Relationship Between Motivation and Satisfaction of Household Retail Stores in Co-operation with Covenience Store Chains: An Empirical Study in Vietnam

Le Quan and Luu Thi Minh Ngoc
University of Economics and Business, Vietnam National University, Hanoi, Vietnam

Abstract: The purpose of this study is to examine the relationship between motivation and satisfaction of household retail stores participating in convenience store chain in Vietnam. This study is conducted based on the survey data from the household retail stores in Vietnam's biggest cities including Hanoi, Ho Chi Minh and Danang. Two groups of measuring scales are applied in this study including the motivations and the satisfaction levels of the household retail stores. Control variables are also used including size of the store, business experience, investment, education, family size and household income retail stores. Based on the survey data, this study employs a structural equation modelling method to evaluate reliability coefficient of the scales, identify the structure of the relationship between the variable and the respondent and verify the measurement theory. The results show that there is a positive correlation between financial benefits, capabilities and the commitment of the convenience store chains with the satisfaction levels of the household retail stores. Some solutions are suggested to enhance the motivation for participating in the convenience stores chain in Vietnam.

Key words: Convenience store chain, satisfaction, household retail store, motivation, Vietnam, convinence

INTRODUCTION

Convinence store chain has been seen as an actracting topic by many studies (Kuo *et al.*, 2002; Wood and Browne, 2007) such as strategy of convinence store chain (Ellickson and Misra, 2008; Seiders *et al.*, 2000), convenience store location (Bucklin, 1963; Wood and Browne, 2007), convenience store pricing (Crafton, 1979) and convenience store robberies (Amandus *et al.*, 1997; Bellamy, 1996).

Today, under the international economic integration, the appearance of different retail models has changed the retail market in Vietnam (Maruyama and Trung, 2007). The economic development yields higher demands for consumers and their shopping habits have been changed toward a more modern practice. The development of convenience store chains become evidence in the modern supply chain systems because of its many conveniences for the consumers. The international experience shows that there are two emerging trends for the development of the convenience store chains (Reardon and Hopkins, 2006).

The first trend is combining a franchise with the socialisation of investment with a strong participation of traditional retail family businesses. That means the participating families utilise their own facilities, personnel and financial investments when joining the convenience store chains. This model allows the trading corporations to mobilise the available social capital while the families can retain their jobs and secure a steady income. This is a win-win solution and has received positive support from the public. It is seen that the development of the modern retail alongside with the transformation of the traditional retail model generate more sustainable development while underlining the human values. Japan and Thailand are the two countries that have developed and benefited from this model. In Japan and Thailand, the development of convenience stores applies the common model of franchising which aims to increase the expansion of the stores to form chains while saving investment costs.

The second trend is that the large international trading corporations invest heavily in the establishment and development of the new chains of convenience stores. This trend is popular in the Eastern Europe when these countries open up the retail markets. The experience from these countries shows that as soon as the retail markets are opened up and the world trading corporations join the markets, the traditional retail model disappears quickly. Previous studies showed the emergence of modern retail such as supermarket, hypermarket and convenience stores leads to the decrease of customers in traditional retail stores (Sim, 1999). Furthermore, the

Corresponding Author: Le Quan, University of Economics and Business, Vietnam National University, Hanoi, Vietnam

appearance can also be the cause for customer's structure changing. The family traditional retail business has gone through a difficult time, uncertainty future; financial crisis and changing in customers demand (Farhangmehr *et al.*, 2000). The traditional retail stores could not compete with shopping centres and supermarkets, hence they have to close down. These facts show that the rapid development of supermarkets and foreign retail franchises have caused the bankruptcy of many traditional family retail businesses. Thus, consequences are the unemployment of many individuals who had worked in these businesses.

