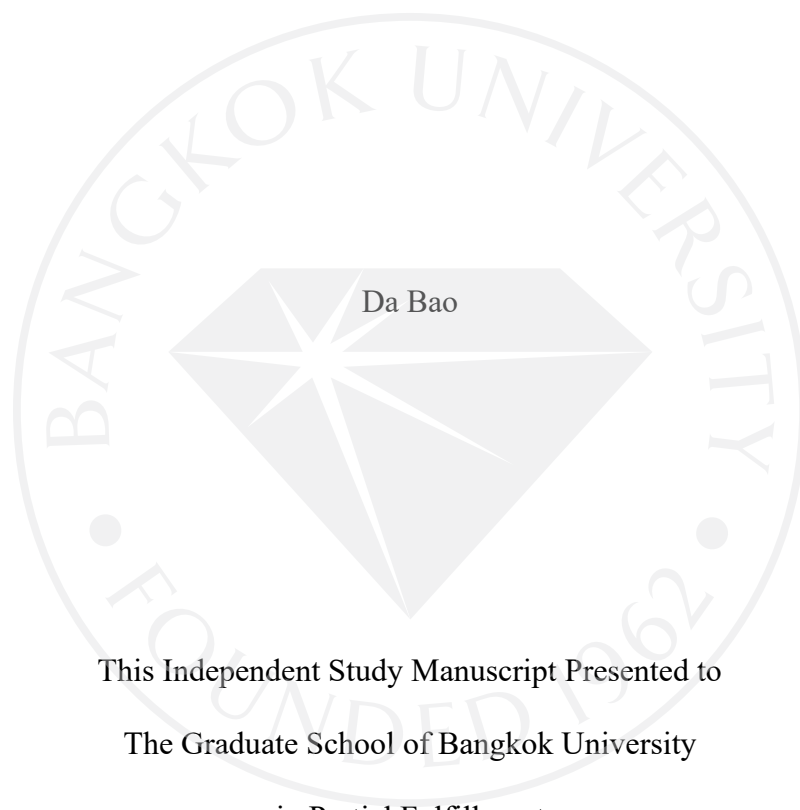


THE EFFECTS OF TRUST, PERCEIVED SERVICE QUALITY, AND
CORPORATE IMAGE ON CUSTOMER LOYALTY OF CHINA MOBILE
IN THE DALI CITY OF CHINA



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the Graduate School
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CORPORATE IMAGE ON CUSTOMER LOYALTY OF CHINA MOBILE IN
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The Effects of Trust, Perceived Service Quality, And Corporate Image on Customer Loyalty to China Mobile in The Dali City of China (45 pp.)

Advisor : Asst. Prof. Khomson Tunsakul, Ph.D.

ABSTRACT

The main purpose of this study was to explore the factors that have an effect on customer loyalty to a telecommunication firm in the the Dali city of China.

The target population of the study was consumers of China Mobile, living in Dali, Yunnan province, and spending a long time using the services of China Mobile. This research tool was questionnaire survey. The data was analyzed and evaluated by descriptive statistics including percentage, mean, standard deviation and the inferential statistics, multiple regression, was used to test the hypotheses.

The results demonstrated that trust, perceived service quality, and corporate image had a statistically significant impact on customer loyalty.

Keywords: Trust, Perceived Service Quality, Corporate Image, Customer loyalty, Telecommunication Industry

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CHAPTER 1

INTRODUCTION

1.1 Rationale and Problem Statement

“With the development of the economy and the internet, the mobile communications industry is now one of the most important in the world. China's mobile telecommunications market is currently the largest overall market, sustaining rapid growth and full of vitality” (Nie & Zeng, 2003) China is a huge mobile market, nearly four times the size of North America. As of the end of 2018, China is the largest mobile market in the world with about 1.2 billion independent mobile users (GSMA, 2019). In the generation of the internet, all kinds of information influence our daily life. Common communication and information exchange require a better mobile service. The mobile operators need to offer excellent service to meet customers' demands, especially in the coming 5G era, mobile operators will face new changes and challenges. China's mobile market has three authorized network operators: China Mobile, China Telecom, and China Unicom. China Mobile is the biggest operator with a 60% share, currently, the other two companies own about 20% of the shares (GSMA, 2019). China Mobile will expand its 5G trial network by 2019. By 2020, China is expected to reach 10,000 5G base stations, which will drive large-scale commercialization of 5G services (2016). China is set to become the world's biggest 5G mobile market in 2025, China's 5G study predicts that China's 5G connections will reach 428 million in 2025, accounting for 39% of the 1.1 billion world's 5G connections expected at the time (Chau, 2017). Due to the continuous opening of the market and the development of the fifth generation, customers have

more choices and higher requirements for networks and services.

Rather than acquiring new customers, firms are conducting various research and activities so as not to lose customers (Gürsoy, 2010) Despite larger use of data-intensive services and high-speed networks, companies gradually realize that providing customers with satisfactory services also can greatly improve customer loyalty and achieve sustainable development of companies. By estimating the most likely conversions of a service provider's customers, organizations can create activities to increase customer loyalty and develop marketing strategies to increase customer retention (Gürsoy, 2010). Mobile telecommunication operators ought to concentrate to customer loyalty, establishing a customer-centric philosophy, additionally developing company ways and systems to reinforce customer loyalty.

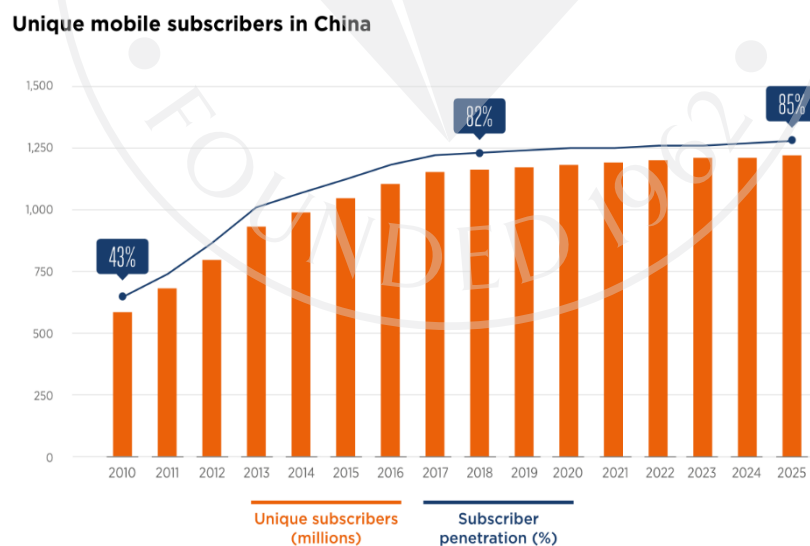


Figure 1.1: The unique mobile subscribers in China

1.2 Objectives of the Study

China has millions of tech-savvy customers, social media emergency patrons and a large number of application clients that meet the needs of entrepreneurs to improve community performance. Despite the many and constantly developing markets for invoking 4G, Chinese operators have already made close investments in the net, discovering a positive link between user preferences and consumption records (GSMA, 2019). So, for Chinese operators, it is essential to improve their network quality and customer experience while using their product and service.

