

AN EMPIRICAL INVESTIGATION OF THE RELATIONSHIP BETWEEN RETAIL STORE ATTRIBUTES AND CUSTOMER SATISFACTION

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ABSTRACT

It is the goal of this study to examine the relationship between consumer satisfaction and various retail business attributes. As everyone knows that Indian retail industries are flourishing and Organised retail is chipping away at brick-and-mortar businesses' market share. According to the findings of previous research, the scale used to assess customer satisfaction includes store atmosphere, shopping convenience, operational competence, service quality, product selection, pricing policy, and services given after the sale. Using a sample of 274 Big Bazaar consumers in West Bengal, India, we tested the suggested model using Smart PLS. According to this study, customers' satisfaction in the retail business is influenced by a variety of shop factors. Store attributes were shown to be the most significant antecedent of customer satisfaction. By analysing the dimensions of perceived customer satisfaction, this research adds to the understanding of the concepts of customer satisfaction. In this study, further research should be done to analyse

consumer satisfaction in a variety of retail sectors. A comparison of this idea with other retail categories will be possible. Furthermore, Interrelationship between customer satisfaction components in the retail business must also be studied in details.

According to this study, retail managers and executives should aim to influence the atmosphere of their shops as well as the ease of shopping as well as the service quality, product selection, pricing strategy, and after-sale services.

Keywords: *Retail Store attributes, Service Quality, Store atmospherics, Customer Satisfaction.*

INTRODUCTION

The Indian retail market is in a state of boom (IBEF, Indian Retail Industry Analysis, 2021). After Independence, per capita income was very low. Indian customers depended on Mom & Pop stores for their everyday needs (Reuters, 2021). In the 1980s, metropolitan single-chain retail outlets like Gwalior Suiting, Bombay Dying, Titan, etc. opened. Multi-brand retail emerged

after the 1990s. Urbanization, demographic shifts, rising per capita income, changing lifestyles, and media proliferation have made retail one among the world's most valuable marketplaces. (Teli, 2014). Liberalization in FDI has boosted multinational companies to target the Indian retail market (Kannaiah & Vinayagamoorthy, 2016). On the other hand, huge investment in the initial stages leads to failure in reaching the breakeven point, and few of them achieve success so far.

Nowadays, several retail stores focus on customer satisfaction to overcome the competition (Betancourt et al., 2007; Saeidi et al., 2015)). A number of studies have shown a correlation between shop characteristics and consumer satisfaction. (e.g., Wu, 2013; Kim et al., 2015). It is important for retailers to understand (1) the aspects that separate them from their competition; (2) how their consumers perceive those features; and (3) the link between perceived store qualities and customer satisfaction (Martinez-Ruiz et al., 2010).

Several variables that distinguish retailers from their competitors have been discovered in the marketing literature. This study attempts to rank those attributes as per their contribution to customer satisfaction. Only a small number of studies have been done in this area, and the vast majority of those studies have focused on the link between perceived shop features and customer happiness (Szymanski and Henard, 2001). Referring to several attributes identified by different researchers, the present work aims to identify a few essential attributes and their impact on customer satisfaction. After doing an intensive literature survey, a modified set

of store attributes has been identified for this research, which is expected to influence overall customer satisfaction. This paper attempts to provide answers to the following questions: 1) what are the dimensions that effect customer satisfaction in a store? and secondly 2) Which of the chosen dimensions has the greatest impact on customer satisfaction?

After a review of the literature on consumer satisfaction and retail shop attributes, we proceeded to discuss our findings. Second, the writers evaluated the suggested hypothesis research approach and analysed the findings. Finally, we summarised the findings of the research, including the study's limitations and management implications.

LITERATURE REVIEW

Customer satisfaction

Nowadays, customer satisfaction is one of the most crucial criteria for a company's long-term viability. The corporation must concentrate on both present and future demand and profit in order to remain competitive in the market for the long term (Xiao et al., 2010). A person's enjoyment or unhappiness with the perceived performance (or result) of a product in compared to their expectations is referred to as customer satisfaction (Oliver, 1980). Customer happiness is linked to a company's success, because happy consumers stay loyal to the company and enhance profits via word-of-mouth and repeat purchases (Zairi, 2000). Customer satisfaction is a psychological trait shown by a customer after consuming a service or product that results in positive experiences (Pleshko and Heiens, 1996). Knowledge of satisfied customers helps gain and maintain competitive advantage and