In Vietnam, the development of convenience stores so far has shown a number of obvious particulars such as: Applying the first trend, G7 Mart (belonging to the Trung Nguyen Corporation) employed the model but failed. Despite receiving strong support from traditional retail family businesses and the setting up of a national coverage of stores, Trung Nguyen has not yet acquired all the subjective and objective conditions to manage and operate this franchise. Following the second trend, many corporations and businesses invest in developing pilot retail franchises including Shop and Go, Circle K, Vinmart. However, these stores do not have any unique values; therefore, they cannot compete with family retail businesses that operate at lower costs because they use family labour and available store locations.

Also, the trend of modern retail models has resulted in the shrinking of the traditional retail market. The pressure from the modernised retail businesses, the transformation in consumer's demands and their shopping behaviours has a major impact on the traditional family retail businesses. Subsequently, the traditional retail family business suffers from major financial pressures, slow cash flows, the dropping of the market thus, leading to the closing down and unemployment of traditional retail families.

Some lessons from the application of the two trends show that Vietnam is in need of a retail model that could satisfy some objectives: firstly, the development of convinences store chain should satisfy the high demands of society. Secondly, the combination of the development of the modern retail model and the traditional retail model, by mobilising the participation of family retail businesses, to shape the development of the convenience store chains. This objective ensures the development of the modern retail stores and franchises atthe lowest costs while allowing the survival of the family retail businesses for the purposes of family incomes, employment opportunity and traditional values. Moreover, the promotion the role of Vietnamese commercial enterprises, avoid the dependence of the retail market on international corporations. By doing so, it helps small and medium manufacturing businesses bringing their products to the consumers. It is a fact that when large retail corporations take over the majority of the retail market shares, they cause huge pressure and creates unfavourable conditions for small local businesses to get their product to the distributors who operate within their control.

Therefore, the objective of this study is to find out the correlations between the motivations for participation and the satisfactions of the household retail stores when joining a retail convenient chain. Based on the correlations analysis, this study proposes some solutions to increase the number of traditional retail household businesses in participating networks of convenience stores thus solving the problems of unemployment, maintaining income and saving the traditional values of the retail market. On the other hand, the results of this study also provide the corporations who are operating convenience store chains with suggestions on raising funds, utilising facilities and recruiting workers through the participations of more household retail businesses.

Literature review
The definition of convenience store chains: A convenience store is a successful business format in the modern retail market. According to the Japanese, a convenience store is a store that provides the convenience to customers in the form of basic commodities and essentials for everyday life (Yang *et al.*, 2010). In their research, Ashman and King (1998) defined "the convenience stores always have small square, nearly customers and the convenience stores provide usually cheap and daily products". It means that the convinences store can be defined by the size of shop, the price of products and the convinence of custormer when they have the demand for daily products. In the view of Guy, a convenience store has the following characteristics: opens 7 days a week and has long opening hours; selling a variety of products in addition to "core" items has an area of under 3000 square feet.

Another perspective, Larke defined the convinence stores as the "place provides a wide range of basic goods and service that anyone could need at any time of the day, they can easily get those kinds of products and services". Larke identified five required criteria for the convenience stores: using self-service machines; opens >16 h a day; has a floor area of <200 m^2; 30% of total revenue is from fresh food; has <2 last days of the month.

Traditional retail stores: The traditional retail stores can exist in many forms such as household retail stores, grocery stores, general shops at homes or local markets,

shops at traditional markets. This study uses the definition of traditional retail household business to address all of the traditional and operational retail models used by household businesses.

The model of traditional household retail businesses is a simple form of the convenience stores. Household retail stores are organised as small stands, scattered among neighbourhoods, usually belong to the seller. At household retail stores, sold merchandises are mostly essentials such as food, bevarages, daily product serving the daily needs of the surrounding residential place.

Traditional household retail businesses were very popular in developing countries in late 19th and early 20th century. It wasn't until the second half of the 20th century that this form retail started to shrink dramatically due to the presence of supermarket corporations and big shopping malls. Internationally, household retail businesses are also understood as businesses owned and operated by members of a family.

