

# Loyalty And Relationship Orientation Case of Moroccan Company: Quantitative Approach

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## Abstract

The problem we studied in this article focused on the influence of perceived quality, and relational orientation of companies in creating value for the customer through a collaborative relationship. Well this research aims to investigate the effect of perceived value by the customer through a relational exchange in his loyalty. Data collection was collected in Moroccan company. Structural equations modeling (SEM) is used to evaluate the simultaneous effects of the predictive variables. Implications for manager's academicians are discussed and areas for future research are presented.

**Keywords:** Loyalty, Value, Quality Perceived, Relational Orientation

## Introduction

In the context characterized by competitive environment, technological revolution and the consumers more exigent have contributed in the emergence of relationship marketing. This approaches of marketing privilege the establishment and maintenance the relation between customer and supplier as a source of competitive advantage and realized a superior profitability in the long term. The advantage of such an approach has been demonstrated in several specific areas of discipline such as industrial marketing, service marketing or relationships between customer and supplier. Relationship marketing can have different meanings depending on the authors or researchers who are interested. Morgan and Hunt (1994) proposed a definition of relationship Marketing based on all forms of relational exchange as "all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges" The founder work of Dwyer et al. (1987) on relationships represented the foundation for Relationship theory in the United States. They recommended a framework for building buyer supplier relationships that identified the discrete nature of exchanges, the costs and benefits of relational exchange, and the propositional character of relational exchanges. The attribute of relational exchange are identified as relationship orientation marketing, (Perrien, Filiatrault, and Ricard 1992). As a source of value (Anderson 1995), Benamour & Prim (2000) define relational orientation as an attitude based on affective orientation of customer, functional and temporal, as well as contextual elements. In the context of banking relationships to particulars, these authors

demonstrate empirically the existence of four dimensions, two measured in terms of perceived benefits: economic, emotional, short term, long term. Gwinner et al (1998) studied the benefits of a durable relation in the field of services. The authors identify three types of benefits, Social benefits: beyond profits from the delivery of basic services, the individual is expected that some form of friendship is created with its service provider. A sympathetic relationship develops and the customer has some personal recognition (Barnes, 1994; Berry, 1995). This type of relational benefit requires a high level of interpersonal contact between customers and employees. Psychological benefits: they are most often associated with a feeling of comfort, security and above all confidence in the service provider. This type of benefit is increasing with time, when the relationship between the customer and the organization is well established. Benefits of adaptation: the latter category refers to all individual actions undertaken by the service provider for each customer. This approach includes the fact, to adapt its services to the specific needs of the customer. Intimate relationship with customer generate the additional value for two parties implicated in this exchange, that can all things, that can not possible in the traditional sales pocess (Brady,Davies & Gann,2004). In this sense relational quality is designed for a long time as an evaluation of the exchange relationship. It has been defined as “a giving satisfaction to a customer”, It is regarded as a fundamental determinant in the creation of value. In this context, our questions are: What extent the perceived quality can be considered as a source of value creation? What is the importance placed by the customer to the concept of value in its relationship with the supplier and what can mean the notion of value for him? How the perceived value it can be influence his loyalty? In the first of this study, we present the definitions of each concepts of our model. We also specify the hypotheses of our research as well as their justification. Subsequently, we describe the methodology adopted. Finally, we present the finding of our empirical result.

### **Theoretical background:**

#### ***Perceived quality:***

Academic work treating the structure of the concept of quality demonstrates that it appears to be multidimensional (Brady and Cronin, 2001, Grönroos 1984). The perceived quality is an overall evaluative judgment vis-a-vis a product or service on the relative superiority of the product / service (Rust and Oliver, 1994; Zeithaml, 1988). So, it consists in the confrontation of the customer's perception of quality made in its prior expectations vis-a-vis this service. If the quality rendered exceeds expectations, perceived quality is high, but if the performance proves less than expectations, perceived quality will be bass. Perceived value for the customer will positively influence average project success because an increase in relationship value enhances customer satisfaction (Lam et al., 2004). The research has intensively discussed the classification of value and satisfaction. The effect in this relationship “moves from perceived quality and perceived price to perceived value to satisfaction to loyalty” (Gallarza et al., 2011.)The concept of «customer perceived value» completes the perceived quality because it determines what is important for the market, from first contact to delivery experienced.