long-term relationships (Kumar and Reinartz, 2006). Satisfied customers are more likely to buy from the company again and to stay loyal to it, as well (Carter, 2010). Retailers have to provide service as per the customer expectation to satisfy customers for reselling and cross-selling (Jeevananda, 2011). Customer satisfaction is one the most critical business asset which an organization has to manage very cautiously to retain and increase it (Alam and Rana, 2013). Retailers believe that a retailer's performance is determined by the level of client satisfaction (Gomez et al., 2004). Customer satisfaction may assist in gaining a better understanding of purchasing behaviour (Seiders et al., 2005). As a result, several researchers have turned their attention to customer satisfaction research. The fierce level of competition is forcing merchants to prioritise customer satisfaction in order to maintain a long-term connection.

RETAIL STORES ATTRIBUTES

Store atmospherics

Based on previous literature (Mohan, 2013; Erdil 2015; Kumar et al., 2017), several retail shop's features have been found to be utilised by merchants to distinguish themselves from their competition. These shop's features positively impact the degree of customer satisfaction, store choice, and purchase intentions (Popkowski, 2001). Several elements have been identified by Manrai & Manrai (2007) as having an influence on the level of customer satisfaction. These are the range of services, product price, store image, product quality, and personal skills of the employee. Customers are most likely to be pleased with

a store's convenience, atmosphere, product variety, price, and promotions, as well as its customer service and invoicing procedures (Mohan, 2013). Store atmospherics have significant influences on consumer's shopping behavior. Spence et al. (2014) pointed out that various audiovisual atmospherics affect customers' perceptions and their behavior. Grewal & Baker (1994) found that the atmosphere and design of retail stores had a substantial impact on customers' perceptions of retail image and price tolerance. Good store atmospherics create more pleasant retail environments for customers, thus energizing them to stay for an extended period, spend more, and frequently return (Brand, 1963). Based on these researches, it was hypothesised that shop atmospherics positively impacts Big Bazaar's total customer satisfaction.

H1: Store Atmospherics has positively impacted Big Bazaar's total customer satisfaction.

Shopping convenience

Shopping convenience consists of all those elements that reduce the amount of time and helps prospective customers to reach a specific shopping mall easily (Ingene, 1984). Convenient to visit due to location has been validated as a significant retail store attribute, and it encourages customers to come back (Bearden, 1977; Frasquet et al., 2001). In addition, it has been shown that shopping ease has a direct influence on consumer loyalty and satisfaction (Hsu et al., 2010). Based on customer opinion, this component also minimises time and effort (Berry et al., 2002). Convenience is a key factor in bringing individuals to a retail mall (Teller

and Elms, 2010). Based on these researches, it was hypothesised that shopping convenience positively affects overall customer satisfaction concerning Big Bazaar.

H2: Convenience in shopping has a significantly positive impact on perceived customer satisfaction.

Operational Competence

Operational competence is defined as the ability to do a certain job quickly and efficiently; it is the competent use of knowledge and procedure to complete a task successfully (Butler, 1978). Operational competence consists of several items like waiting time in queue, availability of the products, timely delivery, etc. which affect the decision-making process and satisfaction level of customers (Davis-Sramek et al., 2008). According to Smaros et al. (2000), merchants must transition from simple trade to providing easy services to their clients in order to maintain a competitive edge. McDonald (1991) identified that speed in the checkout counters significantly impacts different age groups and one of the essential store attributes for influencing customer satisfaction. The majority of clients believe that wasting their time while waiting in que (Mittal, 2016; Weiss and Tucker, 2018) and a long period of waiting leads to becoming less satisfied customers (Lee and Lambert, 2005; Xie and Or, 2017). Operational elements can play an essential role in differentiating a seemingly similar product (Davis-Sramek et al., 2008). On the basis of these research, it was hypothesised that operational competence had a favourable impact on perceived customer satisfaction with Big Bazaar.

