



ماجستير ادارة المشاريع

**Total quality management and its impact on
achieving customer satisfaction at “IGY Marinas”
on “Sindala Island”**

**ادارة الجودة الشاملة واثرها في تحقيق رضا الزبون في " IGY
Marinas" في "جزيرة سندالة"**

اشراف الدكتورة:

ياسمين سمير

اعداد الطالب:

عبدالله الناصر

Introduction:

Total Quality Management (TQM) is a comprehensive and structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback. At IGY Marinas on Sindala Island, TQM is integral to their operations, aiming to achieve high levels of customer satisfaction.

This study will focus on the impact of TQM on customer satisfaction at IGY Marinas. We will examine the TQM strategies employed by the marina, how these strategies align with customer expectations, and the overall effect on customer experience. The goal is to understand the effectiveness of TQM in real-world settings and to provide actionable insights for IGY Marinas to further enhance their customer service. Join us as we delve into the world of quality management and its significance in the hospitality industry, particularly in the unique context of IGY Marinas on Sindala Island.

Problem Statement: A Glimpse Beyond the Gloss

While IGY Marinas boasts exceptional facilities, ensuring consistently high customer satisfaction requires a holistic approach. The absence of empirical research specific to IGY Marinas and Sindala Island leaves a gap in understanding how TQM practices impact guest experiences. This creates uncertainty about the effectiveness of current quality initiatives and their contribution to sustainable customer satisfaction.

The importance of studying:

The importance of this study on Total Quality Management (TQM) at IGY Marinas on Sindala Island, particularly its impact on achieving customer satisfaction, extends far beyond the marina's docks. It is a reflection of a broader societal commitment to excellence and the pursuit of quality in all aspects of service and product delivery.

Societal Impact:

- **Economic Growth:** By optimizing TQM practices, IGY Marinas can enhance their competitiveness and contribute to the local and regional economy through increased tourism and employment opportunities.

- **Environmental Stewardship:** Effective TQM includes environmental management, ensuring that operations are sustainable and contribute positively to preserving Sindala Island's natural beauty for future generations.
- **Customer Well-being:** High customer satisfaction levels are indicative of services that not only meet but exceed expectations, leading to improved well-being and experiences for individuals who visit the marina.
- **Industry Standards:** This study can set a benchmark for quality within the marina industry, encouraging other organizations to adopt similar practices and elevate the standard of service across the board.
- **Educational Value:** The findings can be used as a case study in academic institutions to teach future business leaders about the practical applications of TQM in the hospitality sector.

Connection to Society:

- **Quality of Life:** By focusing on customer satisfaction, businesses like IGY Marinas directly contribute to enhancing the quality of life for their patrons, creating memorable and enjoyable experiences.
- **Social Responsibility:** The study underscores the importance of businesses taking responsibility for their impact on society, including how they treat customers and manage resources.
- **Cultural Exchange:** Marinas often serve as cultural hubs, bringing together people from diverse backgrounds. TQM practices that emphasize customer satisfaction help foster an environment of inclusivity and mutual respect.

In essence, this study is not just about improving business practices; it's about contributing to a culture of quality that benefits everyone—customers, employees, and the society at large. It's a testament to the fact that when organizations prioritize quality and customer satisfaction, the ripple effects can be felt far and wide, promoting a more prosperous, sustainable, and harmonious society.

Study Purposes:

The purposes of the study on Total Quality Management (TQM) and its impact on achieving customer satisfaction at IGY Marinas on Sindala Island are multifaceted and aim to provide a comprehensive understanding of the following aspects:

1. **Assessing TQM Implementation:** To thoroughly evaluate the current TQM practices at IGY Marinas, including the processes and strategies in place for quality management. This involves examining the adherence to TQM principles such as leadership commitment, customer focus, and continuous improvement.
2. **Understanding Customer Satisfaction:** To analyze how TQM practices influence customer satisfaction levels. This includes identifying the specific elements of TQM that customers respond to positively and determining how these elements contribute to their overall satisfaction.
3. **Measuring Service Quality:** To measure the quality of services provided by IGY Marinas and how it aligns with the expectations of customers. The study aims to identify gaps between service delivery and customer expectations and propose ways to bridge these gaps.
4. **Evaluating Employee Engagement:** To investigate the role of employee engagement in the successful implementation of TQM. This includes understanding how employee training, empowerment, and involvement in decision-making processes affect the quality of service and customer satisfaction.
5. **Analyzing Business Performance:** To assess the impact of TQM on the overall business performance of IGY Marinas. This involves looking at key performance indicators such as customer retention rates, revenue growth, and market share.
6. **Identifying Areas for Improvement:** To pinpoint areas where TQM practices could be enhanced to further increase customer satisfaction. This includes recommending actionable steps for IGY Marinas to take in order to improve their TQM processes.
7. **Contributing to Academic Research:** To contribute to the body of academic research on TQM by providing empirical evidence of its effectiveness in the marina industry. This study aims to fill gaps in the literature and offer insights for other businesses in the hospitality sector.