#### ***Perceived Value***

The value notion has been studied by academiens because of its conceptual importance, its associates to other key marketing constructs, such, quality, relational orientation or loyalty. The notion of value is considered in the marketing literature as a fundamental concept inherent in the concept of exchange in marketing (Holbrook, 1994). It remains the ultimate

goal of this discipline. (Aurier, Evrard and N'Goala, 1998, 2000). It takes up a central interest in the literature of relationship marketing. The perceived value of a product or a service, a customer value is generally regarded as the result of a difference between costs and benefits, as part of an exchange perspective (Ulaga and Eggert, 2002; Hammers 2007). The value is a direct result of the difference between quality and perceived sacrifices. Customer supplier relationship is seen as an object of value for the customer satisfaction and loyalty. According to Michel et al. (2002), "it is not enough to perceive the process of exchange between buyer and seller as a transaction, an exchange of product or service against money, which is the traditional view of economists. Instead, we need to expand our vision and take into account all the tangible and intangible processes that surround the formal exchange process." Arndt (1979) highlights the tendency of companies to engage in long-term relationships to ensure their growth. He thus proposes to take into account the relationship "customer-supplier" in continuity on business markets. Later, Levitt (1983) and Dwyer et al. (1987) indicate that exchange relationships do not stop after the first. The concept of relationship continues to expand the exchange is so spot-exchange relationship (MacNeil, 1980, Dwyer et al, 1987.). Ganesan (1994) suggests the existence of a continuum with one hand, transactional orientation with a low probability of future exchanges, and other relational orientation with a high probability of future interactions. In this context, identify and understand what is the value of an object by the client becomes necessary and is of considerable strategic importance, since, as pointed Aurier et al. (1998), "The acquisition of a sustainable competitive advantage presupposes the creation and regular distribution of superior value to customers." The concept of perceived value is a fundamental concept in relationship marketing. Thus, for Anderson and Narus (1995), "The creation and value sharing can be considered as the reason for partnership relations between suppliers and customers." The concept of perceived value is subject to various definitions of marketing. Its conceptualization and measurement are still confused and still can ask a number of questions.

### ***Relational orientation as source of value creation***

The study of the benefits researched in the relationship through the consumers logically result of the proposing a definition of relationship marketing in terms of benefits, such as that proposed by (Gwinner et al, 1998). "For a long-term relationship exists, the company and the client must be benefit." These works are the most numerous and are related to the interest of consumers to benefit through the different psychological, economic and social-benefit relationships (eg Barnes, 1997; Gwinner et al, 1998.). Bahia Perrien & Tomiuk (2001) have empirically shown that the relational predisposition has four dimensions and represents the trend of the customer to wait and appreciate: a long-term commitment, a guarantee of confidentiality, friendly treatment. Relationships founded on a long-term orientation permit companies to sacrifice short-term profits in favor of benefits increasing to both parties over the long run (Ganesan, 1993) They approach the relationship with a problem solving orientation and collaborative bargaining style that results in higher levels of performance and economic return over the long-term (Ganesan, 1993; Kalwani and Narayandas, 1995).

### ***Loyalty :***

Bowen and Shoemaker (1998) define customer loyalty as a construct that measures the probability the customer will return and is ready to perform partnering activities such as referrals. Day (1969) was one of the first authors differentiated the true and the false loyalty. According to him, the purchases are not motivated by strong favorable attitudes are just a

false loyalty. In reference to work of N'Goala (2000), we can therefore conclude that loyalty can not be reduced to a succession of discrete transactions. It is more an expression of the continuing relationship. So customer loyalty should be conceptualized and measured in a large framework of analysis, the relationship marketing. Robinson et al., (2005) emphasized that customer satisfaction; brand equity and loyalty are essential antecedent for customer loyalty. From the perspective of the seller, it is argued that relationships influence loyalty and satisfaction and thus can have positive effects on profitability (Reichheld and Sasser, 1990; Rust and Zahorik, 1993). 2005) emphasized that customer satisfaction; brand equity and loyalty are essential antecedent for customer Furthermore, the fact that many savings and investment products are long term in nature ship.