H3: Operational competence has a favourable impact on perceived customer satisfaction with Big Bazaar

Service Quality

In this age of competition, employee service quality is now considered an essential retail store attributes, and the long-run success of any service provider is closely linked with high-quality customer services that govern customer satisfaction (Lymperopoulos, 2006; Hussain et al., 2015). Employee quality performance can minimize customer absenteeism and enhance customer satisfaction which boosts the employee's morale and helps them to work better (Zehir et al., 2012). The most demanding service element that may assure customer satisfaction and assist differentiate from competitors is service quality (Carter et al., 2013). Based on the research, it is found that service quality attributes elicit customer satisfaction and dissatisfaction, respectively (Chiguvi, 2016). Service quality attributes that boost satisfaction also help line up a company's resources to capitulate a high return on investment (Kristianto et al., 2012). On the basis of the above theoretical arguments and empirical data, it was hypothesised that service quality has a positive effect on perceived customer satisfaction with Big Bazaar.

H4: Service Quality has a positive effect on perceived customer satisfaction with Big Bazaar.

Product assortment

The selection of products in accordance with client expectations is one of the key duties of retailers (Levy and Weitz, 2008). Additionally, it is a critical component of the marketing mix, since it contributes to customer acquisition and

retention (Libai, 2020). customer satisfaction of retail stores is primarily induced by product availability and product assortment (Sharif, 2012). Assembling an appropriate variety and product mix has always been a difficult task for merchants, since consumers differ in emotional, functional, and behavioural aspects (Terblanche, 2018). Several empirical types of research proved that a well-chosen product range contributes to a positive return on investment (Pan and Zinkhan, 2006; Chan et al., 2017). Apart from customer acquisition and retention, product assortments can impact customers' choices by shaping customer preferences (Whitley, 2018). On the basis of the above theoretical arguments and empirical data, the hypothesis was proposed that product assortment has a significantly positive influence on Big Bazaar's perceived customer satisfaction.

H5: Product assortment has a significantly positive influence on Big Bazaar's perceived customer satisfaction.

Pricing Policies

Pricing policies of a retail store can also influence customers because the price of a product can attract or alienate them (Grewal et al., 1998). Price determines the quality of a product (Lewis and Shoemaker, 1997), and customers perceive high quality if the product's price is high and vis-a-vis (Conway and Saad, 2006). Grocery-shopping decisions of a customer are also depending on the price of the product in that grocery (Hortman et al., 1990). Shoppers choose between various retail models depending on the price strategies of the various retail establishments (Carpenter and Moore, 2006). The store's value is heavily influenced by its price (Sirohi et al., 1998). Pricing may influence a

retailer's profitability, brand image, and customer loyalty by persuading customers to buy from them (Grewal et al., 2011). Group with a low income in comparison to the high-income group, customers are more worried with the price of a product while purchasing consumer durable goods (Gonzalez-Benito et al., 2010). On the basis of the above theoretical arguments and empirical data, the hypothesis was proposed that pricing policies have a significantly positive influence on Big Bazaar's perceived customer satisfaction.

H6: Pricing policies have a significantly positive influence on Big Bazaar's perceived customer satisfaction.

After Sales Service:

Customer service activities that an organization provides after the delivery of a product or service are known as after-sales services. (Murali et al., 2016; Chiguvi, 2020). Along with all of the other characteristics of a retail store, after-sales service is an undeniable predictor of client retention and satisfaction (Kurata and Nam, 2010). Products and services that include post-purchase support are not only required by law, but also help businesses stand out from their competition (Li et al., 2014). Many manufacturing organization perceive that After-sales service is a crucial activity that can help boost total profits through customer satisfaction and loyalty (Ahn and Sohn, 2009). On the basis of the above theoretical arguments and empirical data, the hypothesis was proposed that has a significantly positive influence on Big Bazaar's perceived customer satisfaction.

H7: After-sales service has a significantly positive influence on Big Bazaar's perceived customer satisfaction.

CONCEPTUAL MODEL

The focus of this study is on different dimensions of retail stores and their effects on customer satisfaction. Based on the various literatures accessed, a conceptual model is created.

