

## **Empirical Study on the Relationship Between the Satisfaction O Family Business and their Participation in Convenience Store Chain in Vietnam**

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**Abstract:** This study focuses on the investigation of the relationship between the satisfaction of family traditional retail business and their participation in convenience store chain in Vietnam. In order to achieve this target, researcher analyzed the data collected on family traditional retail businesses in Vietnam that do the business with convenience store chain. The methodology used in this research was a combination of qualitative and quantitative method. Based on the results of the qualitative method, researcher used quantitative method to uncover the relationship between the satisfaction of family traditional retail business and their participation in convenience store chain in Vietnam. The result showed a positive relationship between the two.

**Key words:** Family traditional retail business, convenience store, participation of family traditional retail business, quantitative method, satisfaction

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### **INTRODUCTION**

In recent years, Vietnam has witnessed a significant change in retail industry. The modern retail model has been used and tends to develop fast based on their convenience. Although, traditional retail in Vietnam is accounted for about 80%, the new modern model has been decreasing because of the government's policy to encourage new retail model instated of traditional retail business. Moreover, Vietnam can be seen as one of the most attractive retail market in the world. So, numerous retail cooperation in the world have been attracted to Vietnam retail market (Nielsen, 2012). Although, there are several threats for traditional retail stores due to various new projects such as: trade center, supermarket and convenience store. These can be seen as the reasons for the bankruptcy of traditional retail stores.

Previous studies showed the emergence of modern retail such as supermarket, hypermarket, convenience stores leads to the decrease of customers in traditional retail stores (Sim, 1999). Furthermore, the appearance can also be the cause for customer's structure changing.

Family traditional retail business highly attracts low income customers, customers in the village and old-aged customers because of location's advantage. Meanwhile, high income customers often attract to supermarket because of high quality of goods and availability of alternatives.

Literature showed that the emergence of supermarket, hypermarket and convenience stores have great negative impact on family traditional retail business because it made the family traditional retail business decrease in capital return and the number of owners (Farhangmehr *et al.*, 2000). The family traditional retail business has gone through a difficult time, uncertainty future, financial crisis and changing in customer's demand.

Based on those changes, the trend of developing convenience stores with the participation of families traditional retail business can be seen as great opportunities for Vietnam retail industry. This idea was transferred to G7 Mart convenience store chain by Trung Nguyen Corporation. Trung Nguyen Corporation established G7 Mart convenient store chain in 2006 with high target: 10.000 stores in 2008. However, the business results of G7 Mart did not reach company's target. In 2011, the G7 Mart Model with the participation of family traditional retail business was almost bankrupted. There are several reasons can be explained for this failure. However, the dissatisfaction and lack of commitment and benefit's sharing with family traditional retail have been pointed out as the main reasons.

This study was developed to empirically investigate the relationship between satisfaction of family traditional retail business and their participation in convenience store chain. Moreover, this study also pays more

attention to determine some expectation factors of family traditional retail business. Based on this argument, researcher proposed some suggestions for owners of convenience store chain and relevant organizations.

### **Literature review**

#### **The satisfaction of family traditional retail business**

**definition:** The satisfaction of the family traditional retail business is widely accepted in previous studies as a strong predictor of behavioral variables such as repurchase intention, intention of cooperation, loyalty and word of mouth (Ravald and Gronroos, 1996). However, until now, researchers have been discussed about the definition of the satisfaction. Parasuraman *et al.* (1988) defined the satisfaction as the individual feeling about the result of a process and result of comparison between expectations and perceptions. Oliver (2010) determined satisfaction as “the reaction of consumers to which the level is pleasant or unpleasant”. Based on business cooperation perspective, Wilson and Moller (1988) also mentioned that satisfaction is rated to relationship or emotion state of all parties. Moreover, Dwyer (1980) found that satisfaction of participants is the factor’s combination based on the assessment of parties relationship.

Moreover, Crosby *et al.* (1990) determined that satisfaction of family traditional retail business can be a result of evaluating relationship between sellers and buyers. This satisfaction is the process of reviewing and evaluating customers about their expectation of products or services they used (Wilson *et al.*, 2012). From the point of Philip Kotler’s view, satisfaction of the participant can be seen as level of participant’s attitude when they compared result of using products and services with their expectation. Based on those definitions in this study, researcher considers that the satisfaction is the attitude of participants when they used the products, services or the expected relationship of the partners.