From the above concepts, a traditional household retail business can be defined as: "stores of small scales and are owned and operated by family members of a family, providing everyday essentials and basic services for the daily consumption of the surrounding residents".

Motivation for participation: Ganta (2014) indicated that "motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, an expectations of the individual and of his or her peers". In the view of Bosnar and Balent, the motivation for participation is a complex phenomenon that does not include in any one single model while Petz defined it as a condition where we are driven from the "inside" by some needs, impulses, desires, wishes or motives and are directed towards achieving a goal that functions as 'outside' stimulus for behaviour.

Motivation is the interaction between internal elements (conscious and unconscious psychological pressure) and external elements including social and family acceptance and recognitions. Motivation is a combination with a series of other elements such as personal image, basic needs and experience and it can develop or change over time (Recours *et al.*, 2004). In this study, motivation is defined as what unconsciously or consciously drives people to behave in a certain way that is usually attached to needs and benefits.

Satisfaction: Customer satisfaction is widely considered among researchers as a strong indication of behavioural variables such as intention to repurchase, word of mouth

and customer loyalty (Ravald and Gronroos, 1996; Hung *et al.*, 2006). The concepts of customer satisfaction are defined differently. According to Oliver (2014), the satisfaction is "the reaction of consumers to which the level is pleasant or unpleasant". It is a judgment that a product/service feature or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment, including levels of under or over-fulfilment. The feeling of satisfaction of an individual is the result of a process of comparison between cognitive performance and expectation. Anytime individual compares their expectations and reality, they answer the question of whether or not they are satisfied with a service (Parasuraman *et al.*, 1988). Moreover, Sivadas and Baker-Prewitt (2000) believed that customer satisfaction is the difference between product performances and personal expectations. Satisfaction is an emotional state that occurs in response to the evaluation of the interactive experience between buyers and sellers.

On the other hand, customer satisfaction can also be considered as an overall feeling from an assessment of all aspects of an interactive relationship. Crosby *et al.* (1990) pointed out that satisfaction is an easy solution to evaluate all of the past interactions with the quality of the current service providers. Similarly, Fornell (1992) showed that satisfaction is a common feeling. Satisfaction is a positive feeling that results from an evaluation of all aspects of an interactive relationship (Hang, 2009). In his research, Olsen (2002) defined satisfaction as a total or personal satisfaction based on feelings.

The relationship between motivations and levels of satisfaction of the traditional household retail businesses when joining the chains of the convenient stores: The satisfaction of the involved parties is usually considered an essential for the maintenance and long-term existence of a business relationship (Gauzente, 2003; Hing, 1995). As mentioned in the definitions of satisfaction, the satisfaction of the parties involved is considered by researchers as a strong indication of behaviours such as repurchase, advertisement by word of mouth and customer loyalty (Ravald and Gronroos, 1996; Hung *et al.*, 2006). Moreover, Schul *et al.* (1985) had shown that the customer's positive attitude could be found as a result of high levels of customer satisfaction. The satisfaction of household retail businesses can be considered the motivation for cooperation. In other perspective, Baker *et al.* (1999) claimed that high levels of satisfaction have a positive impact on the relationship between the suppliers and the retailers, meanwhile, Gauzente (2003) showed that the satisfaction of the

members would stimulate cooperation. In this study, the researcher proposed that traditional household retail stores with low satisfaction rates have a loose connection and cooperation with their convenient store chains (Spinelli and Birley, 1998).

