

Customer Experience and Customer Loyalty in Indian Telecom Industry – An Empirical Investigation

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Abstract

Technology is primarily changing the way that consumers interact with organizations and making purchases. Growing number of organizations with eclectic array of choices has made today's industry more combative and competitive than ever before. Competition has encouraged the organizations to become more customer-centric. Building and maintaining strong base of loyal customers is often considered as the key driver for organizational growth and success. The customers having extraordinary experience with the organization and its offerings are more likely to exhibit customer loyalty. Customer experience has emerged to be the most powerful marketing tool to raise and rear customer loyalty. Now a days, organizations across the industry are concentrating on creating a encouraging customer experience for their development and growth by building customer loyalty. The study is undertaken to explore the determinants of customer experience and its impact on customer loyalty in Indian telecom Industry.

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I. INTRODUCTION

The world is moving as the technology is changing, change has become only constant in today's era. Economies are growing with an exponential rate, all industries are adapting to change and are benefited with technological as well as other changes and telecom industry is no exception (Lai, Griffin and Babin, 2009). Telecommunications has now become one of the major industries to focus on, because without telecommunication no other industry can run and grow smoothly. Telecom service provides rapid exchange of information, idea and messages among individual and business insiders, which is the need of an hour. Now, it is not only limited to voice call, there is much more to it, like data transport, instant messaging, email, video conferencing, web browsing and various other services. Consumers now take telecommunications as not just services but product too.

Technology in telecommunications has evolved over last 50 year; the major fundamental change took place in the construction of telecommunications networks. Competition in telecom is increasing with every passing day. Telecom operators are not only focusing on offering better quality service rather they are focusing on creating an experience for their customers (Boohene and Agyapong, 2011). Telecom companies have become customer centric. For company's survival and growth, quality and productivity are very essential in today's boundaryless market. Hence, customer is the core of business as its success depends on company's ability to understand and satisfy customers' needs and demands

In this competitive era, where customers are no longer uneducated and not so demanding, it becomes necessary for every company to satisfy their customers for company's future. Now a days, customers are educated, demanding and have large

number of options available. Now a days, people have moved from being CONsumers to PROsumers with improved influencing capabilities. A prosumer is one who not only consumes the product but also becomes the voice of product and expressively impacting the success of product, company and brand through their involvement on social networking and word of mouth they give. Companies are now focusing on providing positive experience to its customers. Customer experience plays very vital and influential role when it comes to customer satisfaction and customer loyalty.

Customer experience and customer loyalty are directly connected to each other. Today's market is customer driven; telecom operators are always focusing on creating a good experience of customers. Customer experience is the only key in telecom through which telecom operators can differentiate themselves among each other because differentiation helps telecom operators to gain competitive advantage.

After 1991, post liberalization, privatization and globalization, the telecommunications sector remained the most prevalent sector in the Indian economy. The recent years have seen rapid and drastic changes in the telecommunications sector. In recent years, both national and international companies have entered the cellular service, service market and have offered the people a large number of services. Therefore, competition in the telecommunications market is cut in throat and all companies offer excellent service to attract and retain clients.

In simplest terms, customer experience refers to the feelings and thoughts that a customer associate with your brand, it's the way customers feels about themselves when they interact with your brand. It also refers to sum of all the highs and lows, the delights and disappointments that customer experiences from your brand. The concept of customer experience is not only limited to delights and disappointments it also includes emotions of

customers. In short, a customer's experience is the pinnacle of the emotions that are conjured up when they think about your brand. Customer experience is a key differentiator for telecom companies through which they can stand out in market and compete in today's intensively fierce situation. Managing customer experience not only requires new technologies that upgrade every aspect of customer journey, but also strong collaboration with all parts of telecom organization.

At this backdrop, the present study is undertaken to discover the factors determining customer experience in Indian telecom industry. In addition, attempts were also made to understand the impact of customer experience on customer loyalty in Indian telecom industry.

II. LITERATURE REVIEW

The foundation for the present research study is based on the extant literature review done for the research papers in the related areas. The various research papers for the literature review were identified and procured from different databases such as Google Scholar, EBSCO and Emerald.