This research will focus on customer loyalty to China Mobile in the Dali city of Yunnan province, examining the factors that affect customer loyalty in order to improve service quality and provide some constructive suggestions for China Mobile to maintain customer loyalty.

1.3 Scope of the Study

This study focuses on the customer loyalty to China Mobile, and the impact of trust, perceived service quality, and corporate image on customer loyalty. Besides, the inhabitants of the Dali city in China are the main respondents in the study.

1.4 Significance of the Study

The research of customer loyalty to China Mobile can be a part of learning and knowing the telecommunication industry of China. Through this topic, we can see the potential development of the whole telecommunication industry, and China Mobile's success as the largest mobile phone operator. The challenges faced by telecommunications service providers is that focus on attracting more customers,

establishing quality relationships with them, gaining customer satisfaction and trust, and gradually gaining customer loyalty (Feng & Zhang, 2009). Other companies or competitors can learn from this, understanding how to improve or meet customer needs, to strengthen their service quality. Meanwhile, the study is beneficial to rise academic competence, give some suggestions, as a simple reference to help students to have more knowledge about how to investigate customer loyalty, especially in the telecommunication industry.

1.5 Definitions of Terms

1.5.1 Trust

Trust is defined as a belief, sense, or expectation about the business partner's loyalty, which results from his/her intention, honest, or ability (Moorman, et al.,1992).

1.5.2 Perceived service quality

Perceived service quality is defined by Zeithaml (1981) as the judgment of the consumer as to the degree of excellence or superiority attributed to an entity.

1.5.3 Corporate image

In 1998, Gray and Balmer (1998) defined corporate image as the spiritual image of the corporate held by the customer.

1.5.4 Customer loyalty

Oliver (1999) defines customer loyalty as a deeply held commitment to rebuy or repurchase a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.

CHAPTER 2

LITERATURE REVIEW

2.1 Related Literature and Previous Studies

2.1.1 Trust

Trust has been described as a diploma of confidence in an exchange partner's integrity and reliability, revealed due to relational characteristics including honesty, credibility, benevolence, and consistency" (Morgan & Hunt, 1994) Moving this definition to the telecommunications industry will increase trust in goods and services. To obtain the loyalty of customers, you must first gain their trust (Reichheld & Schefter, 2000) It is necessary to make consumers trust us and build a reliable impression for consumers. According to the study of Sir Deshmukh, Singh & Sabol (Sir Deshmukh, et al., 2002) "Modern marketing ideas recognize that trust is an important element of the relationship exchange between customers and service providers." We cannot ignore the importance of trust; we need to strengthen the trust of our customers. The research of Urban, Sultan, and Qualls (2000) indicated that the most important element of trust is fulfillment. Kim et al (Kim, et al., 2009) pinpointed that trust and satisfaction are crucial ingredients for productive business relationships in business-to-consumer electronic commerce.

In the brand literature, the concept of brand trust is based on the concept of brand-consumer relationships, which are considered as an alternative to the relationships between corporate and customers (Sheth & Parvatlyar, 1995) Chaudhuri and Holbrook (2001) defined brand trust is the willingness of the general consumer to perform a well-defined function with the power of the brand. According to Baluster et

al's research (2003) they define brand trust is a kind of security that customers have in their interactions with brands, which is based on the notion that brands have trust and responsibility for their interests and well-being.

2.1.2 Perceived service quality

In the past 20 years, the theory and observation of the service quality have already generated great interest from academics and practitioners. Customers see it as a way to distinguish between competing organizations (Marshall & Murdoch, 2001). In general, the service quality is regarded as a vital element of profit, which is the key to the company's success. Usually, there are two basic processes that prove that it is reasonable for quality of service to contribute to gain capability. First of all, service quality is considered to be one of the few elements of service differentiation and competitive advantage to acquire new customers and contribute to market share (Venetis & Ghauri, 2004). Second, quality of service motivates customers to repurchase, buy more, buy other services, reduce price sensitivity, and introduce good experiences to others (Venetis & Ghauri, 2004). So in the telecommunication industry, service quality is regarded as a crucial element to enhance customer loyalty, providing excellent service could build a good relationship between company and costumers, and also give the customer a comfortable using experience, companies, and managers must investigate and understand this relationship. According to the previous study, the researcher had a different definition of service quality. Parasuraman et al. (1985) said that the customer's overall quality of service assessment depends on the space between expectations and performance-level perception. Improving quality of service is related to expectations and perspectives on service levels, and companies need to meet customer expectations and provide exceptional levels of service. Parasuraman et

al. (1985) also reveal ten elaborate dimensions through focus group studies: tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding the customer, and access. And subsequently, these ten dimensions were additionally filtered and refined to five: tangibles, reliability, responsibility, assurance, and empathy, which comprise the bottom of a worldwide measurement for service quality of SERVQUAL. Parasuraman and Grewal (2000) also indicated that service quality largely determines customer loyalty, hence service quality is a vital factor to measure customer loyalty, it absolutely will affect customers' decisions about if continuous using China Mobile or repurchase product.

2.1.3 Corporate image

The corporate image has two principal components: the functional and the emotional (Kennedy, 1977), functional components are defined as tangible features that are easy to measure, but emotional components are related to psychological dimensions, and these dimensions are expressed by the sense and attitude toward the company. In 1986, Dowling (1986) indicated that the image of a company is an elusive concept. In order to manage the image of the company, it is necessary to deeply know how to make and measure the image. According to Vos (1992), a corporate image is an organizational image that various people experience. Another related previous research in 1997 of Riordan, Gatewood, and Bill (1997) pointed that company image is a function of an organization's signal that verifies the views of various stakeholders on the behavior of the company. And in 1998, Gray & Balmer (1998) revealed that the corporate image is an image of a viewer for the company. When customer see or hear a company name or logo, customers think of something. Also in Martenson's opinion (2007) that the corporate image relies on what folks

associate with the corporate or all the knowledge (perceptions, inferences, and beliefs) about it that folks hold.