In the previous research, Hing (1995) applied customer satisfaction (comparison between the expectation of the quality of the product before and the after a purchase) to determine the satisfaction of customers with the expectations before buying and the performance of the product after buying. Besides, the satisfaction of the customer is a deciding factor for them after purchase. The customers who have a high level of satisfaction would have intentions of introducing the franchise's store to others and buy from them again. While Bolton (1998), Chiou *et al*. (2004) and Hung *et al*. (2006) assessed the relationship between satisfaction and cooperation and showed that participants who are satisfied with their interactions with an organization are more likely to have a positive attitude or attachment to the organization. Each business cooperation system includes the quality of the parties and their personal decisions within their work. For example, these decisions may include their motivation for being in a trading network and their management decisions (Morrison, 1997). There are few studies being conducted with a focus on the benefits of the satisfaction of the participation parties in the franchise (Morrison, 1997). Researcher Gauzente (2003) pointed out that the satisfaction and the motivation of the participants directly impact the commitment and loyalty of the parties involved in a trading partnership. Job satisfaction includes personal feelings related to the motivations of the parties involved. The satisfaction of parties involved maintains a high level of commitment within a trading network. This commitment can lead to the intention of remaining within the network and introducing it to their friends (Gauzente, 2003).

In the studies of involvement and cooperation relations, the benefits of the participating parties in a trading relationship can be divided into three groups: finances, technology and management.

Finances: Focusing on reducing the cost of doing business thus increasing profits. The participation of families in a convenience store chain helped the familie's businesses becoming more efficient. Abundant goods supplies, lower commodity costs and diversified types of the products allow household retail businesses to better satisfy the needs of consumers (Hang, 2009). On the other hand, the participation of the families to the chains

of the convenience stores, families could also receive support in infrastructure, capital and staff training, according to the rights and obligations of the parties in such cooperation (Mohr and Spekman, 1994; Trung, 2006).

Technology: Makes the operation easier through the sharing of technology and joint development of business systems from that expands sales network and professionalism in their business activities. Along with the development of technology, the sharing of information between the members of the chains help themselves to develop quickly and capture the changing trends of the market. Besides, the members of the chains have the opportunity to reach out to modern sales technologies with the lowest cost.

Management: Focusing on the simplification of the operations and the application of new and more effective management methods. Learning from the previous store management experience that had been successfully applied and the learn lessons from the management of chain stores (Ellram, 1995). The author ensures the ownership and control of business operations. Also, ownership and control of business activities are one of the main motivations of the traditional household retail businesses participating in the chains. Their participation in the convenience store chain can ensure that can develop their business activities, overcome the limitations of capital, technology and goods supplies. Control, decision making and management of business activities are the demands for a family business to participate in the chains (Hayward *et al*., 1922). The fact is the role and power of a household retail business diminishes over time.

Research model : Assessing the relationship between the motivations and satisfactions of household retail businesses when joining a convenient store chain in Vietnam, a theoretical framework is developed and presented in Fig. 1. The independent variables are the motivations of the household retail businesses when participating in the convenient store chain and the dependent variables are the satisfaction levels of the household retail businesses when participating the convenience store chain. The control variables are the size of the store, business experience, investment, education, family size and household income of the traditional household retail business. Based on literature review, this study constructs three hypotheses about the
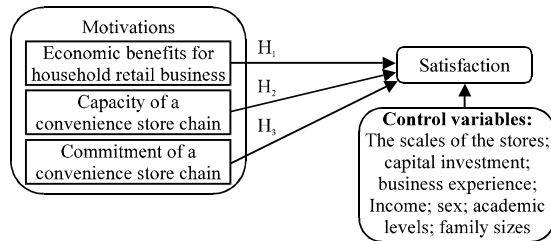
Fig. 1: Analytical framework

relationship between motivations and satisfaction levels of the household retail businesses when engaged in a convenience store chain as:

- H_1: the financial motivations have a positive effect on the satisfaction levels of the traditional household retail businesses
- H_2: the capacities of the convenient store chain have a positive effect on the satisfaction levels of the traditional household retail businesses
- H_3: the commitments of the convenient store chains have a positive effect on the satisfaction levels of the traditional household retail businesses

MATERIALS AND METHODS

The study employs both qualitative and quantitative research method. The purpose of qualitative research is to discover new elements while quantitative research is to test the hypotheses.