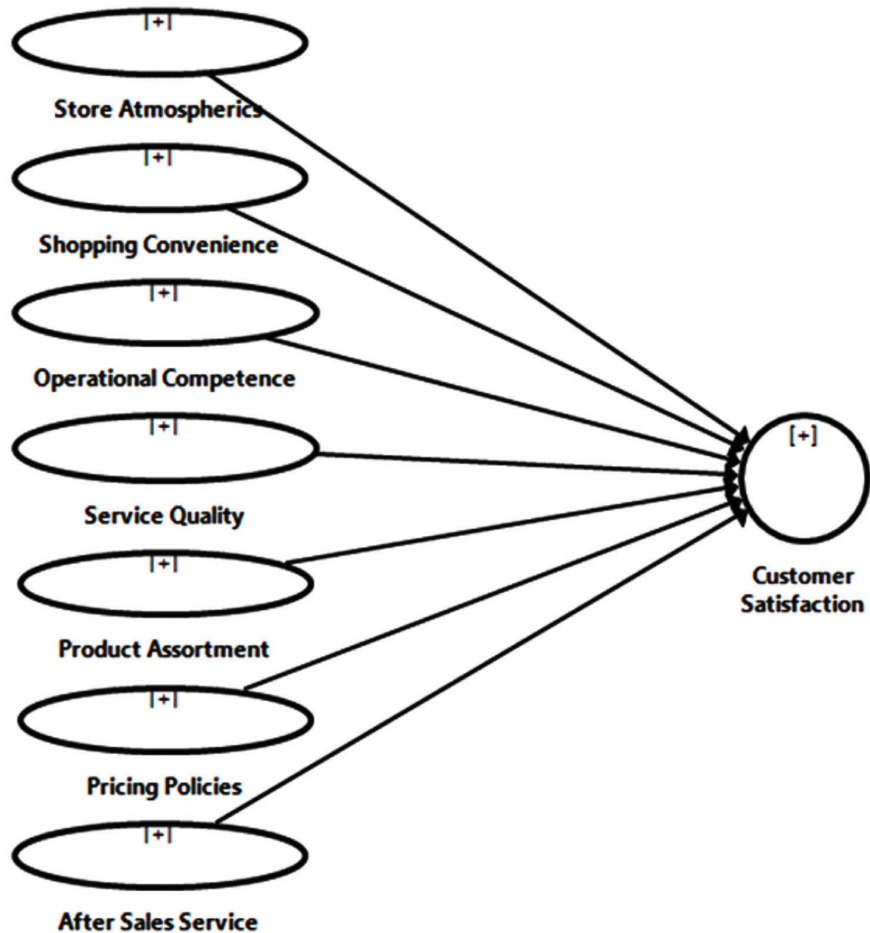


Figure 1: Conceptual Model

RESEARCH METHODOLOGY

This study was carried out in the cities of Burdwan, Durgapur, and Asansol. In addition, owing to pandemic circumstances and the government's shutdown, information from respondents was acquired through an internet questionnaire. The online survey was conducted through convenient sampling method to obtain data through a questionnaire. The questionnaire was adapted from Manrai & Manrai (2007) and Mohan (2013). A customised version of Khan et al. (2016) was used

to gauge customer satisfaction. All items were graded on a 5-point scale ranging from 1 to 5, with 1 indicating strongly disagree or is not true and 5 representing strongly agree or is extremely true.

SAMPLES AND PROCEDURE

G*Power software (3.1.9.7 version) was used to calculate the study’s sample size (Faul et al., 2007; 2009). The research needed a sample size of 218 participants to achieve a power of 0.95, however it was completed with a sample size of 274. Estimates of minimum sample sizes are shown in Figure 2.