### **Hypotheses Development**

#### ***The Relation Between Perceived Quality And Perceived Value:***

The concepts of quality and perceived value can sometimes be confused (Zeithaml, 1988, Gale, 1994, Amraoui, 2005). However, the perceived quality seems to appear as a direct antecedent of perceived value (Zeithaml, 1988, Monroe 1990, 2003, Bolton and Drew, 1991). Several studies have thus emphasized the causal relationship between perceived quality and perceived value.

Thus our first hypothesis is as follows:

H1. Perceived quality has a considerable influence on perceived value

#### ***The relation between relational orientation and perceived value:***

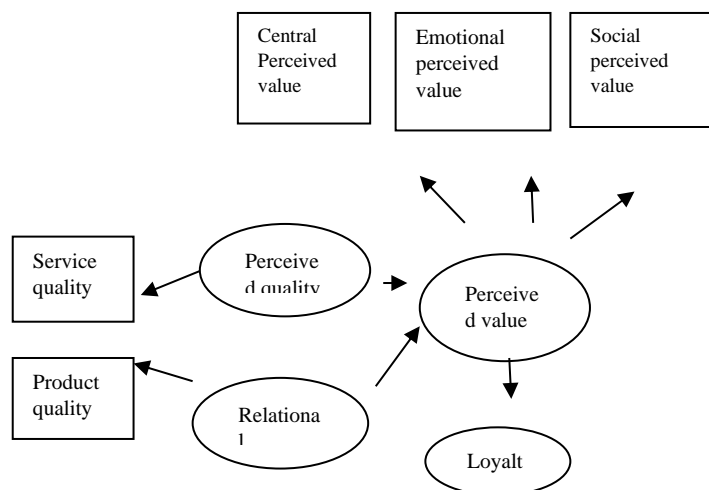
According to Bahia & Perrien (2003) examined relational predisposition by the benefits generated from the relationship. They confirmed that the relational predisposition is an antecedent of customer perceived quality and the intention to continue the relationship. The outcomes for the customer of such long-term orientation, Anderson and Weitz (1992) refer to it as commitment, are improved quality and process performance as well as access to valued resources and technologies. So, we announced our second hypothesis

H2. Relational orientation has considerable influence on perceived value

#### ***Relation between perceived Value and loyalty***

Several studies have concluded the causal relationship between perceived value and loyalty (Bendapudi and Berry, 1997)(Ravald and Grönroos, 1996). These studies postulate that the perceived benefits in the case of a relationship are different from those seen in a traditional transaction, because beyond product characteristics that are certainly important when choosing between alternatives and promote the acquisition in relationship are elements such as security, credibility, continuity, Because within beyond product characteristics that are certainly important when choosing between alternatives and encourage the acquisition, in the relationship have the elements such as security, credibility, continuity, etc.. That increase experienced by customer loyalty and ultimately trusts. Therefore

H3. Perceived value has a significant impact on loyalty.



## Analysis and results

### A. Research context

The sample frame was drawn from a Moroccan company registry on the data-Base of KOMPASS Morocco. We chose industrialized firms because they were most likely to be involved in dyadic relationship with other partner. We ultimately developed a sample frame comprising 400 company we mailed the questionnaire with a cover letter explaining the nature and goals of the study to the director of purchasing and marketing of each enterprise. We addressed on the director of purchasing and marketing because they possess knowledge of supplier relationship management and purchasing issues and they are in a direct contact with the supplier. Overall, 180 questionnaires were returned, Thus, the effective response rate was 45% (180 usable questionnaires), which is a satisfactory rate.

### B. Measures

It is important to note that the majority of instruments used were taken from the marketing framework, and therefore have been subject to previous validations.