Qualitative research: In the qualitative method, the author interviewed five traditional household retail businesses, three senior managers of convenience store chains in Vietnam, two experts on retail trade. Interview techniques were in-depth interviews through open questionnaires. Then, qualitative data were compared and analysed to detect similarities and differences. This helped to conclude the proposed research model. In addition, preliminary scales drawn from previous studies were discussed with respondents who were the household retail businesses participating in the G7 Mart (Trung Nguyen Corporation) to make necessary adjustments. The adjustment aimed to suit the subjects of the study. Finally, after some adjustments, the official scale was used in the large-scale survey.

Quantitative research

Sample and sampling methods: In this quantitative research, the resarcher used a questionnaire to survey

221 traditional household retail stores in Hanoi, Ho Chi Minh City and Danang. The reason for choosing the three cities of Hanoi, Danang and Ho Chi Minh was because according to the Nielsen (2012), >90% of convenience store chains were concentrated in these three cities. Besides, these are the three largest cities in Vietnam with the highest economic development and population concentration with high incomes and demands for shopping at convenience stores. The researcher utilized 12 observed variables were used in the study, the minimum size of the sample was 221 traditional household retail businesses which met the minimum sample size for factor analysis and regression analysis (from 5-10 times the observed variable (Hair, 2010). The samples were random and convenient samples. The survey data were analysed using the SPSS 20.0 Software.

Scales: All the scale concepts in this study are multivariate scales. The components of the motivation of participation were observed and adapted from the research of Ellram (1995), Mohr and Spekman (1994), Trung (2006). They were divided into: economic benefits, including three observed variables; the capacities of the chain, including three observed variables and the commitments of the retail store chain, including four observed variables. The satisfaction scales were adopted by Hing (1995) research, including two observed variables. The scales were the five points Likert scale from 1 (very unsatisfied) to 5 (very satisfied). Also, the control variables such as the store sizes were shown in floor areas; the levels of education were divided into high school, college, masters and others; the family sizes were shown by the number of people in the family, the capital investment was shown by hundred millions of VND per year, incomes were shown by the total revenues of the family in millions of VND. The control variables were assigned into dummy variables for data analysis.

The scales of these concepts in this model are verified by the left thumb rule (Cooper *et al.*, 2003; Ellis, 1989) with Cronbach's alpha number system = 0.6, factor loading = 0.5, eigen-value = 1, item to total correlation = 0.5 (Luu and Le, 2015).

RESULTS AND DISCUSSION

Research results

Analysis the reliability of the scales: All reliability tests of the measurable factors were analysed using the Cronbach's alpha. In which the motivations for the involvement were the independent variables and the satisfaction level of the traditional household retail

Table 1: CFA results of benefits for the traditional household retail business

Factors	Codes	Items	Factor loading	Eigen-value	Cronbach's alpha
The benefits for the traditional household retail business	LI1	Greater variety and quality of goods provided	0.893	8.643	0.826
	LI2	Training for employees provided by the franchise	0.889		
	LI3	The investment in facilities of the franchise	0.857		

Table 2: CFA results of the capacities of the convenient store chain

Factors	Codes	Items	Factor loading	Eigen-value	Cronbach's alpha
The capacities of the convenient store chain	NL1	Prices of goods provided by the franchise are more competitive than other suppliers	0.930	4.265	0.784
	NL2	Higher levels of professionalism	0.860		
	NL3	Management capability and business organisation are greater with the franchises	0.687		

Table 3: CFA results of the commitments of the convenient store chain

Factors	Codes	Items	Factor loading	Eigen-value	Cronbach's alpha
The Commitments to the convenient store chain	CK1	Easy entry requirements into the chain	0.864	5.698	0.819
	CK2	Better service provided by the chain	0.727		
	CK3	The sharing of information and technology transformation in doing business from the chain	0.617		
	CK4	The commitments of the chain in the cooperation	0.596		

