Root Mean Square Residual) which is the variations between both the observed correlation and the matrix of suggested correlation in the model. Acceptable values of SRMR for the model fit must be below 0.10, (Hair *et al*, 2016) in the case of this study, SRMR was 0.077 indicating an acceptable model fit.

	R ² Values	Q ² Values
consumer loyalty	0.692	0.445
service satisfaction	0.665	0.409

Table-4 R² and Q² values

Effect	f	Results	loyalty	satisfaction
size	square			
small	≥0.02	price		0.146
medium	≥0.15	quality		0.660
large	≥0.35	satisfaction	2.239	

Table-4.2 Cohen's f² obtained value and criterion

4.5 Hypothesis testing

A bootstrapping approach analysing 5,000 random samples of 178 instances was used to get the path coefficients (Henseler, Ringle, and Sinkovics 2009) with a significance value of 0.05. The analysis employed partial least squares (PLS) method to obtain the path coefficients wherein to get the greatest variance explained in the endogenous variables in a proposed structural equation model, PLS employs a series of ordinary least squares regressions (Ringle, Wende, and Will 2005; Wold 1982). Table-5 shows the summary of the obtained relationships for testing the hypothesis H1 to H5.

	Paths	β value	STDEV	T Statistics	P Values
H1	price value -> service satisfaction	0.283	0.098	2.898	0.004
H2	quality value -> service satisfaction	0.606	0.098	6.192	0.000
H3	service satisfaction -> RPI	0.707	0.060	11.838	0.000
H4	service satisfaction -> WPM	0.618	0.078	7.908	0.000
H5	service satisfaction -> WOM	0.828	0.039	21.459	0.000
	Overall relationship				
H6	service satisfaction -> consumer loyalty	0.832	0.035	23.916	0.000

Table-5 Path Coefficients

Note-t value if greater than 1.96 is significant at the 0.05 significance level

During further evaluation on the quality of fit of the structural equation model, H1 evaluates whether price value influences service satisfaction, the results obtained (see table-5) showed that price value has a significant relationship with service satisfaction (β = .28, t-value = 2.90). Therefore, H1 is supported. Hypothesis 2 was also supported, indicating a significant impact of price value on service satisfaction (β = .61, t-value = 6.2), H3 that assumed a positive linkage between the service satisfaction and repurchase intention of the consumer was supported (β = .70, t-value = 11.84). The path coefficients obtained also showed that service satisfaction has a significant impact on the consumer's willingness to recommend Jio's services to others indicating that the hypothesis H5 is supported (β = .82, t-value = 21.45). Likewise, service satisfaction positively impacts the willingness of Reliance Jio's consumer to pay more for the services obtained a significant impact of service satisfaction on each of the individual variables of loyalty and positively influenced the overall consumer loyalty is also supported (β = .83, t-value = 23.90) as seen in table-5.

4.6 Mediation analysis

The SEM model for mediation analysis is shown in figure- 6, it is constructed, and rapid bootstrapping analysis is performed to enquire the presence of direct and indirect effects on consumer loyalty. Although we have assumed through the value- satisfaction- loyalty model (Powers *et al.*, 2018) that mediating variable of satisfaction is the primary contributor to loyalty and complete mediation exists, it is a necessary to scrutinize if there are any direct influences of the perceived values on loyalty in the context of this study.



Figure-6 Mediation analysis model

The total, indirect and direct effects are shown in table- 6. The total effects represent the combined effect and includes both direct and indirect effects. Firstly, as assumed the indirect effect of price on loyalty through the mediating variable of service satisfaction is significant ($\beta = 0.16$, t-value = 2.37) However, there is also a direct effect which is the influence of price value directly on consumer loyalty, but it is insignificant ($\beta = 0.11$, t-value = 1.06). Therefore, most of the variance is accounted for and complete mediation exists. Secondly, the indirect effect of quality value on loyalty also exists and is significant ($\beta = 0.35$, t-value = 4.31) so the perceived value of quality impacts consumer loyalty through the mediating variable of service satisfaction, but there is also a direct relationship between them ($\beta = 0.21$, t-value = 2.23) which is also significant. Therefore, partial mediation exists which deviates from the previously assumed structural model where all the hypotheses were supported, it also provides avenues for more detailed analysis of value -satisfaction- loyalty model in this and other contexts of study.

