Impact of Store Attributes on Customer Loyalty: Moderating Effects of Salespeople Support

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ARTICLE INFO

ABSTRACT

The purpose of this research paper is to examine the direct and moderating impact of store attributes on customer loyalty. Although several store attributes have been identified in the existing literature, this study focuses on three key attributes, which include store assortment, store environment, and price promotions. The existing literature on customer satisfaction and customer loyalty has helped hypothesize the role of salespeople support as a boundary condition for store attributes-customer loyalty relationship. Customer responses were collected from Punjab (the largest province of Pakistan) by using survey technique. For this purpose, an online questionnaire was distributed that resulted in 303 customer responses. Data were then analyzed through the software package of Smart PLS.The results indicate that eachstore assortment, store environment and price promotions have a positive impact on customer loyalty. Salespeople support has been found to moderate the impact of store assortment on customer loyalty. Studying the direct effects of store attributes on customer loyalty, particularly in the context of Pakistan, is a major contribution of this study. Another contribution is to hypothesize and test the effects of salespeople support as a boundary condition (moderator) for store attributes-customer loyalty relationship. Managerial implications of the research findings and opportunities for future researchers are discussed towards the end of the research paper.

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1.   Introduction

A retailer can win the customers' hearts with the help of store attributes (Roggeveen, Grewal, & Schweiger, 2020). Therefore, it is very important for a retailer to effectively manage the customer experience so that it may result in a revisit of customer. Retail industry is facing intense competition in making sales and earning profits, in a dynamic competitive environment (Madhani, 2020). Retailers are expected to maintain and strengthen their customers' satisfaction and loyalty, on a priority basis, in such a dynamic environment. Since customer demographics do not remain consistent in a dynamic environment, it becomes crucial and more challenging to predict about and win customer loyalty in such environment (Nair & Shams, 2021).

Store design can play an important role tenhance repeat purchases and create emotional attachment of a customer with a specific store. Store design consists of certain attractions in the retail store in the form of store attributes, which may help win loyalty. Dynamic competitive environment affects the store attributes in every retail format. Certain store attributes, including retail location and store assortment have been found to have significant influence on customer behavior (Ha, Minh, Anh, & Matsui, 2014). In the same vein, presence of sensory cues and salespeople are also considered influential store attributes (Baltas & Papastathopoulou, 2003;

Carpenter & Moore, 2006; Hansen & Solgaard, 2006). Therefore, a retail organization is expected to achieve remarkable success and competitive advantage in a dynamic environment through satisfaction of customer needs and winning customer loyalty by adopting certain differentiated marketing and strategic attributes (Chiang & Yang, 2018).

The existing literature reflects that the relationship between store attributes and customer loyalty is in an evolving stage (Milman, Tasci, & Zhang, 2020). Three key store attributes, as realized by many of the customers and reported in the existing literature, include store assortment, store environment and price promotions, which may have a major influence on customer loyalty and their pattern of shopping (Shin, Kim, & Kim, 2020). Such attributes can be the main attraction for a customer as the customer steps into the store. Offers available within the retail stores may also be evaluated by the customers based on various store attributes, and such evaluation may have further impact on the level of customer loyalty (Finn, 2004; Kasulis & Lusch, 1981; Pan & Zinkhan, 2006).

The owner/manager of a retail store must know about customers' varied perceptions regarding the product while managing the store assortment, because it will be helpful for the manager to take corrective measures for matching store assortment with the customer perceived values (Grosso, Castaldo, & Grewal, 2018). Grosso et al. (2018) proposed that the store environment as an attribute helps in influencing the behavior of customers and in creating a brand image. Store environment has the major importance in service-based businesses like restaurants, banks, retail stores and hospitals. Similarly, different categories of the customer and the store choice are determined by the price promotions (Baltas & Papastathopoulou, 2003). Stores are visited frequently by the people who live in urban areas (the ratio of stores in urban areas is increasing frequently) to purchase the products for daily necessities. They may prioritize the retail stores to get their purchases done due to certain factors including convenience, variety in the product category and last but not the least is purchasing with the price promotion benefits. Moreover, store size and the type of store may be the other factors on whose basis one retail store can be different from another store, for example, there exist certain departmental stores, supermarkets, catalogue stores, and convenience stores (Jeevananda, 2018).