In the absence to find suitable scales for our research, we were obliged to introduce some modifications and adaptations to existing scales, based primarily on our results of our qualitative study. These will be presented in different scales (table 1) Our research involves the development and validation of several instruments. In this perspective, the paradigm of Churchill (1979) is used and its updates provided by Gerbing and Anderson (1988) and Gerbing and Hamilton (1996). These authors demonstrate the need to start the purification by exploratory factor analysis, then complemented by a confirmatory analysis. Measuring instruments are established for the different constructs of the model. The scales of the concepts of perceived quality, perceived value and loyalty are adapted from existing scales in the literature. The *perceived quality is measured by the dimensions of perceived service quality and products* Dobholkar al. ( ) The Hagarat, Benedict (2000), Gaski and Etgar (1986), Dodds, Monroe and Grewal (1991), Gurviez (1998). Scale measuring perceived value is adapted from Getskens and Steenkamp (1995), Finally, we opt for a one-dimensional measure of attitudinal loyalty. To this end, we adopted the scales from Pritchard and al. (1999), Sirdeshmukh et al. (2002). The concepts of relational orientation and its determinants led to the creation new scales. The Items have been prepared on the basis of contributions literature and the transcription of qualitative interviews with the perception of customers to relational governance.

### C. Result

The confirmatory factor analysis was based on maximum likelihood estimation, which allows the assessment of whether the data support the hypothesized factor structure by  $\chi^2/df$ , RMSEA (root mean square error of approximation), TLI (Tucker–Lewis index), CFI (comparative fit index), and SRMR (standardized root mean square residual). The factor analysis supported the assumed factor structure since the fit indices all reflected acceptable model fit ( $\chi^2/df= 2,25 < 3$  , TLI = 0,910 close or higher of 0,9, CFI= 0,956 close or higher of 0,90, GFI=0,902 , and RMSEA= 0.611 < 0,08 or rather <0,05). Cronbach's alpha scores suggest good internal reliability for all the scales in our study. Results in Table II show that all scales have reliability above 0.80 which exceed the minimum criterion of 0.70, with no individual item below 0.70. The means, standard deviations, inter-construct correlations and square-root of average-variance-extracted (AVE) scores are signalized in Table 2. All pairs of inter-construct correlations are positive and significant ( $p < 0.05$  and  $p < 0.01$ ). The means range from 3, 2 to 3, 50, and corresponding standard deviations range from 0.83 to 0.98. Multicollinearity diagnostics did not signal a serious Threat in the data. The means, standard deviations, inter-construct correlations and square-root of average-variance-extracted (AVE) scores are reported in Table 2. All pairs of inter-construct correlations are positive and significant ( $p < 0.05$ ). The means range from 2.56 to 3.6 and corresponding standard deviations range from 0.85 to 1.88. Multicollinearity diagnostics did not signal a serious risk in the data. Table 1 presents the average variance extracted (AVE) for each scale and the squared correlation between all pairs of scales. An examination of Table 1 demonstrates that all the diagonal values are greater than 0.5 which supports convergent validity (Fornell and Larcker, 1981). also, all AVEs are above to the off-diagonal elements. This suggests discriminant validity for each of the construct measures (Fornell and Larcker, 1981). As a result, construct validity is supported in this study. The nomological validity is also supported in that the latent constructs in our study are significantly correlated with other related constructs which is consistent with the literature.

Table.1

Discriminant validity \*\*= $p < 0.05$  and \*\*\*= $p < 0.01$ 

	1	2	3	4	5	6	7
CPV	0,99 1						
SPV	0,21 2***	0,93 5					
EPV	0,39 0***	0,39 3**	0,87 1				
SQ	0,22 3**	0,43 3***	0,41 5***	0,79 9			
PQ	0,14 3**	0,22 3**	0,36 1**	0,70 5***	0,86 7		
RO	0,53 9***	0,45 3**	0,12 1**	0,50 1**	0,03 **	0,89 8	
LOY	0,32 0**	0,03 ***	- 0,26 0**	0,33 0**	0,45 0**	0,58 9***	0,89 0

Items	Mean	SD	Convergent validity	Alpha	Composite reliability	AVE
<b>Central Perceived Value</b> The company possesses a consistent quality. The company possesses an interesting service. The company possesses an acceptable level of quality. The company possesses a consistent performance	4,8 3,9 5,2 3,5	0,99 0,96 1,02 0,94	0,62 0,71 0,89 0,77	0,90	0,82	0,72
<b>Social Perceived value</b> The fact of working with this company allows me to have a social pride. The fact of working with this company allows me to have a good impression in my surroundings. The fact of working with this company improves the way in which I perceived socially. The fact of working with this company helps me to feel socially acceptable	3,5 3,8 4,9 5,1	0,99 1,33 1,50 1,12	0,77 0,87 0,81 0,79	0,78	0,83	0,89
<b>Emotional Perceived value</b>				0,83	0,76	0,81