Therefore, based on all research above, corporate image is more concentrated on the relationship between customer and firm. It is clear that the construct of the corporate image has been of great significance in consumer behavior, companies need to pay attention and make effort to build good corporate image, satisfying customers and make them feel pleasant. Because it will largely guide customer behavior and purchase intention. Customers will choose our product and service or introduce their friends to use our product by investigating corporate image. It is a process about connecting company and customer, maintaining the relationship, and establishing customer loyalty.

2.1.4 Customer loyalty

It's difficult to give a definition about customer loyalty. Generally, there are three ways to evaluate loyalty: 1) behavioral measurements, 2) attitudinal measurement and 3) composite measurements (Bowen, 2001). The quality of those perspectives is the main indicator of a brand's purchase and repeat patronage, it is consistent with Oliver (2014). He stated that: "Despite a long-term awareness to consistently rebuy or set prices for the most popular products / services in the future, conditions could affect and, depending on the sales effort, lead to transformational behavior. Will buy the same brand or products of the same brand repeatedly."

It is generally recognized that there is a positive connection between customer loyalty and commercial ability. According to the research of Reichheld and Sasser (1990), they found it turns out that if there are more than 5% customers left, profits will increase 25% to 125%. Loyalty customers are less likely to change by price and

buy more than comparable non-loyalty customers (Reichheld & Sasser 1990).

Woodruff (1997) also stated that service providers typically make customer loyalty a vital source of competitive advantage.

2.2 Hypotheses

The research investigates the relationship between trust, perceived service quality, and corporate image (independent variables) and customer loyalty (dependent variable) for China Mobile.

Regarding customer loyalty, Shariff, Noor et al. (2012) mentioned that customers' loyalties on brands are significant concepts, particularly in the condition of fierce competition but low growth. Efforts to retain customers' loyalty are more practical and economical than compared with trying to find new customers.

Morgan and Hunt (1994) demonstrated that trust is a crucial element in developing such a relationship with clients which leads to loyalty. Morgan and Hunt (1994) also suggested that brand trust leads to brand loyalty and commitment because trust builds exchange relationships that are extremely valued. Trust will become the most significant factor in the connection between an corporate and customers (Shariff et al. 2012). Trust will play a crucial role to enhance customer loyalty. Therefore, according to the information above, the first hypothesis is:

H1: There is a significant relationship between trust and customer loyalty.

Service quality is an essential building element to rising value and corporate image, which determines customer satisfaction and customer loyalty (Lai, et al. 2009).

In this way, the resulting theory is proposed dependent on the above conversation:

H2: There is a significant relationship between perceived service quality and

customer loyalty.

Corporate/brand image can also impact on customer loyalty. Andreassen and Lindestad (1998) examined the role of corporate image within the establishment of customer loyalty in the service industry and notice each indirect and direct influence of image on loyalty. Therefore, a positive corporate image is meant to fulfill the customers' expectations and supply a lot of edges to the customers, which can result in customers' satisfaction and trust. The third hypothesis is proposed as follows:

H3: There is a significant relationship between corporate image and customer loyalty.

2.3 Theoretical Framework

Thus, Chinese Dali consumers' loyalty to the telecommunication industry and service providers may be related to three parts. To summarize, the study at the same time examines the link between trust, perceived service quality, corporate image, and customer loyalty among Chinese Dali customers. Figure 2 shows the proposed framework.

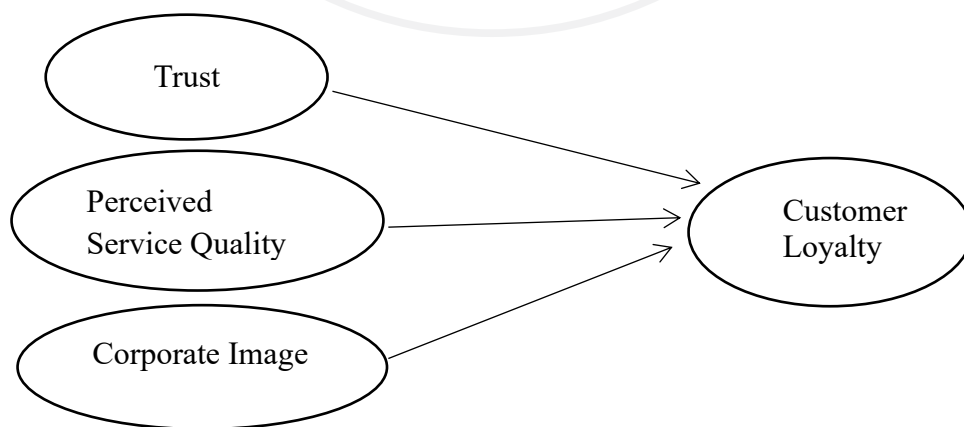


Figure 2.1 : Conceptual framework

CHAPTER 3

METHODOLOGY

3.1 Research Design

The methodology of this study was on a quantitative base, form survey. Firstly, the questionnaire enclosed started from collection general information with queries concerning customer loyalty to China Mobile corresponding to connected factors have an influence on customer loyalty, whether consumers trust China Mobile, whether consumers think China Mobile will provide good service, or whether China Mobile has a great corporate image in customers' mind. Besides, the questionnaire enclosed demographic and personal questions related with background data on gender, age, education, monthly income, years of using China Mobile, and a monthly bill of using China Mobile. Then a statistical software was used to investigate collected information through questionnaires.

3.2 Population and Sample Selection

The target population was consumers of China Mobile, living in Dali, Yunnan province, and spending a long time using the services of China Mobile. The target respondent's attributes involved Dali city's residents, who used China Mobile as their mobile operator. As the target respondents were the author's friends, families, and acquaintances, they were approached via WeChat application groups. Selected people were asked to complete online questionnaires posted in each WeChat group. In all cases, the author was not to talk with respondents face by face while they filled out questionnaire but could explain each question once help was needed. A questionnaire

needed ten minutes to be completed.