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

Factors	Codes	Items	Factor loading	Eigen-value	Cronbach's alpha
The satisfaction levels of the traditional household retail businesses	HL1	I will remain within the franchise	0.741	3.267	0.661
	HL2	I will introduce the modern convenient store to my acquaintances	0.812		

business were the dependent variables. Table 1-3 indicate that the scales of the variables including economic interests, capacities and commitments had factor loading values >0.5, Cronbach's alpha results for the variables were 0.826, 0.784, 0.819 (>0.6), respectively and eigen-values are >1 (eigen-values 8.643, 4.265, 5.698, respectively). Therefore, the scales measuring the participation motivations of the household retail businesses are reliable and could be used in subsequent analyses. Table 4 shows that the scales of the dependent variables regarding the satisfaction levels of the traditional household retail business were reliable and could be used in the subsequent analysis when the factor loading values were: 0.741 and 0.812, respectively and the Eigenvalue equalled to 3.267 (>1) and Cronbach's alpha value was >0.6 (0.661).

The correlation results between the relationship between the satisfaction levels and the motivations for participation of a traditional household retail business in to a convenient store chain.

Multivariate regression analysis is performed to determine the causal relationship between the dependent variables of the satisfaction levels of traditional household retail business, comprising the three independent variables mentioned above. Table 5 indicates that the official research model has high reliability and the motivations variables are explained by 63.2% of the variations of the levels of satisfaction by the traditional household retail business. The results also show that

Table 5: Multivariate regression analysis

Model	B	β	p-values	VIF
Constant	0.094			
Financial benefits		0.563***	0.001	1.092
Capacities		0.502***	0.000	1.077
Commitments		0.577***	0.000	1.019
R^2		63.20%		
F-values		58.408		

$N \leq 221$; $p \leq 0.1$; *$p \leq 0.05$; **$p \leq 0.01$; ***$p \leq 0.001$; all correlation coefficients were standardized

there are sufficient indications to accept the hypotheses H_1, H_2 and H_3. Linear regression equation is expressed as:

$$HL = 0094+0563+0502 \times NL+0577 \times CK$$

CONCLUSION

The above results showed that the satisfaction level of the capacities of the chain was the lowest, especially the satisfaction levels with the management capability and business organisation of the convenient store chain. The cause of this was because the chain management system were not fully suited. The lack of experience in running a convenient store chain on a large scale created difficulties for the organisation and control of the business operations. Also according to the evaluation results, the satisfaction levels in economic benefits were not high, especially the satisfaction levels in the type of goods and the prices of goods supplied by the chain were only on an

average. These did not create competitive advantages of the convenience store chains when being compared with other suppliers.

RECOMMENDATIONS

From the results, the researcher suggested a number of recommendations for the enterprises and corporations running the business of convenient store chain and related authorities with the intentions to attract household retail businesses to participate in the convenient store chains in Vietnam.

First, build an operational mechanism and operational standard management processes, ensuring consistency and uniformity in all operations between the convenience stores and the chain's operation centres.

Second, build a logistics system across the chains, collaborate and link the chains with suppliers on the basis of formed alliances or co-investment contracts, ensuring the effectiveness of the networks and proactive supplies of products.

Third, build sets of standards in personnel coordination, training and up scaling skills for new employees. In order to have effective convinence store in the first stage, the training for partner is very important factor that supports effectively for success. The partner also have the higher motivation to joint convinence store chain however, the shortage of knowledge, experience can break the cooperation. Thus, standard's seting and training are povital element to success.

Fourth, strengthen the popularity; promote the benefits of the collaborative development models for the traditional household retail businesses and the people to attract more traditional retail store joint the co-operation with the convinence stores.

Last but not least, develop relevant policies to encourage the investment and financial support for the enterprises and corporations who invest/operate the convenient store chains in the country.

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