Aydin and Ozer (2004) tried to investigate the antecedents of customerloyalty in the Turkish mobile telecommunication market. In telecommunications market, once the customer is subscribed to company's network than relationship becomes of greater importance than any other market. Long term relationship turns out to be extremely profitable and beneficial for operator, this relationship indirectly means having a strong base of loyal customer. It was found that there is positive relationship between perceived service quality, trust, perceivedswitching cost, corporate image and customer loyalty. Hence, all hypotheses were accepted after analysing data through path analysis. It was concluded from the investigation that trust is the most important determinant of customer loyalty although perceived service quality and corporate image are equally important.

Dombet. al. (2016) undertook the research study to explore the determinants of customer experience and quantify customer experience through a yardstick called ACEI score in Indian telecom industry. The research says that Indian telecom industry matures itself with changing time and situation where one factor that acts as a prime differentiator in telecom operators is the experience that customers derives by using your product or service. The paper identified certain factors which influence customer experience and they are brand image, service delivery experience, customer care, billing, store, network experience, and gallery experience and self-service experience. Using exploratory factor analysis and confirmatory factor analysis, the research proved that these six factors are the main determinants of customer experience. Improving customer experience in a matured telecom market like India would add up in increasing profits and customer base, thus leading to customer loyalty, positive word of mouth and customer satisfaction.

Telecommunications being an emerging and developing industry competition stays always at its peak, customers are less likely to exhibit loyalty with company for a longer period of time. Hence, one important factor that helps company to manage customer loyalty is the customer experience. By delivering great customer experiences at all instances or all stages of customer's journey company can retain existing customers. With the help of confirmatory factor analysis, it was found that factors such as pricing of the operator, indoor and outdoor network coverage, call connectivity, signal quality, data connectivity, knowledgeable and responsive customer care, brand image and positive publicity of the brand all together influence customer experience in telecom industry. Researchers found that experience is far superior and less confined than the concept of service quality; service quality is one among important factors that impacts customer loyalty (**Subramanian and Palaniappan, 2016**).

Sathish and Vankatesakumar (2011) conducted this study with the customers who visited Sony store to appreciate the experiences with respect to delivered service. The research aims to appreciate the customer experience in branded chain stores with special reference to Sony outlets located in Chennai. Researches tried appreciating the expectations of customers from the retail shops vis-a-vis level of customer satisfaction. The study was limited to these factors; it did not include emotion as a factor influencing customer experience and satisfaction. Emotion as a core attribute suggests that models of customer satisfaction must include emotion as a component, hence, by including emotion as component would give a more holistic picture of customer experience.

Customer satisfaction and customer experience are the most buzzing words in market now as these two terms decides the future of any firm or company. According to researchers, customer experience management is all about managing customers experience at each level of its journey. The research concluded that perceived value and customer satisfaction are key variables which mediate the relationship between customer loyalty and service quality. The research noted the inverse proportional relationship between customer complaints and customer loyalty (**Shin,2014**).

Trisca (2017) looked into the essence of customer expectations and their role in assessing customer experience. Customer experience refers to customer feelings and opinions about your brand, product or company. The research takes you to a comprehensive study of customer expectations and their influence on customer experience. Customer expectations are affective-minded anticipative processes with a constitutive impact on customer experience. Customer expectation serves as a reference point throughout the continuum of customer experience, in relation to which the customer experience is consciously and unconsciously assessed.

Shin (2015) undertook this research which takes you through in-depth study on the topic quality of experience. Companies are paying more attention to user experience which is also called as customer experience. User experience determines the fate of company; it encompasses customer loyalty and customer satisfaction. With the intention of studying and measuring user experience author presented the model named quality of experience (QX). The model measures the user's quality experience to derive practical implications for service providers and to offer suggestions for enhancing the services provided. Data for this research was collected through questionnaire; a structured questionnaire was developed considering comments of an expert panel that consisted of researchers, industry experts and professors. Research provided valuable insights for the framing effective policies and competitive strategies and QX model also established a foundation for future enhanced services by taking a powerful tool for quality check.