#### **The participation of families traditional retail business:**

The previous study showed that all parties in the cooperation’s relationship should involve in planning activities (Mohr and Spekman, 1994). In this research, the participation of family retailers in convenience store can be the link between convenience stores and family traditional business in order to do and control their decisions. The participation related on the growth and development of participant’s perception in business’s control in order to help them learn how to plan and implement their plan (Oakley, 1991). The participation is good because isolation will not keep enabling the development and interaction. Additionally, it also brings benefit for all parties to have independence and to effectively control their business.

Moreover, Bell and Morse (2008) indicated that participation is one of positive ways in cooperation that all participants can make the decision together. The decisions can be made by sharing power and responsibilities for participants.

**The convenience store chain:** The convenience store chain can be seen as a success model in the retail market. From Japanese perspective, convenience store is a shop that can provide convenience products and services for customers (Yang *et al.*, 2010). The convenience stores usually have small square, nearby customers and provide regularly cheap and daily products (Ashman and King, 1998).

In retail business in Asian countries, convenience stores usually consist of small shops that have existed in residential areas, easy for shopping, long open hours. The products arrangement and layout in the convenience store are designed to support convenient shopping.

According to Guy (1994), some advantages of convenience stores include: opening 7 days per week, long open hours, selling a variety of products, small square (smaller than 3000 feet).

In the research, Larke (1994) identified Japanese convenience stores as the “place provides a wide range of basic goods and serviced that anyone could need at any time of the day, they can easily get those kinds of products and services. Most of the store chains provide prepared foods and household goods such as: office cleaning products, materials and magazines. Convenience stores existed at identified local area, normally squared for 500 m, long operating time, self-service, small space (about 200 m<sup>2</sup>), about 30% of revenue from fresh foods.

Based on those previous studies, convenience stores can be seen as a modern model with some features such as: small squared, offering essential products and services for daily consumers with the highest convenience.

In this research, researcher used the definition of convenience store (Hayward *et al.*, 1922) as the retail shops with the same brand, management system and the same business model as well as similar quality controlling system.

#### **Families traditional retail business in the convenience**

**store:** Traditional retail business belongs to family owners that include various models such as: family retail shops, traditional market. In this research, researcher indicates about convenience store chain with the participation of family traditional retail business.

Family traditional retail business can be seen as one of the primary forms of convenience stores. Traditional retail business was organized as small shops in numerous locations. In those shops, the products that can be easily

found are foods, vegetable, rice, consumer goods in order to satisfy the necessary requirement of people around the location.

Families traditional retail businesses were developed and growth in develop countries in the last 19 century and first 20 century. However, until the second half of the 20th century, this retail business model has shrunk dramatically with the emergence of supermarkets, hypermarkets and commercial center. In another world, family traditional retail business is a shop or small enterprise that managed by members of a family.

Based on these features of family traditional retail business, the definition of family traditional retail businesses are small shops or small enterprises that managed by members of a family that provide essential products and services for daily necessity of customers.

**The relationship between the satisfaction of families traditional retail business and their participation into the convenience store chains in Vietnam:** In recent years, the relationship between the satisfaction of families traditional retail business and their participation has received a great deal of attention from numerous researchers (Baker *et al.*, 1999; Hennig-Thurau *et al.*, 2002; Liang and Wang, 2004). Morrison (1997) indicated that family traditional retail business satisfied with the participation will show positive attitude while Pan and Zinkhan (2006) mentioned that high level of participant's satisfaction leads to high cooperation and commitment with organization and increasing the organization's profit. Yang *et al.* (2010) found that the high level participation of family traditional retail business will lead to positive relationship with organization. The high satisfaction of family traditional retail business can be seen as the valuable resource of organization (Berry, 2004; Liang and Wang, 2004). The long-term relationship can be built by high level of family traditional retail business' satisfaction. When, the family traditional retail business have the high level of satisfaction of retailer's investment, the long-term relationship can be seen as the reward for them (Liang and Wang, 2004). As a result, the family traditional retail business satisfaction when they used products and services can be seen as the vital factors great impacted on the cooperation's behaviors. When the traditional retail business have the high level of satisfaction, the can reuse products and services, they also can invest more capital, participation more in the business and the high level of commitment.