Keeping in view the existing literature on store attributes, the *first* objective of this study is to test the impact of each of store assortment, store environment and price promotions on customer loyalty, particularly in the context of a developing market (i.e., Pakistan). Investigation of separate effects of three key store attributes on customer loyalty in a single study is a major contribution of this research paper.

Customer satisfaction and dissatisfaction are two key predictors of customer loyalty, and this satisfaction or dissatisfaction can be measured based on the customer's experience in the store. The existing literature suggests that one major influence on customer satisfaction is that of salespeople support (Bahadur, Khan, Ali, & Usman, 2020). Therefore, managers or policy makers are recommended that they should allocate sizable resources to train the salespeople so that they would be able to fulfill customer needs, enhance customer satisfaction, and ultimately build customer loyalty (Dewani, Sinha, & Mathur, 2016).

By keeping in view, the important role of salespeople support for customer loyalty, we expect that the impact of store attributes on customer loyalty may vary with respect to the level of salespeople support. A higher level of salespeople support may strengthen the store attributes-customer loyalty relationship and vice versa. Therefore, the *second* objective of this study is to test the moderating effect of salespeople support on the relationships between store attributes and customer loyalty. Testing the role of salespeople support as a boundary condition for store attributes-customer loyalty relationship is another major contribution of this study.

This study is organized as follows. The next section comprises of a review of the available literature, which helps develop hypotheses. Research methodology is then discussed. Results and findings are presented before final discussion and conclusion.

2. Literature Review

The choice of store attributes, namely store assortment, store environment, and price promotion, is carried by anintended choice stemming from a lack of comprehensive research in these particular domains. On one hand where we see other attributes discussed widely, these

specific variables are less frequently studied, as noted by previous studies. Significantly, these attributes coincide with the precept of the Shopping Patronage Theory, a comprehensive framework rooted in both functional and non-functional dimensions, incorporating motivation and situational factors (Jones, Davis, & Thomas, 2017). In our research model, we consider product assortment as a functional attribute, while store environmentis regarded as a non-functional attribute, both of which interact with the salespeople's role. Thus, the choice of these store attributes is conceptually grounded in the Shopping Patronage Theory, entrusting it as an apt theoretical foundation for this study's framework.

Additionally, contextualizing our choice of store attributes and theoretical foundation, it is mandatory to emphasize on the contemporary relevance of these variables in the retail industry. In an age of rapidly increasing insightful and challenging consumers, to comprehend the impact of store assortment, store environment, and price promotions on customer loyalty has become cardinal for retailers questing for a competition. The Shopping Patronage Theory, with its holistic approach including functional and non-functional perspectives, goes well with the complex dynamics of modern consumer behavior within retail spaces. By probing into these attributes through the comprehension of this theory, the goal of our research is to provide valuable insights that can inform strategic decision-making for businesses that are being run in continuously competing retail environments.

Store structure is composed of different store attributes. Such attributes may include certain functional and psychological attributes. For example, store environment and store personality are considered as important to make a store distinctive with respect to competitors (Finn, 2004; Ha et al., 2014; Merrilees & Miller, 2001). Finn (2004) has proposed several store attributes including store environment, store assortment, parking, and convenience *etcetera*. Similarly, price promotion and salespeople support may also influence the customers' expectations of the retail store (Hedrick, Beverland, & Oppewal, 2004).

The existing literature suggests that store attributes help determine customer satisfaction (Finn, 2004; Kasulis & Lusch, 1981; Pan & Zinkhan, 2006), which may ultimately lead to customer loyalty (Chi & Qu, 2008). Such attributes, therefore, may be considered as important determinants of customer loyalty. This section provides a review of literature on some key store attributes customer satisfaction, customer loyalty and the role of salespeople support in store attributes-customer loyalty relationship.