Chakravorti (2010) conducted an in-depth study on the management of transition in corporate culture and knowledge to enhance customer experience. Customer experience is of great importance and the value of superior customer loyalty interactions was recognized by the businesses. The research is divided into several sections which deal with the concept of customer experience in the first section. Second analyzes the role of knowledge manager process for customer experience management that includes discussion of knowledge management aspect affecting the ability of the company to enhance customer experience. Second, fourth and fifth section addresses issues related to cultural change management related to customer experience management, the impact of absorptive ability and the effect of power relationships existing in the company, and last section brings together the creation of an information and culture system facilitating customer experience management.

Akbar and Parvez (2009) undertook a research in

Bangladesh to examine the influence of service quality, customer satisfaction and trust on customer loyalty; a conceptual framework was designed for the investigation. The research study found a positive relationship between service quality and customer satisfaction, service quality and customer loyalty, customer satisfaction and customer loyalty, and trust and customer loyalty. It says that trust and customer satisfaction are expressively and positively associated with customer loyalty. Customer satisfaction was proved to be a critical moderator between service quality and customer loyalty. The worthy findings and clear understanding of these variables encourages mobile service providers to focus more on satisfying customers by improving service quality, which will help service provider to attract new customers and gain trust of existing customers which would help service provider in building customer loyalty.

Lai, Griffin and Babin (2009) undertook the research to evaluate how quality, value, image and satisfaction create loyalty in Chinese telecom industry. Deep study and analysis of data revealed that service quality directly influences both image perceptions and perceived value. Perceived value and image perceptions influence customer satisfaction that corporate image influence perceived value. Value as well as customer satisfaction are found to be significant determinants of customer loyalty. Hence, customer loyalty is directly impacted by value and is indirectly impacted by value through customer satisfaction. Rest of the variables mediate the impact of both service quality and corporate image on customer loyalty.

Kim, Park and Jeong (2004) tried to assess the relationship between customer satisfaction, switching barrier and customer loyalty in Korean mobile telecommunication services. The research concluded that service quality effects positively on customer satisfaction where in call quality, value added services and customer care support turns out to be extremely significant. The research also says that

switching cost positively affects customer satisfaction; hence, switching barrier and customer satisfaction have a positive influence on customer loyalty. The study only focused on technological factors influencing customer loyalty, it did not consider demographical, behavioural and psychological characteristics of customers.

Amoako, Dzogbenuku, and Doe (2016) undertook a research study to investigate the relationship between service experience, brand loyalty and customer satisfaction in Ghanaian telecom sector. Ghanaian telecom industry comprises of six leading service providers and those are TIGO, MTN, Vodafone, GLO, Airtel and Espresso, these are operating in Ghana from more than three years. The research revealed that service quality significantly influences brand loyalty and customer satisfaction wherein brand loyalty is significantly influenced by customer satisfaction. Companies must recognize customers' want and must try to satisfy their wants to survive in this fierce competition.

Boohene and Agyapong (2011) studied the constructs of customer loyalty in Vodafone (Ghana), with customer satisfaction, image and quality of service being the key variables of concern. Evidence has shown that there is a positive relationship between customer loyalty and service quality; unlike other studies, this evidence has also shown a negative relationship between customer loyalty and customer satisfaction that contradicts the relationship between quality of service and customer service. The research concludes that telecom operators must focus and improve service quality, since telecom companies don't provide tangible products, hence their service quality is generally evaluated and used as a measure of the service providers' relationship with customers.

Grover and Srinivasan (1992) investigated the manifold effects of retail promotions on consumer segments that are brand loyal and brand switching. The segments are determined with the help of Bayesian iterative procedure. Within a shop, the

fluctuations in in-segment brand shares are linked to promotional variables through a logit model determined by nonlinear least squares. Share is modelled as a feature of store attraction, a summary indicator of the promotional operation of the store on multiple brands.