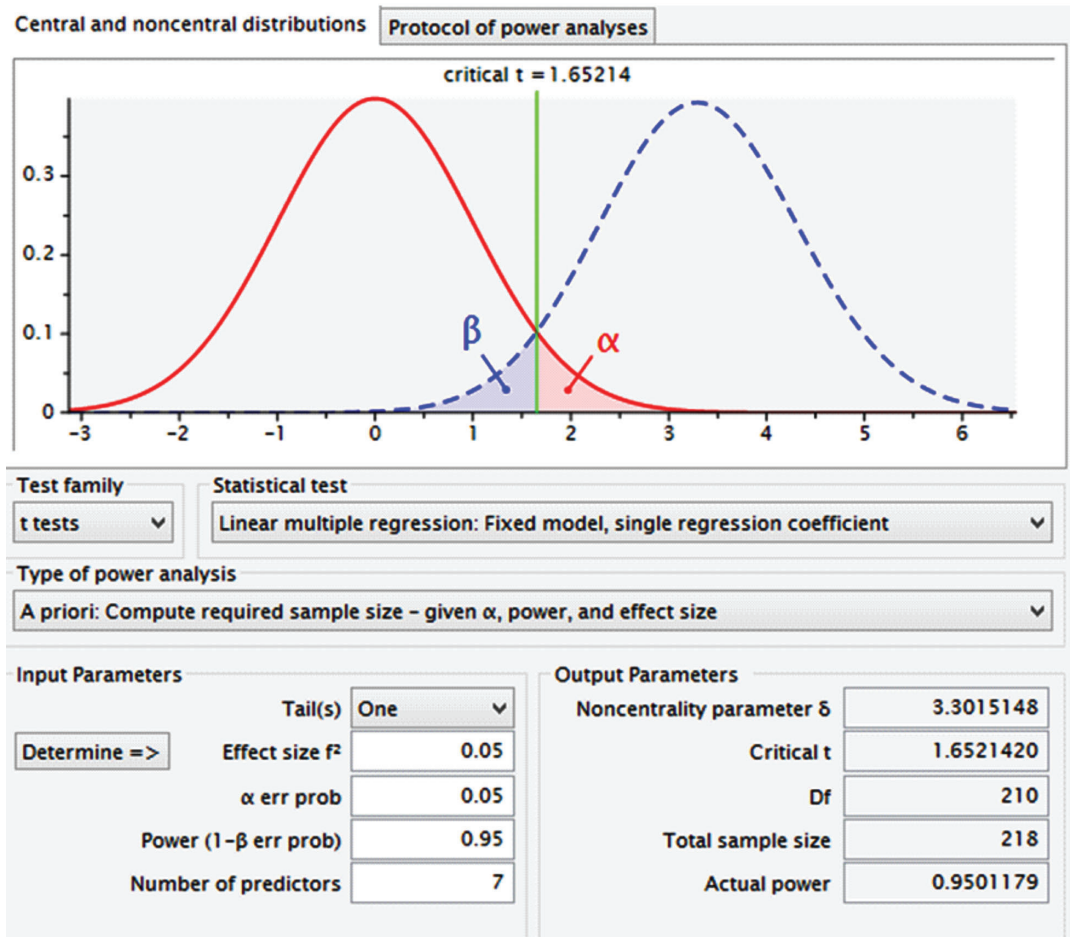


Figure 2: G*Power Survey (Faul et al. 2007; 2009).

Source: Authors' Calculations

The sample data demographic compositions are as follows:

Table 1: Sample demographic profile.

Demographic Characteristics	Categories	Respondents (In Numbers)
Age Groups	15+years to 30 years	113
	30+ years to 45 years	83
	45+ years and above	78
	Total	274
Education	10th standard	46
	Graduate	164
	Postgraduate	64
	Total	274
Income groups	Up to 25 thousand	96
	25 thousand + to 50 thousand	91
	Above 50 thousand	87
	Total	274

Data was obtained through an online questionnaire from these groups on their perceptions of service quality and overall customer satisfaction.

STATISTICAL TOOLS USED FOR ANALYSES

The Partial Least Square Structural Equational Modeling, the feature of SmartPLS Software 3.3.4 version was used to compute the entire correct data of 274 respondents' feedback obtained from the survey for 27 questions.

ASSESSMENT OF CONCEPTUAL MODEL

The research assessed internal model reliability and validity. This was done using Dijkstra and Henseler's RhoA and Composite Reliability (CR). All dimensions' RhoA (Except customer satisfaction) and CR exceed 0.70. (Ali et al., 2018; Hair et al., 2014; 2017; 2020). The customer satisfaction construct's Dijkstra and Henseler's rhoA was less than 0.70, while the composite reliability was much over 0.70 to demonstrate the constructs' reliability (Hair et al., 2019). All the reflective construct of the model's has above 0.50 threshold value for convergent validity (Fornell and Larcker, 1981; Hair et al., 2014; 2019). Table 2 shows the results of internal reliability and convergent validity tests.

Table 2: Quality Criterion for reflective model assessments.