2.1. Store Assortment
Variety of the products in a retail store is considered as store assortment. The choice of store may be affected by certain positive and negative aspects of store assortment. For example, store assortment has been identified as a key determinant of store selection in the case of supermarkets, hypermarkets, and discount stores (Carpenter & Moore, 2006; Hansen & Solgaard, 2006; Mooi, Sarstedt, & Mooi-Reci, 2018). Store assortment is directly related to the customer's perception about the store (Patel & Desai, 2013), and is also expected to influence satisfaction level of customers and their loyalty intentions (Grosso et al., 2018). Researchers have proposed that 'departmental stores can provide better service, control, and price promotions because they are organized into different departments and offer a good variety or range of products (Berman & Evans, 1995; Terblanche, 2018). Based on existing literature, we hypothesize that:

H1: Store assortment has a direct positive impact on customer loyalty.

2.2. Store Environment
Efforts for increasing the probability of purchase and to create the buyers' emotional effects are referred to as management of store environment (Kotler, 1973, p.50). Retailers spend sizable amounts on renovation of their stores every year to attract people towards the stores (Mamuaya, 2018). A significant connection has been observed between the physical environment of the store and the revenue generated through the increase in sales. A very important communication channel through which retailers can easily communicate with the customers is represented by the physical environment of the store (Purwadi, Devitasari, & Darma, 2020).

The store environment can be positively related to the customers' attitudes. For example, Lichtlé & Plichon (2014) reported that the attitudes of the customers are based upon their store perceptions and store environment. Store environment can also play an influential role for satisfying customers and attaining customer loyalty (Roggeveen et al., 2020). We therefore hypothesize that:

H2: Store environment has a direct positive impact on customer loyalty.

2.3. Price Promotions

Significant amounts of resources allocated in the marketing budget are spent on the sales promotions (Srinivasan et al., 2004), and promotional sales may be a major source of variations in the prices of products (Hosken & Reiffen, 2004). Price promotions (as a type of sales promotion) can play a central role in creating an urgent response from the customers. The existing literature suggests a positive relationship between price promotions and customer loyalty (Breugelmans & Campo, 2016; Kim & Lee, 2020; Walters & MacKenzie, 1988). Elrehail(2020) examined that by offering a price reduction, a store may help the customers analyze the product quality, while creating a better perception regarding the store. Similarly, DelVecchio, Henard, and Freling (2006) proposed that giving priority to specific brands is based upon the price promotion. In contrast, Liu and Balachander (2014) have indicated that the perceived quality of the product may also be related with the frequency of price promotions, i.e., when the prices are reduced more frequently, customers may start perceiving to have poorer quality of the product and *vice versa*. However, we develop the following hypothesis based on the exiting literature that favors a positive price promotions-customer loyalty relationship (Khan, Tanveer, & Zubair, 2019; Mamuaya, 2018; Simanjuntak, Sumarwan, & Situmorang, 2020; Walters & MacKenzie, 1988).

H3: Price promotions have a direct positive impact on customer loyalty.

2.4. Customer Loyalty, Customer Satisfaction and Salespeople Support

Customer loyalty refers to repeat purchase behavior of customer Reichheld (1994); Simanjuntak et al. (2020); Sivadas and Baker-Prewitt (2000) reveal that customer loyalty may help organizations increase their revenues and market shares and reduce the cost of acquiring new customers. Similarly, according to research analysis of (Milman et al., 2020), it is observed that a high percentage of sales revenues are generated through loyal customers.

A satisfied customer may become a loyal customer because customer satisfaction is considered as an important determinant of customer loyalty (Chi & Qu, 2008). However, measuring the level of satisfaction or dissatisfaction is not an easy task. The customers are satisfied or dissatisfied based onfulfillment of their expectations. Similarly, Hunt (1991), by referring to the 'expectancy disconfirmation model' describes that customers would be satisfied only if their perceptions regarding store are being met. Among many benefits of customer satisfaction, one important benefit is gaining the customer retention towards the store, which may result in increasing the annual sales revenues of the store and gaining competitive advantage in the market with respect to price promotions and other attributes (Hoffman, Ikeda, Campomar, & Bateson, 2010).