Research by Schul *et al.* (1985) indicates that positive attitude of buyers can be found as the result of

the high satisfaction level. The satisfaction of family traditional retail business is considered as the driving force for cooperation. Moreover, Ford also pointed out that both buyers and sellers believed that satisfaction derived from this relationship may impact positively on cooperation and negatively on conflict. Furthermore, Baker *et al.* (1999) suggested that high level of satisfaction has a positive impact on cooperation in the relationship between suppliers and resellers while Gauzente (2003) showed that the member's satisfaction will encourage cooperation. In this research, researcher concluded that the family traditional retail business with low satisfaction can make the poor collaboration and poor coordination with their convenience store chains (Spinelli and Birley, 1998). In the fact that high level of family traditional retail business satisfaction will determine participation decision-making (Morrison, 1997). This research concluded that high satisfaction of family traditional retail business can lead to high level of cooperation with convenience retail chain because Beatson *et al.* (2008) pointed out positive relationship between satisfaction and their participation. According to Beatson *et al.* (2008), the participation's decision-making was affected by some factors including economic beneficial, the commitment and convenience store chain's competencies.

In this study, researcher will discover satisfaction of family traditional retail business including economic benefit, convenience store chain's competence and commitment has positive impact on their participation in convenience store chain.

**Analytical framework:** To examine the relationship between the satisfaction of family traditional retail business and their participation in convenience store chain in Vietnam, the analytical framework of this study has been developed and presented in Fig. 1. The independent construct is the satisfaction of family traditional retail business and the dependent variable is the participation of families traditional retail business. The control variable includes the shop's size, business experience, financial capital, education, family's size and income. Based on the empirical literature, three hypotheses are established in this study as the follows:

- Hypothesis 1: the positive relationship between the economic benefit of family traditional retail business and their participation
- Hypothesis 2: the positive relationship between the convenience store's competence and their participation

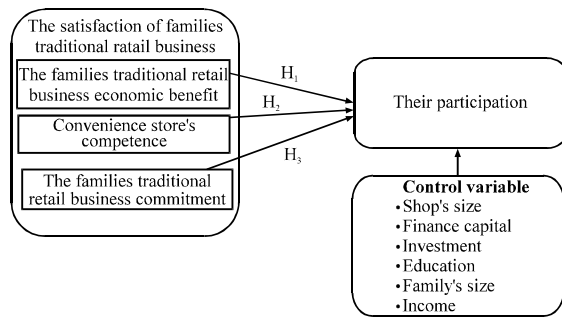


Fig. 1: Analytical framework

- Hypothesis 3: the positive relationship between the family traditional retail business commitment and their participation

## MATERIALS AND METHODS

This study uses the combination between qualitative and quantitative method. While the purpose of qualitative method is to find new items, quantitative method is to find the relationship between independent and dependent variable.

**The qualitative method:** This study started with pilot test with the interview of a number of ten family traditional retail businesses. The interview process tried to find out factors that effect on the participation in retail business of interviewers. Researcher used in-depth interviews with open-ended questions verbally and recorded the respondent's answers. Then, researcher compared the collected databases, analyzed these data to find out the conclusion of this research method. Moreover, the items that were found in previous research of G7 Mart were discussed with family traditional retail business in Vietnam and experts in order to adapt with this research purposes. After adjusting, the formal scale was used in the questionnaire.

### The quantitative method

**Confirmatory factor analysis and reliability test:** The purpose of using factor analysis and reliability test is to observe and verify the dimensionality and reliability of the study construction by focusing on the item to total correlation and internal consistency analysis (Cronbach's Alpha). In other words, factor analysis may be used to identify the number and nature of talent factors that are responsible for variation in the data set (Amabile *et al.*, 2004). In order to identify significant items, this study follows the main criterion of the rule of thumb was

developed by Ellis (1989) and Cooper and Schindler (2013) such as: factor loading  $\geq 0.50$ , eigen-value  $\geq 1$ , item to total correlation  $\geq 0.5$ , coefficient alpha  $\geq 0.6$ .