The sample size for this study was calculated based on Cohen (2013), and the 40 pilot questionnaires were completed by participants who had experience using China Mobile, especially in the Dali city in China. The sample size was then calculated by using a software G*power. The elaborated method was inputting the Effect Size of 0.05685902 (Calculated by Partial R² of 0.0538), Power (1- β) of 0.85, Alpha (α) of 0.15, number of test predictor of 5, the entire range of predictors of 5 into G-power to proceed calculation method. Then, the outcome explained that the minimum number of the total sample size was 186 (Cohen 2013). Therefore, 186 sets of questionnaires needed to be collected.

3.3 Research Instrument

This study adopted a questionnaire as the method to inspect customer loyalty to China Mobile, including dependent variables and independent variables, which have 21 questions. All things are found within the questionnaires connected in Appendix A (English version) and Appendix B (Chinese version). The questionnaires were written in English and Chinese characters for gathering information from the Dali city of China for the study.

The research consisted of two major processes, 40 pilot check, and additional all-out tests. The pilot test was used to analyze whether or not the design of the questionnaire was rational and analyzable. Then, a complete quantity of 186 items of questionnaires was redeveloped and completed in once more within Dali city in China.

Table 3.1 : Summary of Measures and Item Reliability

Measures	Items	Cronbach's α
<p>Trust</p> <ol style="list-style-type: none"> 1. I trust the China Mobile. 2. I feel that I can rely on China Mobile. 3. I trust the billing system of the China Mobile. 4. I believe that I can trust the China Mobile not try to cheat me. 5. The China Mobile is reliable because it is mainly concerned with the customer's interests. 	5	0.927
<p>Perceived Service Quality</p> <ol style="list-style-type: none"> 1. The China Mobile follows up on time to customer requests. 2. The frontline employees of the China Mobile are always willing to help me. 3. The response to consumers' complaints is always taken quickly. 4. The China Mobile is consistent in providing good quality service. 5. The China Mobile offers personalized services to meet customers' needs. 6. The China Mobile provides timely related information when there are new services. 	6	0.939

(Continued)

Table 3.1 (Continued) : Summary of Measures and Item Reliability

Measures	Items	Cronbach's α
Corporate Image 1. The China Mobile is stable and firmly established. 2. The China Mobile is innovative and forward-looking. 3. The China Mobile has a social contribution to society. 4. The China Mobile is a leading firm in the China mobile telecommunication sector. 5. The China Mobile has a positive image.	5	0.919
Customer Loyalty 1. I will go on using the China Mobile. 2. If I bought a new mobile phone, I would prefer to use the China Mobile. 3. I recommend the China Mobile to people. 4. I encourage friends who plan to buy a product of the China Mobile. 5. Even if the other operators' billing was cheaper, I would go on using the China Mobile.	5	0.920

The measurements of trust (5 items, Cronbach's $\alpha = 0.927$) were adapted from the article of Aydin et al (2005), perceived service quality (6 items, Cronbach's $\alpha = 0.939$) from the article of Zhang et al (2009), corporate image (5 items, Cronbach's $\alpha = 0.919$) were adapted from the article of Aydin and Özer (2005), and customer loyalty (6 items, Cronbach's $\alpha = 0.920$) were adapted from the article of Aydin and Özer (2005).

The respondents were asked to indicate their response to all questions on a scale of 1 to 5 consisting of 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree,

and 5 = strongly agree.

Table 1 shows the measures of all variables, including the number of items and Cronbach's Alphas (α). The Cronbach's Alphas for all items for 186 samples ranged from 0.919 to 0.939, which are accepted as being reliable according to Maholtra (2007).

3.4 Data Collection Procedure

The author collected data through a link to the online questionnaire, the questionnaire was sent to all target respondents through WeChat groups. The process of data gathering took 3 days (from September 20 – 22, 2019). In total, 197 responses were received, higher than the minimum requirement of appropriate sample size as recommended by Bolton & Lemon (1999).

3.5 Statistical Treatment of Data

After collecting and returning the questionnaire, the author scrutinized the completeness of the solution for each format.

Descriptive statistics was used to analyze demographic and general information in frequency and percentage. In inferential measurable examination, the Pearson's correlation coefficient is used to detect relationships between dependent variables (customer loyalty) and independent variables (trust, perceived service quality, and corporate image). The degree of linearity of the variable evaluated by the coefficient value can then be estimated.

In this study, regression analysis was used to determine the relationship between independent and dependent variables.

CHAPTER 4

FINDINGS

4.1 Descriptive Analysis

Demographic data include the explanation method, gender, age, education background, monthly income, time of using China Mobile and monthly bill of using China Mobile. The results are shown in Table 4.1.

Table 4.1 : Demographic Profile of Respondents

Demographic Profile of the Respondents from WeChat		Descriptive Statistics	
		Frequency	Percent
Gender	Male	85	43.1
	Female	112	56.9
Age Group	Under 20	12	6.1
	20-30 years old	135	68.5
	31-40 years old	31	15.7
	Above 40 years old	19	9.6
Educational Background	High school degree	25	12.7
	Bachelor degree	143	72.6
	Master degree	24	12.2
	Doctoral degree	5	2.5

(Continued)

Table 4.1 (Continued) : Demographic Profile of Respondents

Demographic Profile of the Respondents from WeChat		Descriptive Statistics	
		Frequency	Percent
Monthly Income	2000 yuan-3000 yuan	55	27.9
	3001 yuan-4000 yuan	71	36
	4001 yuan-5000 yuan	38	19.3
	Above 5000 yuan	33	16.8
Time of Using China Mobile	1 year-3 year	42	21.3
	4 year-5 year	49	24.9
	6 year-7 year	52	26.4
	More than 7 years	54	27.4
Monthly Bill of Using China Mobile	Less than 50 yuan	35	17.8
	51 yuan-100 yuan	74	37.6
	101 yuan-150 yuan	58	29.4
	More than 150 yuan	30	15.2

According to table 2, we collected a total of 197 respondents, the majority were female (112, or 56.9 percent), while 85 respondents (43.1 percent) were male.

The majority of respondents were between 20 years old to 30 years old (68.5%). The minority of respondents were under 20 years old (6.1%). For education backgrounds, the survey data covered a large number of students, 72.6% of the

respondents had higher education at the university.

Regarding monthly income level, the majority of respondents (71, 36%) had monthly income between 3,000 yuan - 4,000 yuan (12,780 baht - 17,040 baht). The minority of respondents had monthly income over 5,000 yuan (21,300 baht), which comprised 33 respondents, or 16.8 percent.

Regarding the time of using China Mobile, there was not a very big difference between the amounts of respondents from choice A to D. From the collected information, majority of respondents had been using China Mobile more than 7 years, the minority of respondents had been using China Mobile for 1-3 years.