Construct	Items	Type	Loading/Weights	rhoA	CR	AVE
Store Atmospherics	StoreAtmos1	Reflective	0.887	0.844	0.869	0.626
	StoreAtmos2		0.737			
	StoreAtmos3		0.769			
	StoreAtmos4		0.763			
Shopping Convenience	ShopConv1	Reflective	0.93	0.85	0.905	0.761
	ShopConv2		0.844			
	ShopConv3		0.839			
Operational Competence	OperComp1	Reflective	0.898	0.823	0.873	0.634
	OperComp2		0.79			
	OperComp3		0.747			
	OperComp4		0.739			
Service Quality	ServQult1	Reflective	0.883	0.745	0.832	0.624
	ServQult2		0.751			
	ServQult4		0.727			
Product Assortment	ProdAssort1	Reflective	0.848	0.774	0.868	0.687
	ProdAssort2		0.817			
	ProdAssort3		0.82			
Pricing Policies	PricePol1	Reflective	0.747	0.747	0.861	0.675
	PricePol2		0.868			
	PricePol3		0.845			
After Sales Service	AftSalesServ1	Reflective	0.86	0.725	0.818	0.602
	AftSalesServ2		0.731			
	AftSalesServ3		0.729			
Customer Satisfaction	CustSatisf1	Reflective	0.778	0.654	0.81	0.587
	CustSatisf2		0.818			
	CustSatisf3		0.697			

Source: Authors' Calculations

Fornell and Larcker's Criterion (1981) was used to examine the discriminant validity of the data, which claimed that the under root of AVE recovered from each construct on the diagonal was

larger than the inter-item correlation values. Each construct was distinct from all others in Table 3, suggesting that this research may be used to conduct the final analysis.

Table 3: Discriminant Validity test.

Constructs	After Sales Service	Customer Satisfaction	Product Assortment	Operational Competence	Pricing and Policies	Service Quality	Shopping Convenience	Store Atmospherics
After Sales Service	0.776							
Customer Satisfaction	0.149	0.766						
Product Assortment	0.068	0.645	0.829					
Operational Competence	-0.149	0.19	0.217	0.796				
Pricing Policies	0.125	0.031	-0.013	-0.149	0.822			
Service Quality	-0.174	0.284	0.215	0.039	0.023	0.79		
Shopping Convenience	0.117	0.394	0.338	0.074	0.091	0.196	0.872	
Store Atmospherics	0.096	0.771	0.752	0.239	0.05	0.234	0.358	0.791

Source: Authors' Calculations

STRUCTURAL MODEL ASSESSMENTS

Structure model evaluations looked at how the independent and dependent variables interacted with each other (Hair et al., 2017). A bootstrapping procedure with 5000 suggested bootstraps without sign change was used to verify the required p-values for the study's hypotheses (Hair et al., 2020). The VIF value below five is a rule of thumb when calculating collinearity because some other factors like sample size also influence regression coefficients (O'Brien, 2007). The values of the VIFs (See Table 4) range from 1.052 to 2.468 were found in this study, which is lower than the threshold limits three (Mason and Perreault 1991; Becker et al., 2013), and it explained that the study did not have any concerns with collinearity (Hair et al., 2017).

Table 4: Inner VIF Value.

Constructs	Inner VIF Value
Store Atmospherics	2.468
Shopping Convenience	1.201

Operational Competence	1.126
Service Quality	1.134
Product Assortment	2.363
Pricing and Policies	1.052
After Sales Service	1.115

It was necessary to examine the significance and relevance of the path coefficients using the PLS Algorithm's bootstrapping procedure with a total of 5000 samples after the research of collinearity in the inner model had been carried out before. Table 5 results disclosed that store atmospherics is the most prominent retail store attribute that positively influences customer satisfaction ($\beta=0.604$; $p<0.001$), supporting H1.

The study indicated that two hypotheses were supported at a 1% significance level in addition to the shop atmosphere (Table V). Customers who purchase at Big Bazaar are more likely to be satisfied if they get quality service ($\beta=0.113$; $p<0.001$) and convenient shopping experience ($\beta=0.104$; $p<0.001$). So, alternative hypotheses H2 and H4 were duly supported by the result.