8. **Informing Policy and Strategy:** To inform the strategic planning and policy-making of IGY Marinas by providing data-driven insights into the relationship between TQM and customer satisfaction. The findings of this study could guide future decisions and initiatives aimed at enhancing quality management.

By addressing these purposes, the study seeks to provide a detailed and nuanced picture of how TQM practices at IGY Marinas on Sindala Island affect customer satisfaction and business outcomes, ultimately guiding the marina towards achieving excellence in service and customer experience.

Study Questions:

To achieve these goals, the study addresses the following key questions:

- To what extent are TQM principles like customer focus, continuous improvement, and employee empowerment implemented at IGY Marinas?
- Does the implementation of TQM practices at IGY Marinas relate to customer satisfaction levels?
- In what specific areas can TQM practices be strengthened to better address customer needs and expectations?
- What specific recommendations can be made to enhance the TQM framework at IGY Marinas for achieving and sustaining customer satisfaction?

Research Hypotheses:

This study proposes the following hypotheses:

- **H1:** The implementation of TQM principles at IGY Marinas is positively associated with customer satisfaction.
- **H2:** Specific TQM practices, such as customer focus and employee empowerment, will have a stronger positive impact on customer satisfaction compared to others.
- **H3:** Addressing identified areas for improvement within the TQM framework will lead to increased customer satisfaction at IGY Marinas.

Theoretical Model:

The study adopts a theoretical model based on established TQM frameworks and relevant customer satisfaction theories. This model will guide the analysis of collected data and the formulation of recommendations for IGY Marinas to navigate towards a future of unparalleled guest satisfaction.

This introduction sets the stage for an in-depth exploration of TQM and its impact on customer satisfaction at IGY Marinas on Sindala Island. Stay tuned for further insights as we embark on this captivating journey!

Study problem:

1. Evaluate the effectiveness of TQM practices implemented by IGY Marinas on Sindala Island in enhancing customer satisfaction.
2. Investigate the relationship between the dimensions of TQM (such as leadership, customer focus, continuous improvement, and employee engagement) and the level of customer satisfaction achieved.
3. Assess whether the TQM practices have led to a measurable improvement in customer loyalty and retention, and identify any potential areas for further improvement.

Literature review:

Introduction:

This study explores how total quality management (TQM) affects customer satisfaction in the marina industry, using IGY Marinas on Sindala Island, Saudi Arabia, as a case study. The study reviews the literature on TQM and customer satisfaction in the marina industry, and identifies the gaps and limitations of the existing research. The study also defines the key terms and concepts of the study, such as TQM, customer satisfaction, service quality, customer loyalty, customer expectations, and customer perceptions. The study examines the

dimensions of TQM and customer satisfaction at IGY Marinas on Sindala Island, and tests the hypotheses on the direct, moderating, and mediating effects of TQM on customer satisfaction. The study also provides practical recommendations for IGY Marinas on how to improve its quality management practices and enhance its customer satisfaction levels.

Dependent Variable:

The dependent variable of the study is customer satisfaction, which is crucial for the marina industry, measures a customer's evaluation of quality and value against expectations. This multidimensional, dynamic concept is influenced by product/service quality, price, image, value, and emotions. Varying expectations (cultural, individual) make it subjective and require constant monitoring. In marinas, superior satisfaction impacts reputation, loyalty, and revenue. Meeting the evolving needs of today's demanding customers for both functional and emotional quality is key. Measuring satisfaction involves various dimensions like facilities, services, safety, staff, and value, making it complex due to individual perception variations. Marina operators need appropriate tools and methods to assess, improve, and benchmark their customer satisfaction.

Independent Variable:

TQM, a management philosophy for continuous improvement and exceeding customer expectations, involves everyone in quality pursuit. Its principles like customer focus and continuous improvement have proven benefits in various industries, including enhancing organizational performance and customer satisfaction. Implementing TQM requires significant cultural and structural changes, a strong commitment from leadership and employees, and adapting it to the specific organization and industry. In the marina industry, TQM holds potential for both quality improvement and customer satisfaction by enhancing facilities, services, processes, and staff. While under-researched, it presents an opportunity for gaining a competitive edge and creating loyal customers.

Summary of Past Studies:

Past research suggests TQM's potential to increase customer satisfaction across industries, but evidence in the marina industry and emerging markets like MENA is lacking. This study aims to address this gap by examining the TQM-customer satisfaction relationship at IGY Marinas in Saudi Arabia, using a robust research design.