As for the monthly bill of using China Mobile, the majority of respondents spent 50 yuan-100 yuan (216 baht- 426 baht) every month, according to the price of the most phone package. The minority of respondents spent above 150 yuan (639 baht).

4.2 Results of Research Variables

This study measured the relationship (correlation analysis) between the dependent variable (customer loyalty) and independent variables (trust, perceived service quality, corporate image), as seen in Table 4.2.

Table 4.2 : The Pearson's correlation coefficient analyzes the correlation between the dependent variable (customer loyalty) and the independent

Variables	Mean	SD	Cronbach's Alpha	Trust	SQ	CI	CL
Trust	3.800	1.030	.927	1			
Perceived Service Quality (SQ)	3.793	1.031	.939	.924**	1		
Corporate Image (CI)	3.842	1.002	.919	.909**	.903**	1	
Customer Loyalty (CL)	3.820	1.050	.920	.904**	.887**	.905**	1

** Correlation is significant at the 0.01 level.

As shown above, it has shown that correlation coefficient equals to 0.924, demonstrating the significant relationship between perceived service quality and trust. And that correlation coefficient equals to 0.909, indicating the significant relationship between corporate image and trust, also there is a significant relationship between corporate and service quality. In addition, the customer loyalty's correlation coefficient equals to 0.904, 0.887 and 0.095, they correspond to trust, service quality, and corporate image, that means there have a significant relationship between customer loyalty and trust, there have a significant relationship between customer loyalty and service quality, and there have a significant relationship between customer loyalty and corporate image.

4.3 Results of Hypothesis Testing

Table 4.3 : Using ANOVA to analyze trust, perceived service quality, and corporate image on customer loyalty to China Mobile in Dali city in China.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	185.928	3	61.976	397.779	.000 ^a
	Residual	30.070	193	.156		
	Total	215.999	196			

a. Predictors: (Constant), Corporate Image, Service Quality, Trust

b. Dependent Variable: Customer Loyalty

Table 4.3 confirms the next argument: trust, perceived service quality and the corporate image affects the variables that depend on customer loyalty because the level of the Sig value is greater than 0.05

Table 4.4 : Multiple regression analysis of the effect of trust, perceived service quality, and corporate image on customer loyalty to China Mobile in the Dali city in China.

Dependent Variable: Customer loyalty, R= 0.928, R²= 0.861, Constant= 0.060

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	.060	.113					
	Trust	.375	.080	.368**	4.665	.000	.116	8.626
	Service Quality	.178	.078	.175**	2.286	.023	.123	8.118
	Corporate Image	.432	.073	.412**	5.878	.000	.147	6.815

a. Dependent Variable:

Customer Loyalty

**The statistical significance level was 0.05.

A multiple regression analysis was used to identify the match model and to demonstrate the factors that influence customer loyalty in this research. The results of overall analysis indicate that three factors positively influenced on customer loyalty of using China Mobile in Dali city in China at the significance level of .05, and could be determinants of customer loyalty on using China Mobile. The results of the hypothesis testing testified that trust ($\beta = 0.368$), service quality ($\beta = 0.175$), and

corporate image ($\beta = 0.412$) have been considered the most while respondents continuously using China Mobile at the statistically significant level at .05.

4.4 Summary of Hypothesis Testing

Based on the linear regression model above, it is necessary to further confirm the accuracy of the model to judge the presence or absence of collinearity of independent variables and apply multivariate collinearity analysis. In this research, the variance expansion factor (VIF is a kind of judgment method) and the tolerance value (reciprocal of VIF) are used.

Table 4.5 : Test collinearity of arguments

Independent variables	Tolerance	VIF
Trust	0.116	8.626
Perceived Service Quality	0.123	8.118
Corporate Image	0.147	6.815

The collinearity results in Table 6 have a minimum tolerance of 0.116 and a maximum variance expansion value (VIF) of 8.626. Therefore, this model is robust and accurate because there is no multicollinearity between the arguments in this study.

In summary, from figure 3, it can demonstrate that trust, perceived service quality, and corporate image will have a crucial impact on customer loyalty of continuously using China Mobile.

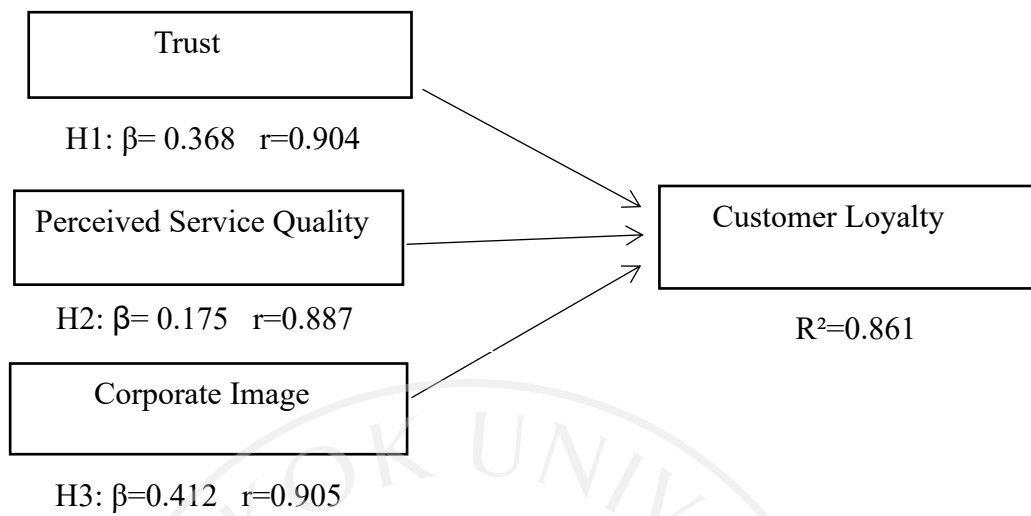


Figure 4.1 : Conceptual Map

Table 4.6 : Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.928 ^a	.861	.859	.39472	.861	397.779	3	193	.000

a. Predictors: (Constant), SUMCI,

SUMSQ, SUMTRUST

R Square is a statistical measure that represents the proportion of the variance for a dependent variable that's explained by an independent variable or variables in a regression model. We can know R square is equivalent to 0.861 from the chart above, it shows that 86.1% of fluctuation is clarified by this model. The adjusted R Square is 85.9% modifies for the quantity of free factors in this model. If the new independent variable improves the model would be great through some coincidence.