Ilisan (2017) attempted to investigate the key driver of customer experience in Grocery retail. The research study shows contrasting points of view between the supermarket management team and their clients, in support of this assertion consumers said they are struggling to get what they want. Business must concentrate on the shopping experience of consumers, in order to compete successfully in this fierce competition. The research successfully identified five key drivers of customer experience in grocery retail i.e. store, delivery, product, value and execution.

A study was conducted by **Waichoo and Tan (2017)** which was undertaken to identify factors influencing customer experience with respect to service quality in 2 to 5 Star hotels in Malaysia. The study implied that luxury hotels perform better and have the least problems in comparison with lower rated hotels. The study is only done on selected hotels, it does not cover entire hotel industry of Malaysia and it selected hotels in Kuala Lumpur City and selected negative reviews are evaluated in a limited time.

Priya and Sathiya (2017) conducted a research to find out about customer satisfaction of customers using the network of Reliance Jio. The research is aimed at knowing customers' awareness of the Jio network, knowing customers' preference for other Jio networks and analysing customer satisfaction with Jio network. Researchers concluded that there is a relationship between the respondents' monthly income and their monthly mobile phone spending, and that there is no relationship between respondents' gender and satisfaction. 52 percent of respondents were satisfied with Jio services where 62 percent of respondents suggested improving the quality of the

network. Hence, researchers suggested Reliance Jio to improve the network quality by installing towers at certain places where network is not available and in remote areas to avoid calling congestion.

Aydin and Ozer (2004) undertook this research to investigate the antecedents of customer loyalty in the Turkish mobile telecommunication market. In telecommunications market, once the customer is subscribed to company's network than relationship becomes of greater importance than any other market. Long term relationship turns out to be extremely profitable and beneficial for operator, this relationship indirectly means having a strong base of loyal customer; hence, this study is done to examine the relationship between service quality, corporate image, trust, perceived switching cost and customer loyalty. It was found that there is positive relationship between perceived service quality, trust, perceived switching cost, corporate image and customer loyalty. It was concluded that trust is the most significant determinant of customer loyalty; even though perceived service quality and corporate image are equally important. Switching cost has indirect influence on customer loyalty, thus it should also be considered as one of the most important determinants. The research is only limited to finding out relationship between perceived service quality, perceived switching cost, corporate image, trust and customer quality. It did not measure and examined the effects of sub dimensions of switching cost, studying and measurement of this sub dimensions would have provided theoretical and empirical information.

Johnston and Kong (2011) made an attempt to respond to the need to help organisations to improve their customer experience. Research findings were surprising to researchers as despite being the differences between the four companies, their way of creating and improving customer experience is similar. Researchers identified the significance of mindset change in the design of customer experience management programmes. It also provided the ways

in which customers can be directly engaged in the improvement and designing process of customer experience. The research only covered four organisations; further work is needed to test the findings in other companies

III. RESEARCH OBJECTIVES

The following are the objectives of the present research study:

- To explore the determinants of customer experience in Indian Telecom Industry.
- To investigate the influence of customer experience on customer loyalty in Indian Telecom Industry.

IV. RESEARCH METHODOLOGY

Research Design

The present research study considers a mixture of exploratory and causal analysis. Exploratory research design has been used to gain in-depth insights into the research area and to explore the determinants of customer experience, in line with Gaurav (2016). At the same time, causal study methodology was used to explore the effect of customer experience in Indian telecoms industry on customer loyalty.

Sources of Data

Data was collected through primary as well as secondary sources with the aim of conducting research. Structured questionnaire was given to respondents directly, which resulted into primary data collection. and The primary data was collected only from the respondents who were associated with any telecom operator for their personal or professional use. The two major sources for secondary data were EBSCO and Google scholar; various research papers and articles were sourced from these data sources.

Scale Development

For the study, a standardized questionnaire was used

as a measuring instrument. Questionnaire design was based primarily on multiple measurement scales of items extracted from the previous studies. While undertaking exhaustive literature review, the various variables and items were identified from research papers related to the present study. In the structured questionnaire given to data collection respondents, all selected items were mentioned in the form of variables in relation to determinants of customer experience along with a five-point scale where 1 was highly unimportant and 5 in agreement with the variable was highly important. For computing customer loyalty, these variables were converted in the form of statements along with five-point scale where 1 stood for strongly disagree and 5 stood for strongly agree in agreement of the statement.