Total effect				Dire effe	ct ct		Indirect effect *			
	β	T value	P value	β	T value	P value	β		T value	P value
price -> loyalty	0.2 8	3.10	0.00	0.11	1.06	0.28	3	0.16	2.37	0.01
quality -> loyalty	0.5 7	7.43	0.00	0.21	2.23	0.02	2	0.35	4.31	0.00

Table-6 Total, Direct and Indirect effects

Note: the indirect effect shows paths through which the independent variables of price and quality influence consumer loyalty through the mediating variable of service satisfaction.

4.7 Limitations section

The presence of a significant direct effect of quality value on consumer loyalty is a major limitation, as many studies in various settings have shown that complete mediation through satisfaction must exist and other studies such as Powers *et al.* (2018) have not even tested for mediation and assumed it to be completed mediated. However, this occurrence in our context might be due to a variety of reasons and further tests are needed to confirm if this partial mediation indeed exists and is significant. However, for the scope of this study it is necessary to understand that indirect effect is still higher than the direct effect and is a major contributor to loyalty as theorised by Anderson and Mittal (2000) and there was no theoretical precedence being made to justify for mediation analysis. Therefore, no further analysis is being made in this regard.

4.8 Conclusion

The obtained primary data has been evaluated and analysed in this chapter demonstrating the theoretical and conceptual aspects. From the above finding and analysis section, it could be concluded that all the Hypotheses proposed to be investigated were significant and supported, thereby rejecting the null Hypothesis. Furthermore, all analysed and calculated information through SmartPLS is shown through structural equation models and tables where required.

Chapter 5: Discussion

The research presented in this paper on the precise characteristics of value and satisfaction that affect customer loyalty might aid researchers and managers, providing them evidence on certain aspects of loyalty. It is critical to mention that the results obtained in the context of this study occasionally conflict with the general body of literature pertaining to discounting and loyalty. Lots of previous studies have identified that consumer loyalty is one of the critical aspects and businesses must consider the same in an adequate manner when making decisions. With an application of consumer loyalty, the continuous spiritual relationship between customers and the organization can be maintained significantly (Elrehail, 2020), proper demonstration of the extent of customer's involvement in the organization will expedite the delivery of positive value adding aspects to the customers. As customers continue to have a positive value adding experiences, then these customers consider reciprocating back which leads to the improvement in terms of loyalty.

The data collected for this study indicates that customers are attracted to Reliance Jio services because they are reasonable and price effective. Using the pricing factor, the company is trying to attract customers and convert them into loyal customers. With decisions regarding pricing being taken with attention paid to customer needs and expectations, more customers are attracted. This may also lead to having better sales and customer retention in the long run. Customers feel attracted to the brand if the pricing of services in the telecom sector is appropriate to their needs. Therefore, for having loyal customers, the pricing factor must be referred to as an essential component in the decision-making.

However, Primary research conducted in this study has also helped us in noting that the quality aspects rather than just price as pointed out through the effect size, is also necessary to be considered and must be given precedence in order to have better customer loyalty. This improves satisfaction and allows a customer to have continuous purchases of products and services. With an adequate focus on quality aspects, Reliance Jio has been attracting customers, which has facilitated in making sure that the success rate of services of Jio is high. Although, as many other studies such as (Rishi *et al.*, 2018; Kumar,2017) have pointed out that the Indian telecom market is extremely competitive and gives rise to intense price wars from time to time. Reliance Jio can still manage to provide superior quality services and products given that most loyal consumers are willing to pay more to obtain them, as seen through hypothesis H4.

According to the views of Kungumapriya and Malarmathi, (2018) for customer loyalty to be adequately developed, the focus on customer service is essential and the primary sources used in this study have identified that satisfaction among Reliance Jio customers is high, as the company takes different initiatives to resolve a query or a dispute. Likewise, Yasir and Khan, (2021) point out that handling complaints is necessary endeavour for an entity to be considered which significantly improves performance parameters indirectly. For instance, a complaint raised in terms of network or connectivity issues, data speeds, recharge can be resolved easily for the customer, earning his satisfaction while also enabling the firm to take necessary corrective measures. However, as Nayak (2018) points out that just having reactionary measures of the handling complaints is not adequate, proactive approaches must also to be taken by firms.

Many studies have also identified that satisfaction and loyalty are dependent on factors that directly link to positive customer experiences (Hakami, 2022). If positive customer experience is adequate in the telecom sector, then customers are more likely to be satisfied and are attracted towards the brand. Likewise, one of the factors that this study has analysed is that customers of Reliance Jio are satisfied with the network coverage facilities, a key determinant that links to positive experiences in this context. However, a multitude of other moderating and mediating factors that could influence the satisfaction- loyalty relationships have not been considered in this study providing opportunities for future studies in this subject.