The fact of working with this company causes me a good feeling	4,2 3,2 3,5	0,99 0,96 1,02	0.76 0.69 0.77	0,77	0,75	0,88
The fact of working with this provider gives me pleasure.	3,4	0,94	0.79			
This company offers a good value for money						
This company offers as much value for the asking price (to enter)..						
<i>Relational orientation</i>	4,2	0,92	0.74			
this company maintain a privileged customer relations	5,5 4,2	0,99 1,53	0.70 0.73 0,83			
this seems to take care company to its customers						
customers enjoy a real attention the part this company						
<i>Product Quality</i>				0.65	0.69	0.78
Products sell by this company are in excellent quality	5,43 5,27 4,59	1,33 1,20 1,45	0.89 0.86 0.88			
This enterprise you're never disappointed its quality products.	3,10	0,89	0,87			
quality products are purchased in this business is improving regularly through time (generally this enterprise respect the rules of health and safety for all products it sells						
<i>Service quality</i>				0.81	0.85	0.79
Now that you always ready to exchange or refund of the product is not ask for justification	5,23 4,89 5,10 4,79	1,32 1,53 1,15 1,88	0.75 0.73 0.72 0,88			
this company offers a wide variety of products						
This company offers a pleasant environment (smell good, clean, warm).						



If necessary, the staff of this sign is always ready to help you and advise you						
<b>Loyalty</b> I will purchase from this company the next time when i will need this type of product i always try to purchase from this company because it is the best choice for me	3.22 4.23	1,45 0,89	0.86 0.87	0.87	0.71	0.67

Individual hypotheses are examined next. Examination of path estimates reveals that all the direct hypothesized paths are significant (refer to Table 3). Endorser service quality exerts a direct significant impact on Perceived Value (B = 0.59, C.R. =7.45), the same time product quality has a considerable impact on perceived value (B = 0.69, C.R. =11.13), therefore H1 is supported. Relational orientation, as expected, significantly impact on perceived value (B= 0.65, C.R. = 9.86), thereby supporting H2. Perceived value has a direct significant impact on perceived value (B = 0.57, C.R. = 8.25), in consequence, Hypotheses H3 is supported. As a shown in table 3.

Path	Estimate	B	C.R.	P	Hypothesis support
Service quality → perceived value	1,883	0,59	7,45	** *	Supported
Product quality →perceived value	0,992	0,69	11,13	** *	Supported
Service quality → perceived value	1,000	0,82	10,22	** *	Supported
Relational orientation → perceived value	1,885	0,65	9,86	** *	Supported
perceived value → Loyalty	1,332	0,57	8,35	** *	Supported

#### v. Managerial Contributions

This research developed and tested an integrative model to study and to explain the perceived value in relationship exchange. It supposed a relational orientation between seller and buyer, and may serve as a framework of analysis to explain other episodes of relationships exchange. Through our findings, we have also demonstrated the importance of perceived quality as a key dimension in the development of customer loyalty, taking into account the different dimensions of relational variables present

common interest in both theoretical and managerial. It could, in fact, present a more pertinent and realist analysis of the purchasing behavior of long-term and also leaving open new avenues of development in these areas. This research also represents a first attempt to integrate relational orientation and perceived on the study loyalty. The term loyalty must consider the relational determinants that characterize the exchange relationships. This research has managerial implications: the confirmation of the pertinence of a relationship marketing strategy in the seller buyer relationship by emphasizing the role of fidelity as the ultimate point for seller and buyer, This research confirms their interest to develop a good relationships with their partners, as these relationships will mean better matching of stability of the relationship that decrease behavioral uncertainty. In our model, we were able to introduce a small number of relational variables. It would be interesting to study the influence of other variables such relational bond (financial, structural, and social), because they can change the nature of the relationship and influence its development. To see the impact of the relational bonds on customer perceived value

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