Measurement Scale of Customer Experience

Customer experiences aims at enhancing the profitability of the organization as customer experiences are a result of the interaction of a customer with a company or company's services and product. Customer experience is the outcome of the overall performance delivered by the company to its customers. If expectations of customer match the performance of company, it results in positive customer experience and vice a versa. In order to determine the constructs of customer experience 30 variables were identified from the previous research papers and were included in the questionnaire with Likert five-point scale where, 1 was highly unimportant and 5 was highly important.

Customer Loyalty Measurement Scale

Customer Loyalty communicates the intended behaviour of customers with special reference to a certain specific service and product. Customer loyalty is the outcome of positive customer experience delivered by the company to its customers. Customer Loyalty is described as repeat purchasing frequency of same product or service from same company. 15 variables were identified from existing literature and they were mentioned in

the questionnaire in the form of statements. Five-point scale called Likertscale ranging from strongly disagree to strongly agree was used to measure the loyalty of customers.

Reliability and Validity

A scale reliability is the degree to which a scale yields consistent results when repetitive measurements are performed during the study. The reliability analysis of internal consistency was performed through measurement scale. Measurement scale is a summation scale in which 45 items were summed up to form a total score / value.

Table 1: Reliability Statistics	
Cronbach's Alpha	N of Items
.935	45

Cronbach's a (alpha) is a coefficient of internal consistency and is usually used for estimating the reliability of a measurement which is the average of all possible split-half coefficients resulting from different splitting of the scale items. In the present research study, the Cronbach's Alpha value is .935 (Refer Table 1). The obtained value of .935 indicates that all 45 variables have high internal consistency. Hence, the scale is highly reliable.

Sample Size

The sample size considered in the present research study is 140, which are consumers of Hyderabad's telecom service providers were considered as sampling units in the survey. At the time of data collection, due care was taken while distributing structured questionnaires in order to avoid prejudice from any demographic group's point of view. Study responses were collected through touch at various shops and mobile service centres in Hyderabad.

Data Collection

The survey of respondents was conducted in the present research study, and data was collected

through the administration of standardized questionnaires. In accordance with the argument, both variables (30 for customer experience and 15 for customer loyalty) were calculated by respondents' responses on a five-point Likert scale where respondents were asked to pick any number between 1 and 5, where 1 was strongly disagreeable and 5 strongly agreed. The researcher took responses to the research directly in person. Respondent answered considering their experience with the single and limited telecommunications company.

Plan for Data Analysis

The research employed two step data analysis strategy similar with Gaurav (2016), where in first step exploratory factor analysis was conducted with the objective of identifying the determinants of Customer Experience. Multiple regression analysis (MRA) was employed in second step to examine the relationship between the constructs of customer experience and customer loyalty. Entire data was analysed with the help of SPSS 20.0.

Data Analysis

Exploratory Factor Analysis

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is an index used to examine the appropriateness of exploratory factor analysis. In the present study, KMO of 0.686 and significant Bartlett's Test of Sphericity strongly supported the use of exploratory factor analysis in order to extract determinants of customer experience in the Indian Telecom Industry.

Table 2: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.686
	Approx. Chi-Square	2488.476
Bartlett's Test of	Df	435

Sphericity		
	Sig.	.000

The Varimax rotation was used to evaluate the fundamental variables of customer experience, and consideration was given to the product loading factor of 0.3 or above. For the study of the principal component element all 30 variables relevant to customer experience were considered.

Communalities shows how much of the variance in the variables has been accounted for the extracted factors. The communality value should be more than 0.4 to be considered for further analysis, as variables having value of below 0.4 are considered to be insignificant for further analysis. The output of above table shows that all the variables (30 variables) have extracted more than 0.40 of value which means all variables are correlated and highly significant. Switching barriers tends to highly significant with highest extracted value of 0.806 where as positive publicity of brand extracted lowest value of 0.457 (Refer Table 3).