According to Servera-Francés and Piqueras-Tomás (2019) to boost the loyalty among customers, the companies try to manage aspects like product awareness, product and service support, and customer engagement which is making sure that communication and coordination-related measures are reaching customers. All these factors are also used to measure the levels of loyalty among consumers and attract new loyal customers, this is another drawback as the present research measures loyalty only through the aspects of RPI, WPM and WOM. Further measuring aspects of loyalty could be implemented in the future.

5.1 Conclusions

This study makes its contribution to the literature firstly by analysing the value-satisfaction loyalty relationship in the Indian telecommunication industry with respect to Reliance Jio. The results obtained indicated that were unique qualities that differ from existing literature on discounting and consumer loyalty in various other contexts. Further, this research offers a second contribution by investigating the many aspects of value in this context, in addition to the contribution made by expanding prior research to the discount service-based businesses. According to the study's empirical findings, client loyalty is determined by the correlations between two variables of perceived value and one dimension of customer satisfaction. Value and satisfaction together serve as predictors of loyalty, and their inclusion responds to requests in the literature for this kind of study that goes beyond just examining the relationship between loyalty and satisfaction (Kumar, Pozza, and Ganesh, 2013) and in different settings (Powers *et al.*,2018) Additionally, in this study, the findings are presented in such a manner that the research questions are answered adequately. • How do the perceived values of price and quality obtained by using the services offered by Reliance Jio individually influence the service satisfaction of the consumers?

According to primary findings in this study, to attract satisfied customers and make them loyal to the brand, Reliance Jio is focused on providing a value-for-money experience which means that Jio is trying to ensure that the satisfaction gained by customers must be greater than what is paid to obtain that value while also not compromising too much on quality aspects. Both the Hypothesis H1 and H2 were proved pointing out the same from the customers perspective.

Jio is offering better services at low pricing, and the company might consider the economic impact as an aspect that is helping it in managing and maintaining consumer loyalty. Prices of services could be selected according to customer preference and expectations that improve satisfaction and allow improvement in the consumer loyalty factor. However, quality value obtained by customers had a greater impact on satisfaction than pricing. Since many other studies have stated that Indian telecom companies are struggling to stay profitable (Rishi *et al.*, 2018;Kumar, 2017) the managerial implication from the data analysis conclude that customers will still be satisfied paying a bit more to get the same or similar quality of service from Jio and/or a slight reduction in quality of the services offered at a given price point is also possible, but further analysis is needed for the latter case.

• How does service satisfaction obtain in this context, in turn, influence the loyalty of the consumer towards Reliance Jio?

Service satisfaction acts as a mediating factor between the consumers perception of values and loyalty. As per our analysis most of the consumers have a high level of satisfaction of services received by them, service satisfaction is the key determining factor used in this study as seen through the analysis. Previous studies such as (Kumar *et al.,* 2013; Powers *et al.,* 2018) have vouched for satisfaction- loyalty relationships to be important in most contexts. Likewise, in this paper customer satisfaction and loyalty are directly linked with each other. If customer satisfaction is enhanced, then consumers feel valued and develop a trust for the brand (Upmanyu and Rajput, 2017) in-turn loyalty is improved due to high satisfaction because it makes them feel confident while accessing services. The availability of good products and services, excellent supporting infrastructure, dispute resolving mechanisms (Kungumapriya and Malarmathi,2018), and priority given to individual attention of customers through various channels (Hole, Pawar and Khedkar, 2019) all foster growth in satisfaction.

• Using the switching behaviour of consumers by offering deep discounts and offering a good quality value, is it possible to gain loyal consumers and retain them?

As noticed in due course of this study, services launched by Reliance Jio were much more economical as compared to other brands, but as competition in the market intensified later on, other players had to slash their prices heavily to stop losing customers (Kumar, 2017). Just the price factor alone does not explain the loyalty of consumers to Jio as even competitors started price matching but most customers that had switched just for the price differential realised the quality and other aspects of the services offered which influenced and promoted their satisfaction levels leading to a loyal consumer base. Further, the active recommendations of these customers as supported by Hypothesis H5 further led to loyal consumers of other brands who initially did not consider their decision to switch due to various reasons, had reconsidered their decisions. Furthermore, we can speculate that these switched consumers saw no reason to switch back once discounts were offered and prices were matched by other players, given that most customers think that Jio has excellent quality value supported by hypothesis H2, leading to continuation of services through Jio. Therefore, increasing levels of loyalty determining factors such as the repurchase intention of the consumers and willingness to pay more. However, further analysis is needed on the factors and strategies used by the company to retain the consumers. For instance, a highly customercentric approach might have also adopted by the entity in order to have better performance and attract loyal customers (Alkhurshan and Rjoub, 2020).