Salespeople perform an important role in every organization, for example, by helping a buyer to obtain a product while explaining its usage and features (Grewal & Sharma, 1991). Czepiel (1990) has argued that the relationship between the customer and the salespeople is a continuous or never-ending relationship. Therefore, salespeople support can be considered as a key influencer for winning customer loyalty, and enhancing customer satisfaction, which also leads towards increased customer loyalty (Agnihotri, Yang, & Briggs, 2019; Itani, Goad, & Jaramillo, 2019; Westbrook & Oliver, 1991).

We therefore hypothesize the following moderating effects of salespeople support on the relationships between store attributes and customer loyalty.

H4: Salespeople support moderates the relationship between store assortment and customer loyalty in such a way that a higher (lower) level of salespeople support strengthens (weakens) the store assortment-customer loyalty relationship.

H5: Salespeople support moderates the relationship between store environment and customer loyalty in such a way that a higher (lower) level of salespeople support strengthens (weakens) the store environment-customer loyalty relationship.

H6: Salespeople support moderates the relationship between price promotions and customer loyalty in such a way that a higher (lower) level of salespeople support strengthens (weakens) the price promotions-customer loyalty relationship.

Figure 1 presents the conceptual framework of this study, based on six hypotheses stated above (i.e., H1-H6).
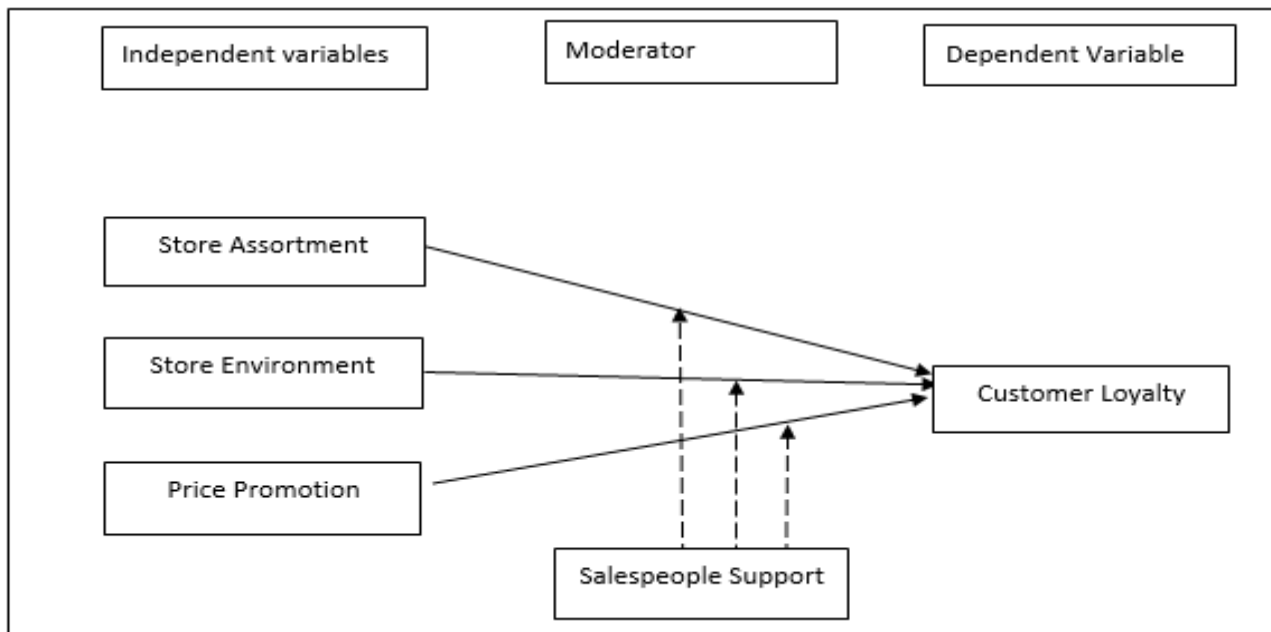

Figure 1: Conceptual Framework

3.   Research Methodology
This is a causal research study because it tests the relationships between store attributes and customer loyalty.