Table 3: Communalities		
	Initial	Extraction
Indoor network coverage	1.000	.582
Outdoor network coverage	1.000	.674
Signal quality	1.000	.626
Call connectivity	1.000	.569
Data speed and connectivity	1.000	.571
Pricing policy	1.000	.634
Smoother call handover	1.000	.582
Value for money	1.000	.594
Data pack charges	1.000	.516
Service delivery consistency	1.000	.667

Friendly customer care	1.000	.586
Knowledgeable customer care	1.000	.676
Pride in using brand	1.000	.598
Recognised brand image	1.000	.744
Convenient brand shops	1.000	.740
Positive publicity of brand	1.000	.457
Multiple packages and options	1.000	.625
Attractive promotions and offers	1.000	.551
Celebrity associated with the brand	1.000	.476
Explanation of sales representatives	1.000	.532
Trust on the service provider	1.000	.532
Reliability of service	1.000	.644
Switching cost	1.000	.656
Empathy towards brand	1.000	.489
Value added services	1.000	.501
Mobile handset specifications	1.000	.661
Attractiveness of substitutes	1.000	.523
Switching barriers	1.000	.806
Adaption cost	1.000	.496
Billing issues	1.000	.492

Extraction Method: *Principal Component Analysis*.

The exploratory factor analysis employed for the present research study yielded five factors that were deemed to explain customer experience in case of Indian telecommunication sector. Together all five factors explained 59.33 % of variance. All the five

factors were named on the basis of correlation among items and described for further multi-variate analysis.

Out of 30 variables considered for the factor analysis, 10 variables were found to be loading on factor 1, and this factor has been emerged as the most important factors as it explains 15.81% of variance (Refer Table 4). Most of the variables loaded on this factor are observed to be related with communication. This factor was named as **‘Marketing Communication’** and it can be noted that Marketing communication plays very important role in determining customer experience especially in case of Indian telecommunication industry. At the same time, this factor was found to be highly reliable with cronbach’s alpha value of .861.

Table 4: Factor 1 - Marketing Communication

Factor 1	Variable	Load ing	% of Varia nce Explai ned	Reliab ility
Marketing Communi cation	Value for money	.591	15.81	.861
	Friendly customer care	.589		
	Pride in using brand	.669		
	Positive publicity of brand	.536		
	Multiple packages and options	.650		
	Celebrity associate	.662		

	d with the brand			
	Explanation of sales representatives	.713		
	Empathy towards brand	.473		
	Value added services	.599		
	Mobile handset specifications	.778		

Second factor is named as ‘**Service Responsiveness**’ because most of the variables loaded on this factor are observed to be related with various aspects of service responsiveness. Service responsiveness turns out to be one of the most significant determinants of customer experience as it explained 14.65% of total variance (Refer Table 5). At the same time, customer care and service offered is found to be highly reliable factor with cronbach’s alpha value of .862. In total, 7 variables were loaded on factor 2, which emerged to be the second most significant factor in determining customer experience in telecom industry.

	Smoother call handover	.674		
	Service delivery consistency	.744		
	Knowledgeable customer care	.757		
	Convenient brand shops	.705		
	Attractive promotions and offers	.727		
	Reliability of service	.647		

Out of 30 variables, 6 variables were found to be loading on factor 3 and this factor has emerged to be the third most important factor in determining customer experience, as it explained 13.152 % of variance (Refer Table 6). Along with this, it was found that factor 3 is also highly reliable with cronbach’s alpha value of .818. All 6 variables which are found to be loaded on factor 3, are related to ‘**Network Performance**’. Hence, factor 3 is named as network performance due to its relevance to all 6 variables. A study which was undertaken by Dombet. al. (2016) explained the significant role of network performance and concludes that network performance is an integral part of customer experience in telecommunication sector. Network experience is the heart of telecommunication services offered to the users; and telecom companies must focus on improving the quality of network because 8.17 % of customer churn is happening because of network issues.