5.2 Recommendations

In this research an attempt is made to provide specific recommendations as to the options available through which Reliance Jio can maintain the level of consumer loyalty and utilize them for growth. The recommendations can be classified as follows:

- It is recommended that Reliance Jio to consider customer feedback and support as a key aspect to improve satisfaction. Currently, very few channels exist wherein customers can interact and give feedback of various aspects of Jio's services. Implementing this will allow understanding of the customer's proper intentions of using Jio's services facilitating additional qualitative consumer data collection value delivery. Additionally, it will help in the development of service standards in such a manner key issues faced by customers can be addressed (Alkhurshan and Rjoub, 2020) as effectively as possible or can be used in creating a new customer loyalty program. These customer-centric changes once implemented within the organization, might assist in further improving the level of consumer loyalty.
- It is suggested that Reliance Jio focuses on the engagement with the customers as a
 possible way to make customer feel better valued. Adequate and necessary
 communication with the customers, ensures that any entity can easily have better
 performance (Agur, 2018). It also makes sure necessary Information sharing to the
 customer is easily facilitated. For instance, service outage in a particular area can be
 communicated to consumers avoiding disappointment that effects satisfaction.
 Similarly, Email based communication, or using of digital tools like AI and chat bots to
 have effective interaction with customers and can have a positive impact on consumer

satisfaction, these recommended ideas are not being significantly pursued by the firm. However, customer responsiveness is also important factor to be considered by the brand, spamming of customers through various means, even when the customer is unresponsive and wishes not to be contacted might lead to customers having a negative effect on satisfaction- loyalty relationship and towards the brand.

It is recommended that the use of customer data can also be profitable, as it can provide the means to have an evaluation of customer preferences (Afridi *et al.*, 2018). Using these preferences and implementing new activities such as an integrated loyalty program or deeply discounted offer cycles might provide a boost for satisfaction and indirectly boost loyalty (Ying, 2022) for various products and services.

References

Aaker, D.A. (2012), Building Strong Brands, Simon and Schuster, New York.

Afridi, S.A., Gul, S., Haider, M. and Batool, S., (2018), "Mediating effect of customers' trust between the association of corporate social responsibility and customers' loyalty", *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, *12*(1), pp.214-228.

Agha, A.A., Rashid, A., Rasheed, R., Khan, S. and Khan, U., (2021), "Antecedents of customer loyalty at telecom sector". *Turkish Online Journal of Qualitative Inquiry*, *12*(9), pp.1352-1374.

Agur, C., (2018), "Re-imagining the Indian state: External forces and the transformation of telecommunications policy, 1947–present", *Global Media and Communication*, *14*(1), pp.65-83.

Ahmad, N., Scholz, M., Ullah, Z., Arshad, M.Z., Sabir, R.I. and Khan, W.A., (2021), "The nexus of CSR and co-creation: A roadmap towards consumer loyalty", *Sustainability*, *13*(2), p.523.

Alkhurshan, M. and Rjoub, H., (2020)," The scope of an integrated analysis of trust switching barriers, customer satisfaction and loyalty" *Journal of Competitiveness*, *12*(2), p.5.

Anderson, E. W. and Mittal, V. (2000), 'Strengthening the satisfaction-profit chain', *Journal of Service Research*, 3(2), pp.107-20.

Aslam, W., Arif, I., Farhat, K. and Khursheed, M., (2018), "The role of customer trust, service quality and value dimensions in determining satisfaction and loyalty: An Empirical Study of mobile telecommunication industry in Pakistan", *Market-Tržište*, *30*(2), pp.177-194.

Bairagi, V. and Munot, M.V. eds., (2019), "Research methodology: A practical and scientific approach", CRC Press.

Bartlett, J. E., Kotrlik, J. W. and Higgins, C. C. (2001), 'Organizational research: determining appropriate sample size in survey research', *Learning and Performance Journal*, 19, pp.43-50.

Basias, N. and Pollalis, Y., (2018), "Quantitative and qualitative research in business & technology: Justifying a suitable research methodology", *Review of Integrative Business and Economics Research*, 7, pp.91-105.