**Hierarchical regression analysis:** All hypotheses were tested with hierarchical multiple regression analyses using SPSS 18.0. Hierarchical regression analysis was employed to examine the relationship between family traditional retail business satisfaction (included traditional retail business benefit, traditional retail business competence and traditional retail business commitment) and the participation with the control variable described in Fig. 1.

The threshold cut-off values as recommended by Ellis (1989) are adopted to evaluate the hypotheses testing such as  $R^2 > 0.10$ ,  $F \geq 4$ , ( $p < 0.05$ ) and significant at a  $t > |1.96|$ .

**Data collection:** The target population of the survey was 260 family traditional retail businesses that participated in convenience store chain in Hanoi, Ho Chi Minh, Vietnam. According to Hair *et al.* (2006), the size of respondents satisfied the rule of thumbs. The sample was selected by non-random method.

There are two main groups of questionnaire. The first is the satisfaction of family traditional retail business that has 10 items which was adapted from the study by Brickley and Chan. Participants repoted on 5 point Likert rating from 5 (totally agree) to 1 (totally disagree). Secondly, to measure the participation of family traditional retail business, researcher adjusted the questionnaire that was found in the research by Arnstein (2011, 1969) and Harris *et al.* (2001).

## RESULTS AND DISCUSSION

### Factor analysis and reliability

**The economic benefit of family traditional retail business:** Table 1 shows the results of economic benefit of family traditional retail business as an independent variable and their participation as the dependent variable. The consistency of the independent variable has significantly high factor loading of  $> 0.50$  and with coefficient of Cronbach's Alpha higher than 0.5 (0.927) and eigen value is smaller than 1 (eigen-value = 8.643). All of the items in this variable satisfied the rule of thumbs.

Table 2 shows the result of convenience store's competence that can be seen as an independent variable and their participation. According to Hair *et al.* (2006), all of the items satisfied the rule of thumbs with factor loading higher than 0.6, eigen-value is 4.265 higher than 1 and the Cronbach's Alpha result is 0.784 higher than 0.6. Therefore, researcher keeps all items for analyzing phrase.

Table 1: The CFA result of family traditional retail business economic benefit

Factor	Code	Items	Factor loading	Eigen-value	Cronbach's Alpha
The economic benefit of family traditional retail business	LI1	The high quality of products and services was provided by convenience store chains	0.893	8.643	0.826
	LI2	Employee's training for participant's shops	0.889		
	LI3	The investment of infrastructure for shops	0.857		

Table 2: The CFA result of traditional retail business competence

Factor	Code	Items	Factor loading	Eigen-value	Cronbach's Alpha
The convenience store's competence	NL1	The better prices of products that was provided by convenience store chains	0.930	4.265	0.784
	NL2	The high level professional of convenience store chains	0.860		
	NL3	The good management and leadership competence of convenience store chains	0.687		

Table 3: The CFA result of family traditional retail business commitment

Factor	Code	Items	Factor loading	Eigen-value	Cronbach's Alpha
The family traditional retail business commitment	CK1	It is easy for family traditional business to participate in the convenience store chains	0.864	5.698	0.819
	CK2	The good quality of services that was provide by the convenience store chains	0.727		
	CK3	The convenience store chains are already sharing information and technology's transferring	0.617		
	CK4	The convenience store chains guarantee cooperation's commitment	0.596		

Table 4: The CFA result of the participation of traditional retail business

Variables	Code	Items	Factor loading	Eigen-value	Cronbach's Alpha
The participation of traditional retail business	TG1	The shops contribute financial capital and landing	0.826	3.267	0.643
	TG2	The convenience store chains controlled traditional retail business	0.797		
	TG3	The traditional retail business pays fee	0.590		
	TG4	The traditional retail business followed the compliance price, imported demand, layout and design stores, brand advertising by the requirement of convenience store chains	0.895		
	TG5	The traditional retail business has to have financial and legal responsibilities	0.812		
	TG6	The traditional retail business ensures convenience requirement such as space conditions, location, capital and revenue	0.741		
	TG7	The traditional retail business has to pay the franchise fee and profit sharing	0.912		

As the result of commitment variable that shown in Table 3 and based on Hair *et al.* (2006), researcher keeps all of the items in this variable because they satisfied the rule of thumbs with factor loading higher than 0.6, eigen-value is 5.698 higher than 1 and the Cronbach's Alpha result is 0.819 higher than 0.6.