Table 5: Factor 2 - Service Responsiveness				
Factor 2	Variable	Loading	% of Variance Explained	Reliability
Service Responsiveness	Pricing policy	.744	14.65	.862

Table 6: Factor 3 – Network Performance

Factor 3	Variable	Loading	% of Variance Explained	Reliability
Network Performance	Indoor network coverage	.758	13.152	.818
	Outdoor network coverage	.801		
	Signal quality	.753		
	Call connectivity	.731		
	Data speed and connectivity	.621		
	Data pack charges	.476		

Another important factor is fourth one which explained 9.317 % of variance (Refer Table 7). On factor 4, total 5 variables were found to be loaded. All the 5 variables loading on the factor were observed to be related with **‘Switching Cost’**. Switching cost has emerged to be an imperative determinant of customer experience. It can be said that the switching cost is likely to impact customer experience with selected mobile service provider. It was found that the cronbach’s alpha value of this factor is .750, which shows that the factor is highly reliable.

Table 7: Factor 4 – Switching Cost

Factor 4	Variable	Loading	% of Variance Explained	Reliability
Switching Cost	Switching cost	.759	9.317	.750
	Attractiveness of substitutes	.661		
	Switching barriers	.834		
	Adaption cost	.436		
	Billing issues	.610		

The least important factor is the fifth one i.e., named as **‘Corporate Image’**, and consists of two variables. This factor explains 6.393 % variance with reliability of .570 as per cronbach’s alpha value (Refer Table 8). A study conducted by Lai, Griffin and Babin (2009) also explains the importance of brand image in determining customer experience as it suggests that the brand image indirectly affect customer satisfaction through value. Whereas image plays a critical role in enhancing customer value and satisfaction, thus leading to positive customer experience. Trust on service provider is essential for building and maintaining long term-positive relationships in telecom (Akbar and Parvez, 2009). According to Akbar and Parvez (2009), positive behavioural intentions of customers are eventually engendered by trust between two parties. Hence, telecom operators should focus on building trust among customers.

Table 8: Factor 5 – Corporate Image

Factor 5	Variable	Loading	% of Variance Explained	Reliability
Corporate Image	Recognised brand image	.746	6.393	.570
	Trust on the service provider	.536		

The first variable in the summary model is R, commonly known as multiple coefficient of correlation. This illustrates how the independent variables forecast the variable based on it. R's adequate value reflects the strength of the relationship between independent variables and dependent variable, and R's positive or negative sign shows the orientation of the relationship, i.e., whether the environment is direct or inverse. The R value of .790 in this MRA indicates a stronger relationship between customer experience constructs and customer loyalty constructs (Refer Table 9).

Multiple Regression Analysis

In the present research study, multiple regression analysis was employed with the purpose of examining the impact of customer experience on customer loyalty. Before employing multiple regression analysis, factor analysis was performed, that revealed five underlying constructs of Customer Experience. Subsequently, Customer loyalty was considered as a dependent variable and the determinants of customer experience such marketing communication, service responsiveness, network performance, switching cost and corporate image were considered to be independent variables. Arithmetic mean of various items of customer loyalty was computed to estimate the customer loyalty score. The research relies on customer loyalty score as dependent variable and factor score for various determinants of customer experience as independent variables.

In the model summary the second measure is R², R² stands for determination coefficient means the amount of variation in the dependent variable explained by the regression model. R² is a statistic that offers critical fitness data in respect to a multiple regression model. If R is 1 this indicates that the regression line fits the data perfectly. For multiple regression analysis, the R² value ranges from 0 to 1, the R² value of 0.3 and above is considered as a good model. From the model performance, it can be inferred that this model's modified R Square is .610 with R Square = .624, which means that 62.4 percent of the data variance is explained by the multiple regression analysis. The Durbin-Watson d = 1.834, which is between the two critical values of 1.5 < d < 2.5 and thus it can be inferred that there is no linear autocorrelation of first order in the results.