Bettman, J. R., Luce, M. F., and Payne, J. W. (1998), 'Constructive consumer choice processes', *Journal of consumer research*, 25(3), pp. 187-217

Briones Peñalver, A. J., Bernal Conesa, J. A. and Nieves Nieto, C.D. (2018), "Analysis of Corporate Social Responsibility in Spanish Agribusiness and Its Influence on Innovation and Performance", *Corporate Social Responsibility and Environmental Management*, 25(2), pp-182-193.

Busser, J.A. and Shulga, L.V. (2019), 'Involvement in consumer-generated advertising: effects of organizational transparency and brand authenticity on loyalty and trust', *International Journal of Contemporary Hospitality Management*, 31 (4), pp. 1763-1784

Chaudhuri, A. and Holbrook, M.B. (2001), 'The chain of effects from brand trust and brand affect to brand performance: the role of brand loyalty', *Journal of Marketing*, 65 (2), pp. 81-93.

Chen, C. F. and Myagmarsuren, O. (2011) 'Brand equity, relationship quality, relationship value, and customer loyalty: Evidence from the telecommunications services', *Total Quality Management & Business Excellence*, 22(9), pp. 957–974

Chen, W.K., Nalluri, V., Ma, S., Lin, M.M. and Lin, C.T., (2021), "An exploration of the critical risk factors in sustainable telecom services: An analysis of Indian telecom industries", *Sustainability*, *13*(2), p.445.

Coelho, F.J.F., Bairrada, C.M. and de Matos Coelho, A.F. (2020), "Functional brand qualities and perceived value: the mediating role of brand experience and brand personality", *Psychology and Marketing*, 37(1), pp. 41-55

Cohen, J., (2013), Statistical power analysis for the behavioral sciences. Routledge.

Curtis, Tamilla, Russell Abratt, Dawna Rhoades, and Paul Dion (2011), "Customer loyalty, repurchase and satisfaction: a meta-analytical review," *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 24, pp.1-26.

Cypress, B., (2018), "Qualitative research methods: A phenomenological focus", *Dimensions of Critical Care Nursing*, *37*(6), pp.302-309.

Dźwigoł, H., (2019), "Research methods and techniques in new management trends: research results", *Virtual Economics*, *2*(1), pp.31-48.

Elrehail, H., (2020), "The impact of quality of services and satisfaction on customer loyalty: The moderate role of switching costs", *Management Science Letters*, pp.1843-1856.

Fiesler, C., (2019), "Ethical considerations for research involving (speculative) public data. *Proceedings* of the ACM on Human-Computer Interaction", 3(GROUP), pp.1-13.

Fornell, C. and Wemerfelt, B. (1987), "Defensive Marketing Strategy by Customer Complaint Management," *Journal of Marketing Research*, 24 (November), pp. 337-346.

Fornell, C., and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement error", *Journal of Marketing Research*, 28(February), pp. 39–50

Gallarza, Martina G. and Irene Gil-Saura (2006), "Value dimensions, perceived value, satisfaction and loyalty: an investigation of university students' travel behavior," *Tourism Management*, 27 (3), pp. 437-52

Gefen, D. and Straub, D. (2005), "A practical guide to factorial validity using PLS-graph: tutorial and annotated example," Communications of AIS, 16 (25), pp. 91-109.

Gidaković, P. and Zabkar, V. (2021), "How industry and occupational stereotypes shape consumers' trust, value and loyalty judgments concerning service brands", *Journal of Service Management*, 32(6), pp. 92–113.

Girish, V.G. and Lee, C. K. (2019), "The relationships of brand experience, sports event image and loyalty: case of Jeju International Ultramarathon Race", *International Journal of Sports Marketing and Sponsorship*, 20 (4), pp. 567-582.

Hakami, A.A.A., (2022), "Ethical considerations of qualitative non-therapeutic research on people with obsessive–compulsive disorder: an overview", *F1000Research*, 11(137), pp.137.

Hapsari, R., Hussein, A.S. and Handrito, R.P., (2020), "Being fair to customers: A strategy in enhancing customer engagement and loyalty in the Indonesia Mobile Telecommunication Industry", *Services Marketing Quarterly*, *41*(1), pp.49-67.

Havlena, W. J., and Holbrook, M. B. (1986) "The varieties of consumption experience, comparing two typologies of emotion in consumer behaviour", *Journal of Consumer Research*, 13(3), pp.394-404.