**The participation of traditional retail business:** Table 4 indicates the results of dependent variable which is the participation of traditional retail business. All items satisfied the rule of thumbs that proposed by Hair *et al.* (2006). In addition, eigen-value is 3.267 higher than 1 and the Cronbach's Alpha result is 0.643 higher than 0.6.

### Hierarchical multiple regression

**Multiple-regression on the relationship between family traditional retail business economic benefit and the participation:** In order to evaluate the relationship between the family traditional retail business economic benefit and the participation, the hierarchical multiple

regression is conducted to analyze those data. Table 5 shows the regression results in the family traditional retail business economic benefit as independent variable and the family traditional retail business participation as the dependent variable. According the rule of thumbs, if  $R^2 > 0.1$ ,  $F > 4$  and  $p < 0.05$ , it fulfills the significant requirement. Moreover, according to Ellis (1989), if Variance Inflation Factor (VIF) is smaller than 10, it means no multi-colinearity and if D-W (Durbin 0 Watson) value exists between 1.5 and 2.5, it means there is no autocorrelation.

Table 5 showed the family traditional retail business economic benefit has positive relationship with the family traditional retail business participation with the number  $R^2 = 0.356$ ,  $F = 42.131$ ,  $p = 0.000$  and  $p$  level of its coefficient beta is also significant:  $\beta = 0.274$ ,  $p = 0.000$ .

**Multiple-regression on the relationship between the family traditional retail business competence and the participation:** Table 6 shows the family traditional retail

Table 5: Result of the family traditional retail business economic benefit and the family traditional retail business participation

Independent variables	Dependent variables
	The family traditional retail business participation (Model 1)
The family traditional retail business economic benefit	0.274
R <sup>2</sup>	0.356
Adj. R <sup>2</sup>	0.263
F-value	42.131
p-value (sig.)	0.000
D-W	1.212
VIF	1.000

Based on the regression results, hypothesis 1 should be accepted

Table 6: Result of the family traditional retail business competence and participation

Independent variables	Dependent variables
	The family traditional retail business participation (Model 1)
The family traditional retail business competence	0.688
R <sup>2</sup>	0.403
Adj. R <sup>2</sup>	0.312
F-value	52.246
p-value (sig.)	0.000
D-W	1.077
VIF	1.000

Based on the regression results, hypothesis 2 should be accepted

Table 7: Result of the family traditional retail business competence and participation

Independent variables	Dependent variables
	The family traditional retail business participation (Model 1)
The family traditional retail business commitment	0.805
R <sup>2</sup>	0.632
Adj. R <sup>2</sup>	0.421
F-value	58.408
p-value (sig.)	0.000
D-W	1.019
VIF	1.000

Based on the regression results, hypothesis 3 should be accepted

business competence has positive relationship with the family traditional retail business participation with number  $R^2 = 0.403$ ,  $F = 52.246$ ,  $p = 0.000$  and  $p$  level of its coefficient beta is also significant:  $\beta = 0.688$ ,  $p = 0.000$ .

**Multiple-regression on the relationship between the family traditional retail business commitment and participation:** Table 7 shows the family traditional retail business commitment has positive relationship with the family traditional retail business participation with number  $R^2 = 0.632$ ,  $F = 58.408$ ,  $p = 0.000$  and  $p$  level of its coefficient beta is also significant:  $\beta = 0.805$ ,  $p = 0.000$ .

## CONCLUSION

Based on the analytical result, researcher proposed some suggestions as the follows:

- Firstly, convenience stores should pay more attention on logistic system that provides products and services with acceptable price and high quality
- Secondly, convenience store chains should enhance commitment, information sharing and employee's training for family traditional business
- Thirdly, enhancing management system for convenience store chain in order to satisfy high customer's demand and globalization trend
- Last but not least, convenience store chain should focus on building quality control system in order to ensure consistency in the store chains

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