Model Summary

	R Square	Adjusted R Square	R	Std. Error of the Estimate
Model 1	.624	.610		.43630

(Constant), Marketing Communication, Service Responsiveness, Network Performance, and Corporate Image

Dependent Variable: Customer Loyalty

Table 11: Coefficients

	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Model 1				
(Constant)				
Marketing Communication	.369	.037	9.963	.000

Service Responsiveness	.302	.037	.432	8.150	.000
Network Performance	.104	.037	.148	2.799	.006
Switching Cost	.112	.037	.160	3.021	.003
Corporate Image	.233	.037	.334	6.306	.000
a. Dependent Variable: Customer Loyalty					

Table 11 displays the coefficients of regression, intercept, and sense of all variables, as well as intercept in model. In this multiple regression analysis, three customer experience constructs viz. Marketing communication, service responsiveness and corporate image were found to be significant at a level of 5 percent while network efficiency and switching costs were found to be significant at a level of 10 percent of customer loyalty in explaining.

It can be inferred from this multiple regression analysis that the relationship between the independent variables (marketing communication, service responsiveness, network performance, switching cost, and corporate image) and dependent variable i.e. Customer Loyalty is critical. From the positive signs of all five measures of beta coefficients, it can be inferred that the greater the magnitude of these definitions of customer experience, the higher the customer loyalty level will be.

Marketing communication has turn out to be the most important determinants among all five determinants of customer experience in predicting customer loyalty with beta coefficient value of .369. Whereas, Network performance with beta coefficient value of .104 was found to have least impact on customer loyalty. Based on multiple regression analysis, it can be noted that the Indian telecom customers are likely to stay loyal if the telecom operators undertake effective marketing

communication, keeps service responsiveness high while dealing with customers, maintains good corporate image and improves network performance with time.

V. FINDINGS AND CONCLUSION

The aims of this research study were twofold: to explore the determinants of customer experience in Indian Telecom Industry; and to examine their impact on customer loyalty in Indian Telecom Industry.

Set of five independent factors determining customer experience viz. Marketing Communication, Service Responsiveness, Network Performance, Switching Cost and Corporate Image were extracted through exploratory factor analysis. These factors were found to be highly significant in determining the strength of customer experience in Indian Telecom Industry.

After analysing data and performing exploratory factor analysis, multiple regression analysis was done which clearly revealed that all the five factors of customer experience viz. Marketing Communication, Service Responsiveness, Network Performance, Switching Cost and Corporate Image contribute significantly to customer loyalty and predicted substantial percentage of the variation in customer loyalty.

The results of this research study have been found to be reliable, and confirm the findings of some previous research studies that suggest that customer experience constructs have a significant influence on customer loyalty (Akbar and Parvez, 2009; Omotayo and Joachim, 2011; Aydin and Ozer, 2004).

It can be concluded that the telecom customers in India tend to be very loyal if the telecom operators concentrate on marketing communication while dealing with customers and communicates with them openly and regularly; provides good quality and immediate service to its customers; maintains hassle free and quality network, which in simple terms means better and improved network

performance; maintains good corporate image, on which customers have trust. Hence, management of telecom operators in India must focus close attention to customer experience variables like Marketing Communication, Service Responsiveness, Network Performance, Switching Cost and Corporate Image, while making marketing strategies intended to ensure customer loyalty.

VI. LIMITATIONS & FUTURE DIRECTIONS

The present study successfully explored the determinants of customer experience in Indian telecom industry. At the same time, this research also examined the impact of customer experience on customer loyalty in Indian telecom industry. The study has been relied upon the primary data collected from the users of various mobile service providers. The study was conducted for about two months and customers of different mobile shops and service centres located at Hyderabad were considered for data collection.

Although this research is based on primary data collected from the selected respondents, the research findings cannot be generalized as this research is based on convenience sampling and considered only the customers visiting different mobile shops and service centres located at Hyderabad. At the same time, possibility of respondent bias and researcher bias can't be ruled out.

As the present study is cross sectional in nature. The future researchers may undertake a longitudinal study in order to track the changes that may influence customer experience towards mobile service provided by various mobile service providers of Indian telecom industry. Future researchers may also consider the impact of demographic variables like gender, education, age, occupation, income etc. on customer experience - customer loyalty relationship in Indian telecom industry. The same study can also be replicated in different geographical location across the industry in order to validate the present research study.

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