Henseler, J., Ringle, C.M. and Sinkovics, R. R. (2009), "The use of partial least squares path modelling in international marketing," *Advance in International Marketing*, 20, pp. 277-319.

Holbrook, M. B., and Batra, R. (1987), "Assessing the role of emotions as mediators of consumer responses to advertising". *Journal of Consumer Research*, 14(3), pp.404-420.

Hole, Y., Pawar, M.S. and Khedkar, E.B., (2019), "Omni channel retailing: An opportunity and challenges in the Indian market" In *Journal of Physics: Conference Series*, 1362 (1), pp.12-21).

Huang, C. C. (2017), "The impacts of brand experiences on brand loyalty: mediators of brand love and trust", *Management Decision*, 55 (5), pp. 915-934.

Imbug, N., Ambad, S.N.A. and Bujang, I., (2018), "The influence of customer experience on customer loyalty in the telecommunication industry", *International Journal of Academic Research in Business and Social Sciences*, *8*(3), pp.103-116.

Jio, (2022), Overview of Company, Accessed through: <<u>https://www.Jio.com/</u>.

Kalia, P., Kaushal, R., Singla, M. and Parkash, J., (2021)," Determining the role of service quality, trust and commitment to customer loyalty for telecom service users: a PLS-SEM approach", *The TQM Journal*.

Kumar, A. (2017) 'Turning Red Ocean More Red: Impact of Entry of Reliance Jio in Hyper-Competitive Indian Telecommunication Industry', *Jaipuria International Journal of Management Research*, 3(2), pp. 84–93.

Kumar, V., Pozza, D.I. and Ganesh, J. (2013), "Revisiting the satisfaction-loyalty relationship: empirical generalizations and directions for future research," Journal of Retailing, 89 (3), pp. 246-262

Kungumapriya, A. and Malarmathi, K., (2018), "The impact of service quality, perceived value, customer satisfaction in calculative commitment and customer loyalty chain in Indian mobile telephone sector", *IOSR Journal of Business and Management*, 20(5), pp.72-82.

Kuppelwieser, V. G., and Sarstedt, M. (2014). Exploring the influence of customers' time horizon perspectives on the satisfaction–loyalty link. *Journal of Business Research*, 67(12), pp. 2620-2627

Leone, R.P., Rao, V.R., Keller, K.L., Luo, A.M., McAlister, L., and Srivastava, R. (2006), 'Linking brand equity to customer equity', *Journal of Service Research*, 9(2), pp. 125–138.

Liamputtong, P., (2020), "Qualitative research methods", Sage publications

Melnikovas, A., (2018), "Towards an explicit research methodology: Adapting research onion model for futures studies", *Journal of Futures Studies*, 23(2), pp.29-44.

Mittal, Vikas, Pankaj Kumar, and Tsiros, M. (1999), "Attribute-level performance, satisfaction, and behavioral intentions over time: a consumption-system approach," *Journal of Marketing*, 63 (2), pp. 88-101.

Mody, M. and Hanks, L. (2020), "Consumption authenticity in the accommodations industry: the keys to brand love and brand loyalty for hotels and Airbnb", *Journal of Travel Research*, 59(1), pp. 173-189.

Nayak, A., (2018), "Internationalisation of the Indian telecommunication industry (1947–2004): A firmlevel perspective". *Business History*.

Nayak, J.K. and Singh, P., (2021), "Fundamentals of Research Methodology Problems and Prospects", SSDN Publishers & Distributors.

Netemeyer, R.G., Krishnan, B., Pullig, C., Wang, G., Yagci, M., Dean, D., Ricks, J. and Wirth, F. (2004), "Developing and validating measures of facets of customer-based brand equity", *Journal of Business Research*, 57 (2), pp. 209-224.

Nikhashemi, S., Jebarajakirthy, C. and Nusair, K. (2019), "Uncovering the roles of retail brand experience and brand love in the apparel industry: non-linear structural equation modelling approach", *Journal of Retailing and Consumer Services*, 48, pp. 122-135

Oliver, R. L. (1997), Satisfaction: A Behavioral Perspective on the Consumer. New York: Irwin/McGraw-Hill

Oliver, R. L. (1999) 'Whence Consumer Loyalty?', Journal of Marketing, 63(4), pp. 33-44.

Ong, C.H., Lee, H.W. and Ramayah, T. (2018), "Impact of brand experience on loyalty", *Journal of Hospitality Marketing and Management*, 27 (7), pp. 755-774.