The hypotheses testing and the model assessment are well elucidated by Figure 3 as below:

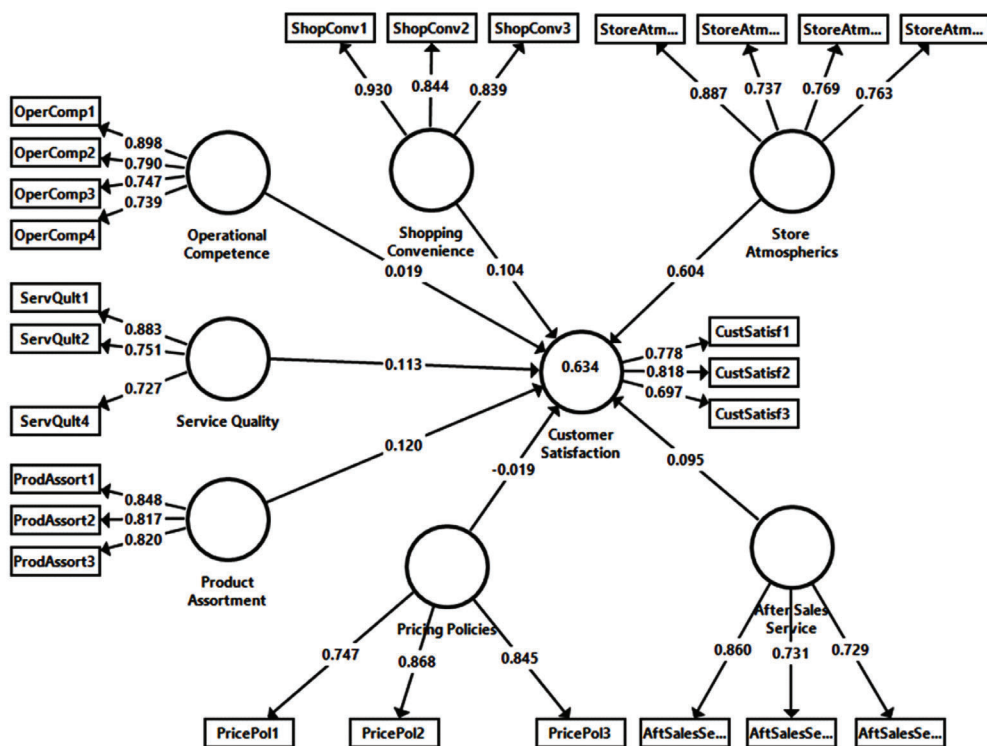


Figure 4: Structural Model Assessments

The results of the hypothesis testing (Table V) further revealed that two hypotheses are supported at a 5% significance level. Product Assortment ($\beta=0.12$; $p<0.05$) and after-sales service ($\beta=0.095$; $p<0.05$) have a moderately beneficial impact on Big Bazaar retail store customers. So, null hypotheses of H5 and H7 were rejected.

As per the result, pricing policies ($\beta=-0.19$; $p>0.05$) and operational competence ($\beta=0.19$; $p>0.05$) has a negative (non-significant) impact on overall customer satisfaction concerning Big Bazaar retail, which fails to reject the null hypotheses H3 and H6. The hypotheses testing and the assessment of the structural model are well elucidated by Table 5 as below:

Table 5: Results of Hypothesis Testing.

Hypothesis	Path Relationships	Std. Beta	t-values	CI 2.5%	CI 97.5%	Support
H1	Store Atmospherics -> Customer Satisfaction	0.604	11.48**	0.496	0.704	Yes
H2	Shopping Convenience -> Customer Satisfaction	0.104	2.71**	0.026	0.178	Yes
H3	Operational Competence -> Customer Satisfaction	0.019	0.51	-0.048	0.099	No
H4	Service Quality -> Customer Satisfaction	0.113	2.92**	0.038	0.189	Yes
H5	Product Assortment -> Customer Satisfaction	0.12	1.93*	0.002	0.244	Yes
H6	Pricing Policies -> Customer Satisfaction	-0.019	0.42	-0.093	0.08	No
H7	After Sales Service -> Customer Satisfaction	0.095	2.39*	0.022	0.177	Yes

Source: Authors' Calculations; Path Co-efficient (Note: * $p < 0.05$, ** $p < 0.001$.)

The R2 (coefficient of determination) of customer satisfaction was significantly high at 63.41 percent. In behavioral sciences, the value of R2 above 0.20 is considered high (Rasoolimanesh et al., 2017). So, as per the study, overall customer satisfaction is significantly determined by Store Atmospherics, Service Quality, Shopping Convenience, Product Assortment, and After-sales service. In addition, the Standardised Root Mean Square Residual (SRMR) fit indices were used to cross-examine the global fit criteria.