CHAPTER 5

DISCUSSION

5.1 Research Findings and Conclusion

Among the 197 respondents, the researcher investigated the relationship between independent variables (trust, perceived service quality and corporate image) and dependent variable (customer loyalty). It shows that trust, perceived service quality, and corporate image had a significant impact on customer loyalty to China Mobile in the Dali city of China through the analysis above.

In demographic data, the majority of respondents were female (56.9%), and most respondents were 20-30 years old (68.5%), the generation of 20-30 years old were the major group people to use Wechat and could better answer the online questionnaire. The majority of respondents were bachelor's degrees (72.6%), the online questionnaire mostly was distributed to students. Monthly income of most respondents were 3000-4000 yuan (12,780 baht - 17,040 baht). 27.4% of respondents had been using China Mobile for more than 7 years, and 37.6% of respondents had monthly phone bills between 50 yuan-100 yuan.

Retaining customers is the core of the service industry and is a major goal of the service industry. It is necessary to establish a long-term partnerships with your customers.

That is important to build a long-term partnership with your customers. Therefore, this study was conducted to examine the influence of independent variables (trust, perceived service quality, and corporate image) on customer loyalty in the China Mobile telecommunication industry. These three strategies have a

positive correlation with customer loyalty. Among these strategies, the relationship between the perceived service quality and customer loyalty is the lowest. This means that the outstanding service quality offered by telecommunications service providers (e.g. customer complaints handling) was not effectively perceived by the customer group.

5.2 Discussion

In this paper, customer loyalty was affected by three factors, trust, perceived service quality, and corporate image of the service provider (China Mobile).

This study applied regression analysis to test 3 hypotheses. The findings of the analysis can be summarized as below:

Hypothesis 1: There is a significant relationship between trust and customer loyalty. This is consistent with the article of Corbitt, Thanasankit, and Yi (2003), which indicated that a huge significant impact of trust on customer loyalty in the case of the telecommunications business.

Hypothesis 2: There is a significant relationship between perceived service quality and customer loyalty. It is coincidence with the article of Mosahab, Mahamad & Ramayah (2010), which demonstrated service quality and loyalty are directly related, and nearly 45% of changes in loyalty can be interpreted as changes in quality of service..

Hypothesis 3: There is a significant relationship between corporate image and customer loyalty. The result is consistent with the findings of Tu, Wang & Chang (2012), as a result, the corporate image is a direct route and a factor that affects customer loyalty.

5.3 Recommendation and Managerial Implication

According to the results of this study, it can be understood why China Mobile has large numbers of customers and is always number one in China telecommunication industry. In this study, three factors (trust, perceived service quality, and corporate image), were significant for China Mobile to retain customers, and also were determinants for customers to consider whether to continuously use China Mobile or not. Meanwhile, through previous research and analysis, there is distinct evidence to show that trust, perceived service quality, and corporate image affect customers' choice, satisfaction, especially customer loyalty.

Moreover, trust was an important driver for customer purchase intention. The good trust will help a corporate to keep customers in a long-term time and have a good number of loyal customers. These loyal customers can cause a big number of purchasing, so corporates need not invest too much money to attract customers, also reduce costs. Therefore, China Mobile should focus on customers' interests and provide personalized products and services to customers. The telecommunication industry is different from other companies and industries in that they use a billing system to calculate payment of customers. So they must comply with professional ethics and rigorous billing methods.

Furthermore, perceived service quality is important as well. No matter what companies, high-class service levels, and service standards will attract more new customers and maintain more long-term customers, which will help gain customer loyalty. China Mobile should enhance service quality both service in-store and service online, especially by timely handling customers' complaints, and helping them to solve problems. To satisfy various customers, China Mobile should provide different

service packages to customers, also offer affordable phone packages, customized products, and services for customers.

Last but not least, if China Mobile wants to keep customer loyalty, the corporate image must be emphasized. Maybe many customers will ignore corporate image when they are considering chose which telecommunication firm. It is a vital factor for each firm, especially for China Mobile, that corporate image is the best to make customer trust and have a strong connection with customer purchase intention, and customer loyalty. China Mobile's branches in Dali need to combine the characteristics of local customers, push some new products or packages, and to conduct or participate in local charity events. According to local policy, cultivating and leading employees to attend some public benefit activities, raising social awareness and corporate image should be practiced.

The results can be used to help China Mobile to gain customer loyalty, to improve actuality, and to create a better user experience for customers.

5.4 Limitations and Recommendation for Further Research

This paper has the following limitations and research directions.

5.4.1 This study investigated three factors (trust, perceived service quality, and corporate image) which influenced customer loyalty on China telecommunication industry. However, Samudro et al. (2019) also pointed out that commitment, satisfaction, and switching cost have a crucial influence on customer loyalty. Other important factors, commitment and switching costs, can affect customer loyalty and were not considered in this study. Therefore, further analysis has to contain additional fascinating factors, to achieve higher insight.

5.4.2 This study particularly focuses on China Mobile of Dali City. However, it did not cover the entire Dali city, and participants may not be enough representative of entire users of China Mobile in Dali city. Therefore, further research needs to expand the scope to cover more districts of Dali city and find more participants.



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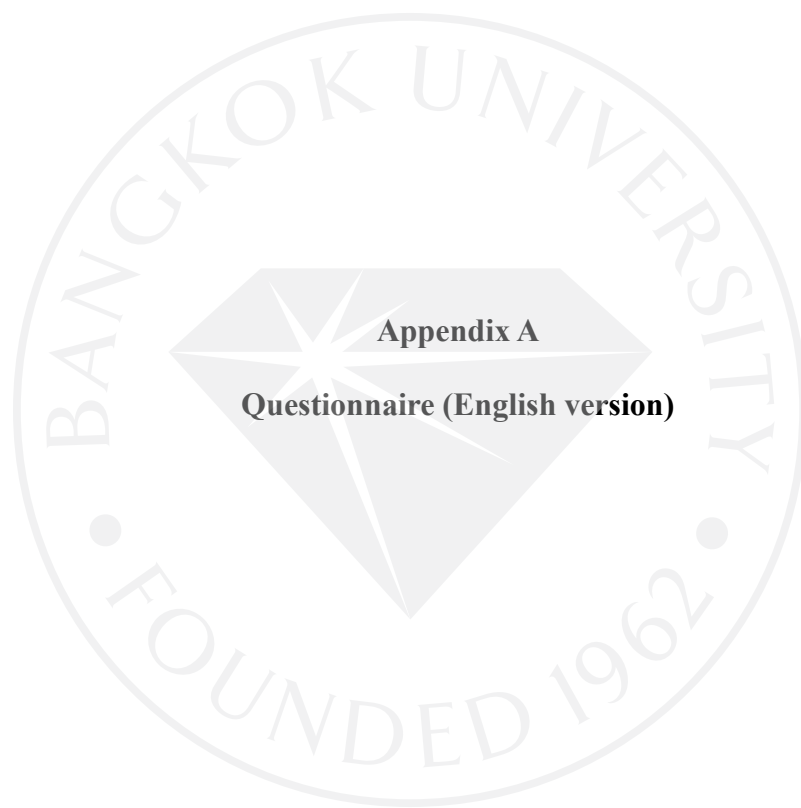
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INTRODUCTION:

The objective of this survey is to collect data for use in the Master of Business Administration (M.B.A) research, Bangkok University. The result of this research will be a benefit to studying customer loyalty about China Mobile in Dali city, Da Bao, master's degree of M.B.A student of Bangkok University is grateful for your kind assistance and cooperation.

1. Your gender:

- A. Male
- B. Female

2. Your age:

- A. Under 20
- B. 20-30 years old
- C. 31-40 years old
- D. Above 40 years old

3. Your educational background

- A. High school degree
- B. Bachelor degree
- C. Master degree
- D. Doctoral degree

4. Your income level

- A. (2000yuan-3000yuan)
- B. (3001yuan-4000yuan)
- C. (4001yuan-5000yuan)
- D. (More than 5000 yuan)

5. How long have you been using China mobile

- A. 1 year--- 3 years
- B. 4 years---5 years
- C.6 years---7 years
- D. More than 7 years

6. Your monthly mobile phone bill

- A. Less than 50 yuan
- B. 51 yuan---100 yuan
- C. 101 yuan---150 yuan
- D. More than 150 yuan

7. I trust the China Mobile.

5= strongly agree 4= agree 3=neutral 2= disagree 1= strongly disagree

8. I feel that I can rely on China Mobile that serves me well.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

9. I trust the billing system of the China Mobile.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

10. I believe that I can trust the China Mobile will not try to cheat me.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

11. The China Mobile is reliable because it is mainly concerned with the customer's interests.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

12. The China Mobile follows up on time to customer requests.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

13. The frontline employees of the China Mobile are always willing to help me.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

14. The response to consumers' complaints is always taken quickly.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

15. The China Mobile firm is consistent in providing good quality service.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

16. The China Mobile firm offers personalized services to meet customers' needs.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

17. The China Mobile provides timely related information when there are new services.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

18. The China Mobile is stable and firmly established.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

19. The China Mobile firm is innovative and forward-looking.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

20. The China Mobile firm has a social contribution to society.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

21. The China Mobile firm is a leading firm in the China mobile telecommunication sector.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

22. The China Mobile firm has a positive image.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

23. I will go on using the China Mobile.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

24. If I bought a new mobile phone, I would prefer to use the China Mobile.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

25. I recommend the China Mobile to people.

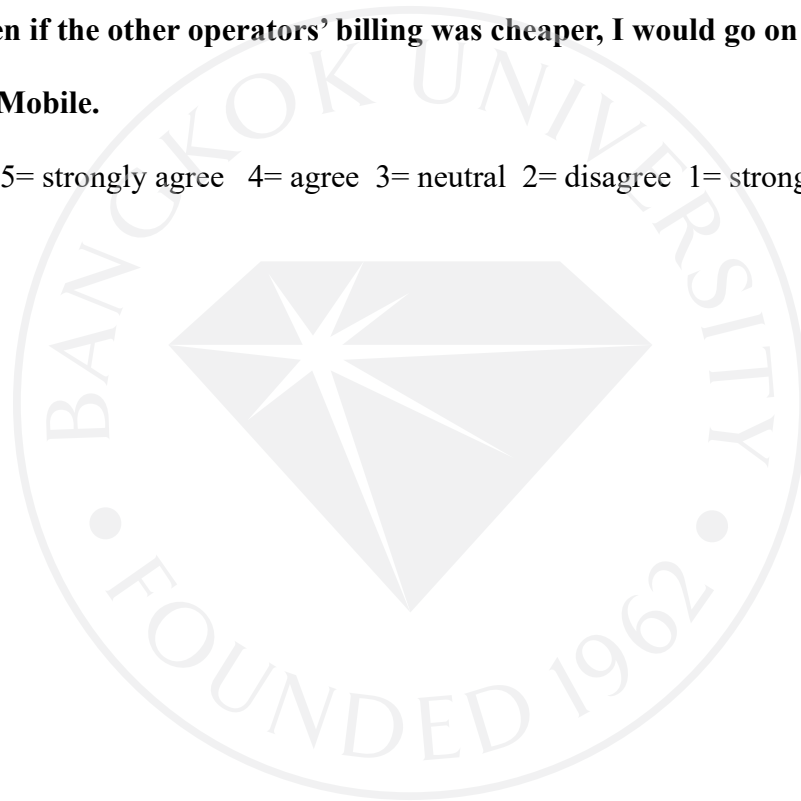
5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

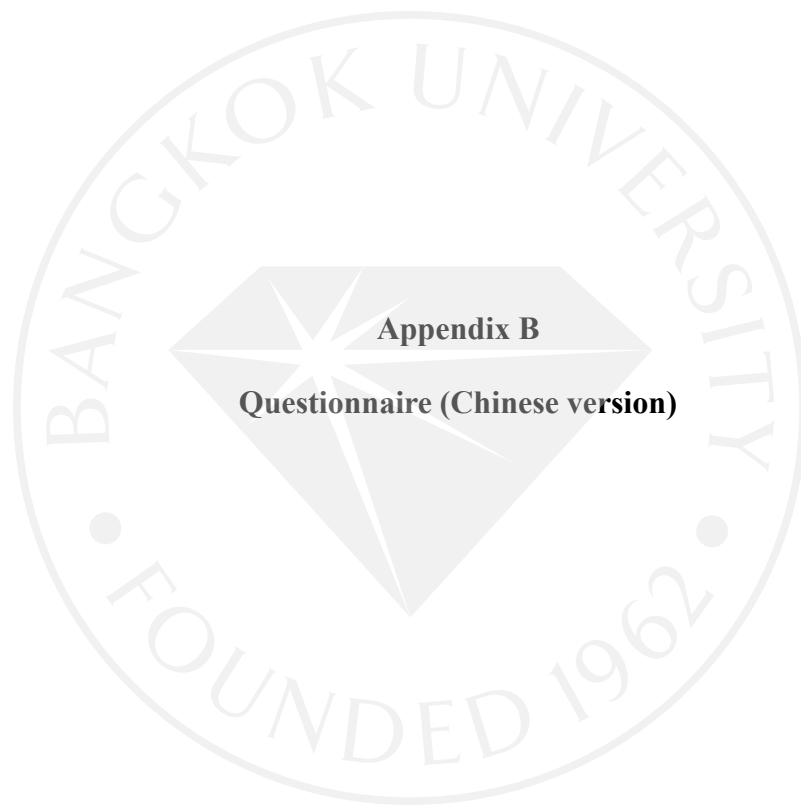
26. I encourage friends who plan to buy a product of the China Mobile.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree

27. Even if the other operators' billing was cheaper, I would go on using the China Mobile.

5= strongly agree 4= agree 3= neutral 2= disagree 1= strongly disagree





介绍:

这次调查的目的是收集曼谷大学工商管理硕士(M.B.A)研究的数据。本研究的结果将有利于研究大理市中国移动客户对中国移动的忠诚度,曼谷大学的硕士研究生鲍达感谢您的友好援助和合作。

1. 您的性别

- A. 女性
- B. 男性

2. 您的年龄

- A.20 以下
- B. 20-30
- C.31-40
- D.40 以上

3.您的教育背景

- A.高中学历
- B.本科学历
- C.硕士学历
- D.博士学历

4.您的收入水平

- A.2000 元-3000 元
- B.3001 元-4000 元
- C.4001 元-5000 元

D.5000 元以上

5.您使用中国移动多久了

A.1 年—3 年

B.4 年—5 年

C.6 年—7 年

D.7 年以上

6.您每月的移动手机电话费用

A.50 元以下

B.51 元—100 元

C.101 元—150 元

D.150 元以上

7.我相信我选择的中国移动

很不满意 不满意 一般 满意 很满意

8.我相信中国移动能提供优质的服务

很不满意 不满意 一般 满意 很满意

9.我相信中国移动的计费系统

很不满意 不满意 一般 满意 很满意

10.我相信中国移动不会欺骗我

很不满意 不满意 一般 满意 很满意

11. 中国移动是可信赖的，因为它以关注顾客利益为主

很不满意 不满意 一般 满意 很满意

12. 中国移动能及时跟进客户需求

很不满意 不满意 一般 满意 很满意

13. 中国移动的一线员工总是愿意帮助我

很不满意 不满意 一般 满意 很满意

14. 中国移动对消费者的投诉处理总是很快

很不满意 不满意 一般 满意 很满意

15. 中国移动始终坚持提供优质的服务

很不满意 不满意 一般 满意 很满意

16. 中国移动公司提供个性化的服务来满足客户的需求

很不满意 不满意 一般 满意 很满意

17. 中国移动推出新服务时将及时提供相关信息

很不满意 不满意 一般 满意 很满意

18. 中国移动牢固稳定

很不满意 不满意 一般 满意 很满意

19. 中国移动具有创新性和前瞻性

很不满意 不满意 一般 满意 很满意

20. 中国移动为社会做出了社会贡献

很不满意 不满意 一般 满意 很满意

21. 中国移动在中国通信行业属于领军地位

很不满意 不满意 一般 满意 很满意

22.中国移动有积极的形象

很不满意 不满意 一般 满意 很满意

23.我将继续使用中国移动

很不满意 不满意 一般 满意 很满意

24.如果我买了新手机，我还是会选择使用中国移动

很不满意 不满意 一般 满意 很满意

25.我向别人推荐使用中国移动

很不满意 不满意 一般 满意 很满意

26.我鼓励计划购买中国移动产品的朋友

很不满意 不满意 一般 满意 很满意

27.即使其他运营商的收费更便宜，我也会继续使用中国移动

很不满意 不满意 一般 满意 很满意

BIODATA

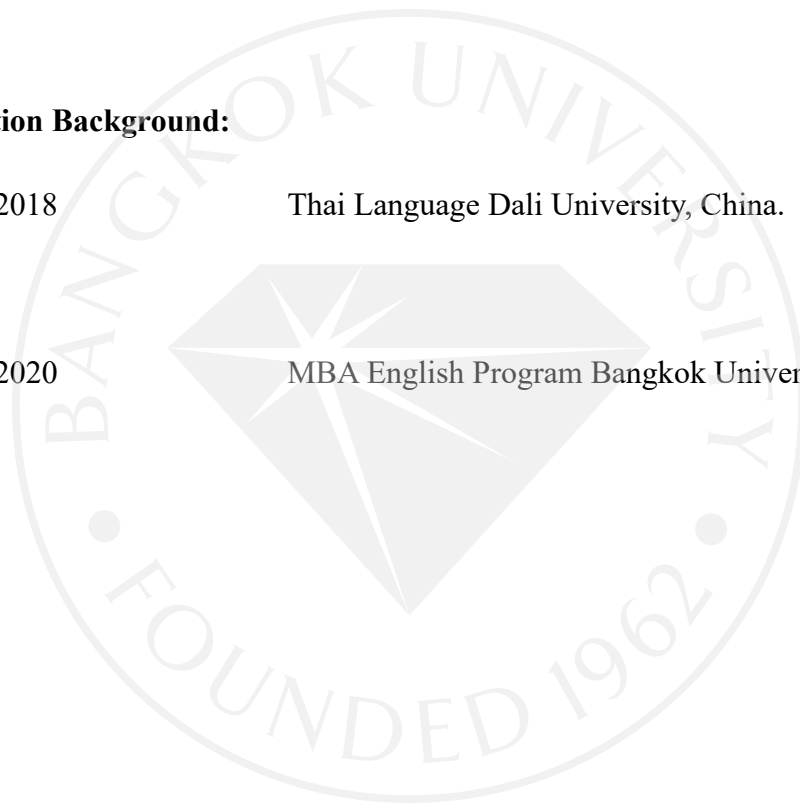
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Email: 769168412@qq.com

Education Background:

2014 - 2018 Thai Language Dali University, China.

2019 - 2020 MBA English Program Bangkok University



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Province Bangkok Postal Code 10110 being a Bangkok
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