Osotimehin, K., Hassan, B. A. and Abass, H. (2015) 'Customers Perception of Service Quality in the Nigerian Telecommunication Sector', *Journal of Economics & Business Research*, 21(1), pp. 144–157

Ozdemir, S., Zhang, S., Gupta, S. and Bebek, G., (2020), "The effects of trust and peer influence on corporate brand—Consumer relationships and consumer loyalty". *Journal of Business Research*, *117*, pp.791-805.

Pandey, P. and Pandey, M.M., (2021), "Research Methodology Tools and Techniques".

Patterson, P. G. and Spreng, R. A. (1997), "Modelling the relationship between perceived value, satisfaction and repurchase intentions in a business-to-business, services context: an empirical examination," *International Journal of Service Industry Management*, 8 (5), pp. 414-434

Petrick, J. F. 2002, "Experience use history as a segmentation tool to examine golf travellers' satisfaction, perceived value and repurchase intentions". *Journal of Vacation Marketing*, 8(4), pp. 332-342.

Picón, Araceli, Castro I., and Roldán J. L. (2014), "The relationship between satisfaction and loyalty: a mediator analysis," *Journal of Business Research*, 67 (5), pp. 746-751.

Powers, T. L., Jack, E. P. and Choi. S, (2018) 'Price and Quality Value Influences on Discount Retail Customer Satisfaction and Loyalty', *Journal of Consumer Satisfaction, Dissatisfaction & Complaining Behavior*, 31, pp. 47–65.

Ragab, M.A. and Arisha, A., (2018), "Research methodology in business: A starter's guide", *Management and organisational studies*, *5*(1), pp.1-14.

Ringle, Christian M., Sven Wende, and Alexander Will (2005), "SmartPLS 2.0 (beta),"

Rishi, B., Kacker, A. and Gupta, S. (2018), "Entry of Reliance Jio in the telecom industry: a ripple in the ocean", *Emerald emerging markets case studies*, *8*(*3*), pp.1-17

Ruiz-Molina, María-Eugenia, and Gil-Saura, I. (2008), "Perceived value, customer attitude and loyalty in retailing," *Journal of Retail and Leisure Property*, 7 (4), pp. 305-14

Sahoo, D.K. and Sahoo, P.K., (2022), "Efficiency, productivity dynamics and determinants of productivity growth in Indian telecommunication industries: An empirical analysis", *Journal of Public Affairs*, 22(1), pp. 23-53.

Saleh, Y. M. and PUTRA, H. A., (2019)," The Impact of Product Quality, Price, and Distribution on Satisfaction and Loyalty", *Journal of distribution science* 17(10), pp.17-26

Sánchez-Fernández, R. and Iniesta-Bonillo M. A. (2007), "The concept of perceived value: a systematic review of the research," *Marketing Theory*, 7 (4), pp.427-451

Sánchez-Fernández, R. and Iniesta-Bonillo, M. A. (2006), "Consumer perception of value: literature review and a new conceptual framework," *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 19, pp. 40-58.

Sarstedt, M., Hair, J.F., Ringle, C.M., Thiele, K.O. and Gudergan, S.P., (2016), "Estimation issues with PLS and CBSEM: Where the bias lies!". *Journal of business research*, *69*(10), pp.3998-4010.

Saunders, M. N. K., Lewis, P., and Thornhill, A. (2019) Research Methods for Business Students. 9th Edition. Prentice Hall.

Servera-Francés, D. and Piqueras-Tomás, L., (2019), "The effects of corporate social responsibility on consumer loyalty through consumer perceived value", *Economic research 32*(1), pp.66-84.

Shadish, W.R., Cook, T.D., and Campbell, D. T., (2002), "Experimental and quasi-experimental designs for generalised causal inference", Cengage Learning: Boston, MA

Shah, M.A.R., Husnain, M. and Zubairshah, A., (2018), "Factors affecting brand switching behavior in telecommunication industry of Pakistan: A qualitative investigation", *American journal of industrial and business management*, 8(2), pp.359-372.

Singh, J. and Sirdeshmukh, D. (2000), "Agency and trust mechanisms in consumer satisfaction and loyalty judgments", *Journal of the Academy of Marketing Science*, 28, pp. 150-167

Sirdeshmukh, D., Singh, J. and Sabol, B. (2002), "Consumer trust, value, and loyalty in relational exchanges", *Journal of Marketing*, 66, pp. 15-37

Snyder, H., (2019), "Literature review as a research methodology: An overview and guidelines", *Journal of business research*, *104*, pp.333-339.