3.1. Research Design
Quantitative research design was employed to conduct the study.

3.2. Data Collection
Data collection in cross sectional study is completed at one point in time with the help of structured questionnaires and/or interviews. Data for this study was collected through online questionnaires. Survey method was used for data collection that used self-administered questionnaires for data gathering. To make it further approachable, a Google Docs link consisting of the questionnaire was circulated across various social media platforms.

3.3. Measures
Measures of the constructs used in the conceptual framework (Figure 1) were adopted from the existing literature.

3.4. Sampling Technique
Convenience sampling technique was used for selection of target respondents. The use of convenience sampling in our study accounts for a specific purpose which goes well with our research objectives. Firstly, it allows us to spot respondents who have the imperative understanding of the constructs under study and can provide rational responses, hence assuring data quality. Secondly, it is crucial to acknowledge that convenience sampling is a well-established technique often used in social sciences and consumer behavior research because of its applicability and capability for specific research contexts. Furthermore, our intended effort to have diversified respondents by having individuals from different demographic backgrounds ensures the representativeness of the sample. Therefore, within the context of our research

objectives, the use of convenience sampling is a smart approach, going well with our focus on the comprehension of constructs and responses in a diversified set of respondents. Respondents were required to provide answers on a five-point Likert scale. After screening of questionnaire responses, there were 303 usable responses.

It is integral to consider established guidelines for determining sample size. According to Kline (2023) framework, a sample size ranging from 100 to 200 respondents is typically categorized as medium, while surpassing 200 is regarded as large. However, it is crucial to recognize, as emphasized by Mooi et al. (2018), that the robustness of a sample does not solely hinge on its size, but rather on the precision of its selection process. Hence, the argument that a diligently chosen small sample, consisting of 150 or more participants, has far more importance than a randomly taken large sample with 300 or more individuals, finds support in the literature. According to Memon et al. (2020) a sample size falling within the range of 160 to 300 valid observations is well-suited for carrying out multivariate statistical analysis techniques such as PLS-SEM. This range is neither too small nor too large, hence alleviates the concerns about its potential impact on study conclusions. We put forward this argument that our sample size is within the suggested range and it is reasonably enough for drawing meaningful insights regarding the impact of store attributes on customer loyalty, without excessively compromising the generalizability of findings to the wider retail landscape in Punjab or other regions.

4. Analysis and Results

Sample profile is presented in Table 1. Ratio of male responses to female responses is 64.1 percent to 35.5 percent. 38.5 percent respondents had monthly family income level of Rs. 15000-49999 and 26.6 percent were having income level Rs. 50000 to 99999. A majority (68.8 percent) of respondents were belonging to the age category of 18-25 years, followed by 24 percent respondents belonging to the age category of 26-35 years. Similarly, diversified educational and occupational backgrounds of respondents were found as shown in Table 1.

Table 1: Demographic Profile:

Description	Frequency	Percentage	Cumulative Percentage
Gender			
Male	195	64.1	64.1
Female	108	35.5	100
Age			
18-25 years	209	68.8	69.1
26-35 years	73	24.0	93.1
36-45 years	17	5.6	98.7
46-55 years	3	1	99.7
56-65 years	1	0.3	100
Above 65 years			
Education			
High school	32	10.5	10.5
Certificate diploma	16	5.3	15.8
Undergraduate degree	94	30.9	46.7
Post graduate degree	152	50	96.7
PHD	9	3	100
Occupation			
Unemployed	20	6.6	6.6
Student	168	55.3	61.9
Private sector employee	63	20.7	82.6
Public sector employee	32	10.5	93.1
Self-employed/own business	20	6.6	100
Income			
Less than 14999 PKR	44	14.5	14.5
15000-49999 PKR	117	38.5	53
50,000-99999PKR	81	26.6	79.6
100,000-149,999 PKR	37	12.2	91.8
150,000 PKR and above	25	8.2	100

4.1. Measurement Model

In our research, we used a 2-Step Model assessment process to assess the soundness of our research framework. The first step, referred as Measurement Model assessment, is comprised of an in-depth examination of key metrics, inclusive of convergent and discriminant

validity, as well as construct reliability and validity. In the context of construct validity, we thoroughly examine outer loadings and composite reliability.