A global model fit indicator like SRMR is required in this study (Hair et al., 2020). The SRMR in this model is 0.066, which is below the threshold of 0.08 explain that the model under the study had good explanatory power (Hu and Bentler, 1999; Henseler et al., 2016).

The effect sizes f^2 and Q^2 were used to assess the predictive value and relevance of the proposed model. Independent factors have a 0.02 and above (little effects), 0.15 and above (moderate effects), and 0.35 and above (big effects) influence on the dependent variable (Cohen, 1988). The

shop atmosphere ($f^2=0.404$) has a substantial influence on customer satisfaction in this research, whereas the other factors have a minor effect on total consumer satisfaction. Finally, Stone-Geisser's(Q2), a Smart-PLS blindfolding process, was utilised to examine the structural model's predictive significance. The model's predictive relevance was measured using an omission distance of 7, and the result was 0.356 for customer happiness, showing that it has a significant predictive relevance (Chin, 2010; Hair et al., 2016).

CONCLUSION, MANAGERIAL IMPLICATION AND SCOPE OF FUTURE RESEARCH

According to IBEF (2021), the Indian grocery retail industry was valued US \$ 608 billion in 2020 and is predicted to expand to US \$ 1.3 trillion by 2024. The Indian retail industry is increasing at a CAGR of 9% to 11%, fuelled by urbanisation, rising per capita income, and a rise in the number of nuclear couples (Invest India, 2021). From a current anticipated market size of \$793 billion in 2020, the retail industry is predicted to grow to 1.5 trillion by 2030 (Invest India, 2021). Relaxation in govt policies is attracting multinational companies towards the Indian retail market. It's increase completion among the entire player in the market. Moreover, knowledgeable customers due to technological advancement seek more customer service from organized retails. Satisfying a customer in this scenario is a very difficult task for most companies.

Marketing research on organized retail has not been done very extensively. At the same

time, the importance of organized retailing is gaining propulsion. Raised in per capita income has changed the customers' perception, and customers are not ready to compromise on quality. However, the appeal of retail stores and the service given by retailers, have a big impact on the thoughts of customers. Many organized retailers are facing tremendous pressure to differentiate themselves from others due to huge competition. Accordingly, the study's major goal was to examine the relationship between Big Bazaar's retail store attributes and customer satisfaction. To validate the model and analyse the data, the SMART-PLS is used in this study.

The paper's findings succinctly support the impact of several retail store features on overall consumer satisfaction. It is evident from the outcomes that semi-urban and rural customers evaluate organized retail stores on five retail stores attributes. These are store atmospherics, shopping convenience, service quality, product assortment, and after-sales service. The study establishes that customers give maximum importance to store atmospherics before going to select any organized retails. The findings also suggest that customers give weightage to shopping convenience, service quality, Product Assortment, and after-sales service of retail stores before visiting there. The findings of the case of activewear specialty stores (Chang, 2015), completely oppose the result obtained in this study. For activewear specialty retailers, store attributes had little effect on customer satisfaction. In order to meet and exceed consumer expectations and boost customer satisfaction, retail shop owners and managers may benefit from this research's conclusions.

Overall consumer satisfaction is unaffected

by pricing strategies and operational competency, according to the report. Customers of semi-urban and rural areas are not concerned about waiting time in queue, several billing counters, or frequently buying benefits. In fact, due to low per capita income compare to urban areas, they visit different organized retail outlets occasionally and love to enjoy the ambiance inside the retail stores by standing in the queue.

Due consideration should be given to improving store atmospheres, shopping convenience, service quality, product assortment, and after-sales support in light of the findings of this study, as these traits are significant variables leading to total consumer satisfaction with Big Bazaar. An attractive store atmosphere should be created to increase the footfall of customers. A Variety of goods with better quality should be

displayed in retail stores. Training for personnel to increase service quality and after-sale service and frequently monitoring client satisfaction over time are examples of these initiatives.

Despite the fact that the study was conducted in the context of West Bengal Big Bazaar Retail Stores, the insights gained are equally valuable and can be applied to other retail stores in different parts of India to see if the customers behave in the same manner or not, despite the study's high predictive relevance. The link between the image of a retail business and customer satisfaction should be the subject of future research. Varied geographical areas have different customer preferences, which can disclose new information. The moderating impacts of other demographic characteristics could also be investigated for fresh insights.

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