Statista, (2022)," Market share of wired and wireless operators in India as of December 2021, by sector", Accessed through< https://www.statista.com/statistics/>

Statista, (2022), "The number of wireless telecommunication subscribers in India as of December 2021, by service provider", Accessed throughhttps://www.statista.com/statistics/

Stone, M., (1974), "Cross-validatory choice and assessment of statistical predictions", *Journal of the royal statistical society: Series B (Methodological)*, *36*(2), pp.111-133.

Sweeney, J. C. and Soutar, G. N. (2001), "Consumer perceived value: the development of a multiple item scale," *Journal of Retailing*, 77 (2), pp. 203-220.

Szymanski, David M. and David H. Henard (2001), "Customer satisfaction: a meta-analysis of the empirical evidence," Journal of the Academy of Marketing Science, 29 (1), pp. 16-35.

Taherdoost, H. (2016), 'Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research', *International Journal of Academic Research in Management*, *5(2)*, *pp.18-27*

Tang, C. S., Bell, D. R. and Ho, T. H. (2001), "Store choice and shopping behavior: how price format works," *California Management Review*, 43 (2), pp. 56-74

TRAI- Telecom Regulatory Authority of India. Available at: https://www.trai.gov.in/

Trif, Simona-Mihaela (2013), "The influence of overall satisfaction and trust on customer loyalty," Management and Marketing, 8 (1), pp. 109-28.

Turnbull, D., Chugh, R. and Luck, J., (2021), "Learning management systems: a review of the research methodology literature in Australia and China", *International Journal of Research & Method in Education*, 44(2), pp.164-178.

Ulaga, W., and Eggert, A. (2006), 'Relationship value and relationship quality: Broadening the nomological network of business-to-business relationships', *European Journal of Marketing*, 40(3/4), pp.311–327.

Upmannyu, N.K. and Rajput, S. (2017), "An Assessment of the Relationship Among Brand Trust, Perceived Value and Brand Loyalty", PRiMa: Practices and Research in Marketing, 8(1), pp-11-23.

Vogel, V., Evanschitzky, H., and Ramaseshan, B. (2008), 'Customer equity drivers and future sales', *Journal of Marketing*, 72(November), pp. 98–108.

Wasko, M. and Faraj, S. (2005) Why should I share? Examining the social capital and knowledge contribution in electronic networks of practice, MIS quarterly, 29 pp35-57.

Wold, H. (1982), "Software modelling: The basic design and some extensions," Wold, H. (Eds.), Systems Under Indirect Observation (Part II), North-Holland, New York, pp. 1-54.

Yang, Z. and Peterson, R. T. (2004), "Customer perceived value, satisfaction, and loyalty: the role of switching costs," *Psychology and Marketing*, 21 (10), pp.799-822.

Yang, Z., Kim, S. and Jung, D. (2016), "How brand authenticity works for brand reputation and brand loyalty? -focusing on dental clinic's customer", *International Information Institute*, 19 (11B), pp. 5373-5380.

Yasir, M. and Khan, MA, (2021), "Factors Affecting Customer Loyalty in the Services Sector". *Journal of Tourism and Services*, 22 (12), pp. 184-197.

Ying, Y., (2022), "The Impact of Consumer Trust and Consumer Loyalty on Sustainable Development of Cross-border E-commerce", *Specialusis Ugdymas*, 1(43), pp.523-538.

Zangirolami-Raimundo, J., Echeimberg, J.D.O. and Leone, C., (2018), "Research methodology topics: Cross-sectional studies", *Journal of Human Growth and Development*, *28*(3), pp.356-360.

Zawacki-Richter, O., Kerres, M., Bedenlier, S., Bond, M. and Buntins, K., (2020), "Systematic reviews in educational research: Methodology, perspectives and application", Springer Nature, pp-161.

Zeithaml, V. A. (1988), "Customer perceptions of price, quality, and value: a means-ends model and synthesis of evidence," *Journal of Marketing*, 52 (3), pp. 2-22.

Zhang, J. and Bloemer, J.M. (2008), "The impact of value congruence on consumer-service brand relationships", *Journal of Service Research*, 11(2), pp. 161-178.

Žukauskas, P., Vveinhardt, J. and Andriukaitienė, R., (2018)," Philosophy and paradigm of scientific research". *Management culture and corporate social responsibility*, 12(1), pp-121.