We have employed Smart PLS software, it is required to consider that this study is supported by a comprehensive and systematic approach to data analysis. By additional apprehension into the statistical techniques, such as the comprehensive measurement and structural model assessments, it demonstrates our methodological rigor and plays its role in the transparency in our research efforts. Moreover, Smart PLS is now being considered very popular in up-to-date research for many reasons. It aligns well for complex models with latent variables, which makes it best suited for fields like social sciences, marketing, management and other business disciplines. In addition to this, Smart PLS is apt when it comes to handling smaller sample sizes which is a common scenario in contemporary research, and still provides clear results. Moreover, the interface is user-friendly, and it is accessible which makes it widely used software in research disciplines.

At first, construct reliability was assessed through individual item reliability and internal consistency reliability by using composite reliability. Average variance extracted (AVE) is considered as a standard to assess the convergent validity. As per theoretical benchmarks for measurement model evaluation, composite reliability should be higher than 0.70, indicator reliability, which is the square of loading should be higher than 0.70, and average variance extracted (AVE) should be greater than 0.5 (Hair, Ringle, & Sarstedt, 2011).

The results of measurement model evaluation fulfilled the theoretical benchmarks, as suggested by (Hair et al., 2011). The following Table 2presents respective factor loadings, average variances extracted, and composite reliability.

Table 2: Convergent Validity and Composite Reliability

Constructs	Items	Loadings	AVE	CR
Customer Loyalty (CL)	CL 1	0.848	0.761	0.905
	CL2	0.891		
	CL3	0.871		
Price Promotion (PP)	PP1	0.845	0.712	0.908
	PP2	0.833		
	PP3	0.870		
	PP4	0.828		
Store Assortment (SA)	SA1	0.852	0.660	0.853
	SA2	0.842		
	SA3	0.740		
Store Environment (SE)	SE2	0.832	0.642	0.843
	SE3	0.832		
	SE5	0.737		
Salespeople Support (SS)	SS1	0.827	0.616	0.889
	SS2	0.783		
	SS3	0.828		
	SS4	0.738		
	SS7	0.746		

Another type of construct validity that is discriminant validity was used to check how much one construct is different from another construct. According to Fornell–Larcker criterion, to reveal the discriminant validity, the square root of the AVE for every latent construct should be greater than each correlation coefficient that is estimated for the association between the same latent construct and every other construct used in the model. Table 3 depicts the discriminant validity of all the constructs present in the model, by using the criterion stated above.

Table 3: Discriminant Validity (Fornell–Larcker Criterion)

Constructs	1	2	3	4	5
SA	0.813				
CL	0.652	0.872			
PP	0.487	0.598	0.844		
SS	0.504	0.633	0.593	0.785	
SE	0.556	0.700	0.585	0.619	0.802

4.2. Structural Model

Structural model evaluation follows the validity of measurement model (Hair et al., 2011). Basic purpose of structural model evaluation is to test the hypotheses to either reject or accept them. Bootstrapping procedures were used to test the hypotheses. Structural model is presented in Figure 2 below.
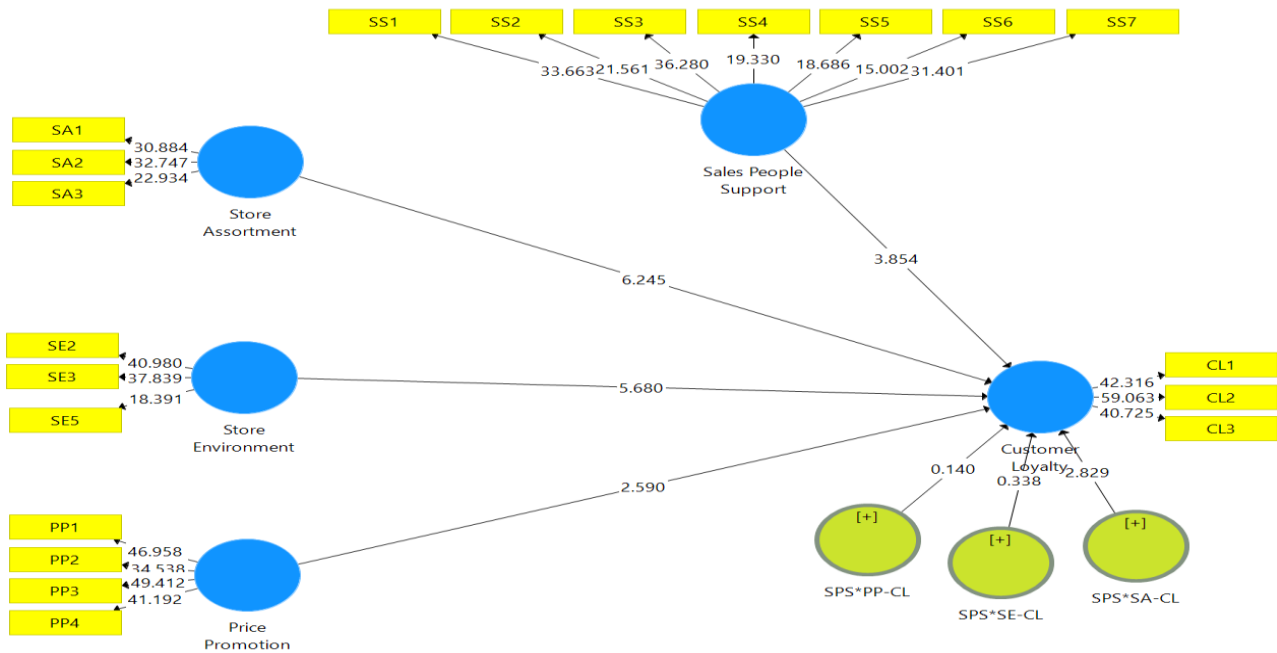

Figure 2: Structural Model

According to results, a positive impact of store assortment is found on customer loyalty(β=0.044; t=6.245; p<0.01).Hence,H1 is supported. H2 is also supported as results reflect a significant impact of store environment on customer loyalty (β=0.054; t=5.680; p<0.01). Similarly, with respect to H3,the results indicate that price promotion has a positive impact on customer loyalty (β=0.047; t=2.590; p<0.01). Table 4 exhibits the results of H1, H2, and H3 representing the direct effects of store attributes on customer loyalty.

Table 4: Hypothesis Testing Results – Direct Effects

Hypothesis	Relationship	Beta-coefficient	P-value	t-value	Decision
H1	SA-CL	0.044	0.000	6.245	Supported
H2	SE-CL	0.054	0.000	5.680	Supported
H3	PP-CL	0.047	0.000	2.590	Supported

Results are significant with two-tailedtestwhereT values >1.96 (p values ≤ 0.05)

4.3. Moderating Effects of Salespeople Support

The analysis reflects that Salespeople support moderates the relationship between Store Assortment and Customer loyalty. H4 is therefore supported. However, no significant moderating effects could be found in the case of H5 and H6 (see Table 5).

Table 5: Hypotheses Testing Results - Moderating Effects of Salespeople Support

Hypothesis	Exogenous latent variable	Endogenous latent variable	Beta	P value	T value	Decision
H4	Store Assortment	Customer Loyalty	0.043	0.007	2.723	Supported
H5	Store Environment	Customer Loyalty	0.048	0.553	0.594	Not Supported

H6	Price Promotions	Customer Loyalty	0.047	0.911	0.112	Not Supported

Results are significant with two-tailed test where T values >1.96 (p values ≤ 0.05)

5.   Conclusion

This study aimed to test the separate effects of three key store attributes on customer loyalty, along with testing the moderating role of salespeople support for such effects. The store attributes (i.e., store assortment, store environment and price promotions) are found to have a significant positive impact on customer loyalty. Salespeople support is found to moderate the store assortment-customer loyalty relationship, in such a way that a higher level of salespeople support may strengthen the impact of store assortment on customer loyalty, vice versa. However, no such moderating effects of salespeople support are found for the relationships of store environment and price promotions with customer loyalty.

This study makes two major theoretical contributions. *First,* theoretically integrating the salespeople support as a moderator for the relationship between store attributes and customer loyalty is a major contribution of this study. The literature on customer satisfaction and the role of salespeople support for enhancing customer satisfaction and customer loyalty are used to hypothesize the moderating effects of salespeople support. *Second,* this study extends the literature on the relationship between store attributes and customer loyalty by testing the direct separate effects of three key store attributes (i.e., store assortment, store environment, and price promotions) on customer loyalty, particularly in the context of Pakistan. Thus, this study contributes to the body of knowledge by validating the Shopping Patronage Theory and broadening its scope by incorporating salespeople support as a moderator examining the relationship between store attributes and customer loyalty.

The findings of this study offer several managerial implications. *First,* a rich assortment of goods and services at a retail store is critical to win customer loyalty. Many of the customers may like to shop for most of their needed items under one roof to save their time and effort. *Second,* retailers must provide a pleasant and appealing atmosphere within the store to get the loyalty of customers. Customers' ease of navigation, store layout, help desks/staff to guide the customers, proper display of merchandise, and signs and posters may be some priority areas for managers in this regard. *Third,* price promotions can help make customers loyal. Intense market competition may further enhance the significance of offering price promotions, when customers are price-sensitive. However, marketers/managers must be cautious about any deteriorating impact of frequent price promotions on the brand image.

Fourth, to improve the personal interaction at store and the strength of salespeople, certain training programs can be organized for the salespeople. The focus of such training programs can be development of the customer orientation, product knowledge, and interpersonal skills of salespeople. By doing this, retailers can enhance the impact of their investments on store attributes (for example, store assortment) for winning customer loyalty.

Finally, the retailers who want to have a long-term relationship with their customers should focus on customer satisfaction as well as relationship marketing activities. Customer satisfaction and relationship marketing activities may play a critical role in enhancing the effectiveness of store attributes and salespeople support for making customers loyal.

This study has been completed with certain cost and time limitations. Some other key limitations and future research opportunities are as following: *First,* this study is limited to Pakistan (Punjab province in particular). Conducting such study in other cultures, regions, countries or contexts can help theorize and provide better understanding of store attributes-customer loyalty relationship. *Second*, this study has been conducted with a small sample size. A large representative sample can help better estimate the hypothesized direct and moderated effects. *Third,* this study has taken three key store attributes into consideration. Future researchers are encouraged to study the impact of some other important store attributes on customer loyalty. Such attributes may include, for example, background music in store, employees' dress code, store location, and lights and fragrances in store. *Finally,* this study has hypothesized the effects of just one moderator for store attributes-customer loyalty relationships. We recommend that future researchers should continue the search for other

moderators to provide a better understanding of the impact of store attributes on customer loyalty.

5.1. Limitations and Future Suggestions

Although we have chosen quantitative approach for our research, we acknowledge that qualitative research could have provided better and enhanced insights into customer perceptions and behaviors. We also understand the fact that the scope of our research is somewhat restricted; keeping in view its focus on specific regions, and it could have been enhanced by including major metropolitan cities for a more understandable view. Also, due to certain constraints including time, we opted for a cross-sectional research design, but we also admit that that a longitudinal approach could have generated precise results. Moreover, we have kept our focus on physical retail stores only which eliminates potential insights from other sectors like banking, hospitality and tourism sectors, which could have widened the scope of our study. Additionally, our research was conducted under time and financial constraints as said earlier, which has influenced the scope and depth of our study. By addressing these limitations, future researchers can expand the horizon of this study. Future researchers may conduct qualitative studies, choose longitudinal research design, employ probability sampling techniques, consider other retail industries and employ other moderators and mediators which can further address the issues pertinent to understanding the determinants and dynamics of store loyalty.

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