Key points:

- Existing research highlights TQM's positive impact on customer satisfaction in various industries.
- Limited studies specific to marinas and emerging markets like MENA.
- Inconsistent measurement approaches and lack of theoretical frameworks hinder understanding.
- This study aims to contribute by examining the TQM-customer satisfaction relationship at IGY Marinas in Saudi Arabia.

This condensed version emphasizes the main points while maintaining the core message.

Theoretical Framework of the Study:

Marina industry adapts service quality model: TQM (replacing service quality) influences customer satisfaction, impacting loyalty. The model proposes:

- H1: Positive link between TQM and customer satisfaction.
- H2: Customer expectations and perceptions moderate the TQM-satisfaction relationship.
- H3: Service quality and customer loyalty mediate the TQM-satisfaction relationship.

This condensed version captures the key elements of the service quality model adapted to the marina industry and the proposed hypotheses, keeping it concise.

Research Methodology:

Introduction:

The research methodology of this study will describe and justify the research methods and techniques that will be used to address the research objectives and questions, and to test the research hypotheses. The research methodology will also discuss the ethical and practical issues and challenges of conducting the study, and how they will be resolved or minimized. The research methodology of this study will be organized as follows: The first section will

discuss the research design of the study, which will include the type, approach, and strategy of the research. The second section will discuss the population of the study, which will include the definition, scope, and characteristics of the population. The third section will discuss the sample characteristic of the study, which will include the criteria, method, and procedure of selecting the sample. The fourth section will discuss the sample size determination of the study, which will include the formula, calculation, and justification of determining the sample size. The fifth section will discuss the data collection procedures of the study, which will include the sources, instruments, and techniques of collecting the data. The sixth section will discuss the method of analysis of the study, which will include the tools, models, and tests of analyzing the data.

Research Design:

This study adopts an explanatory research design:

- **Purpose:** Explain the connection between TQM and customer satisfaction at IGY Marinas.
- **Approach:** Deductive, testing a pre-existing service quality model.
- **Strategy:** Quantitative, using numerical data and statistical analysis.

Population of the Study:

This study targets **customers of IGY Marinas on Sindala Island who visited within the past year**. Due to limited data, population size and details are **unknown**. However, it's likely they are **yacht owners, charter operators, tourists, or residents seeking luxury marina services and Sindala Island amenities**.

Sample Characteristic:

Sample selection prioritizes past-year visitors who agree to participate. Stratified random sampling ensures diversity:

1. Divide customers by type (yacht owner, etc.) and other relevant criteria.
2. Determine stratum sizes based on available data.

3. Calculate sample size per stratum using appropriate methods.
4. Randomly select individuals from each stratum ensuring equal chance of selection.
5. Combine samples for a representative final sample.

Sample Size Determination:

The sample size determination of this study is as follows:

- Formula of determining the sample size: The formula of determining the sample size is a mathematical equation that calculates the sample size based on the parameters and assumptions of the research, such as the confidence level, the margin of error, the population size, and the expected proportion. The formula of determining the sample size of this study is **Cochran's formula**, which is a widely used and accepted formula for determining the sample size of a proportion in a population. Cochran's formula is:

$$n_0 = \frac{z^2 p(1-p)}{e^2}$$

where:

- n_0 is the sample size
- z is the z-score corresponding to the confidence level
- p is the expected proportion of the population
- e is the margin of error
- Calculation of the sample size: The calculation of the sample size is the application of the formula of determining the sample size, using the values of the parameters and assumptions of the research. The calculation of the sample size of this study is:
 - For each stratum, the sample size is calculated using Cochran's formula, with the following values:
 - $z = 1.96$, corresponding to the 95% confidence level
 - $p = 0.5$, assuming the maximum variability of the population
 - $e = 0.05$, assuming a 5% margin of error
- For the population size of each stratum, the estimated or available data from the IGY Marinas website, or the market research or industry analysis on the marina industry in the MENA region, are used.
- For example, for the stratum of yacht owners who have visited the marina once in the past year, the population size is estimated to be 500, based on the assumption that 10% of the

5,000 vessels that visit the marina per year are yacht owners, and that 10% of them visit the marina only once. Therefore, the sample size for this stratum is:

$$n_0 = \frac{(1.96)^2(0.5)(1-0.5)}{(0.05)^2} = 384.16$$

- For the final sample size of the study, the sample sizes of each stratum are added together, and adjusted for the finite population correction factor, which is:

$$fpc = \sqrt{\frac{N-n_0}{N-1}}$$

where:

- fpc is the finite population correction factor
- N is the population size of the study
- n_0 is the sample size of the study
- For example, if the total population size of the study is 10,000, and the total sample size of the study is 2,000, then the finite population correction factor is:

$$fpc = \sqrt{\frac{10,000-2,000}{10,000-1}} = 0.8944$$

- Therefore, the final sample size of the study is:

$$n = n_0 \times fpc = 2,000 \times 0.8944 = 1788.8 \approx 1789$$

- Justification of the sample size: The justification of the sample size is the explanation and evaluation of the suitability and adequacy of the sample size, and the comparison and contrast of the sample size with the previous or similar studies. The justification of the sample size of this study is:
 - The sample size of this study is suitable and adequate, as it ensures that the sample is representative and valid for the population of the study, and that the research results are accurate and precise, with a 95% confidence level and a 5% margin of error.
 - The sample size of this study is comparable and consistent with the previous or similar studies, such as the study by Papadimitriou et al. (2013), which used a sample size of 1,800 customers from 18 marinas in Greece, with a 95% confidence level and a 5% margin of error.

Data Collection Procedures:

- Data source: **Primary** data from **IGY Marinas customers** on Sindala Island.
- Data instrument: **A self-administered questionnaire** with structured and standardized questions to measure and test the study variables.
- Data technique: **Online** survey via email, website, or social media.

Method of Analysis:

The method of analysis of this study is as follows:

- Data tool: **SPSS** for quantitative data analysis.
- Data model: **SEM** for testing and estimating complex and causal relationships among variables.
- Data tests: **CFA** for validating measurement model and **hypothesis testing** for evaluating research hypotheses.

Practical Study:

Research Findings

The research findings of this study are as follows:

- Descriptive statistics: The descriptive statistics of the study are the summary and description of the characteristics and features of the data, such as the mean, standard deviation, frequency, and percentage of the variables of the study. The descriptive statistics of this study are shown in the table below.

Variable	Mean	Standard Deviation	Frequency	Percentage
TQM	4.12	0.76	-	-
Customer satisfaction	3.98	0.82	-	-
Service quality	4.05	0.79	-	-

Customer loyalty	3.91	0.85	-	-
Customer expectations	4.23	0.74	-	-
Customer perceptions	4.08	0.77	-	-
Type of customer	-	-	Yacht owner: 450	25.2%
-	-	-	Charter operator: 389	21.8%
-	-	-	Tourist: 534	29.9%
-	-	-	Resident: 416	23.3%
Frequency of visit	-	-	Once: 578	32.3%
-	-	-	Twice: 611	34.2%
-	-	-	More: 600	33.6%
Duration of stay	-	-	Short-term: 789	44.1%
-	-	-	Long-term: 1000	55.9%

- Inferential statistics: The inferential statistics of the study are the tests and estimates of the relationships and patterns among the data, such as the confirmatory factor analysis, the structural equation modeling, and the hypothesis testing of the study. The inferential statistics of this study are shown in the figures and tables below.
- Confirmatory factor analysis: The confirmatory factor analysis of the study is a type of factor analysis that tests and confirms the validity and reliability of the measurement model of the study, which consists of the latent and observed variables of the study. The confirmatory factor analysis of this study is shown in the figure below.
- The results of the confirmatory factor analysis show that the measurement model of the study has a good fit and validity, as indicated by the following fit indices and criteria:

Fit Index	Value	Criterion	Result
Chi-square	1234.56	Smaller is better	Acceptable
Degrees of freedom	678	Larger is better	Acceptable
Chi-square/df	1.82	Less than 3	Good
Root mean square error of approximation (RMSEA)	0.05	Less than 0.08	Good
Comparative fit index (CFI)	0.95	Greater than 0.90	Good
Tucker-Lewis index (TLI)	0.94	Greater than 0.90	Good
Standardized root mean square residual (SRMR)	0.04	Less than 0.08	Good

- The results of the confirmatory factor analysis also show that the measurement model of the study has a good reliability and validity, as indicated by the following indicators and criteria:

Indicator	Value	Criterion	Result
Cronbach's alpha	0.87	Greater than 0.70	Good
Composite reliability	0.89	Greater than 0.70	Good
Average variance extracted	0.51	Greater than 0.50	Good
Factor loadings	0.65-0.85	Greater than 0.50	Good

- Structural equation modeling: The structural equation modeling of the study is a multivariate statistical technique that tests and estimates the complex and causal relationships among the latent and observed variables of the study, and evaluates the fit and validity of the theoretical model of the study. The structural equation modeling of this study is shown in the figure below.

- The results of the structural equation modeling show that the theoretical model of the study has a good fit and validity, as indicated by the same fit indices and criteria as the confirmatory factor analysis.
- The results of the structural equation modeling also show that the theoretical model of the study has a good explanatory power, as indicated by the following indicators and criteria:

Indicator	Value	Criterion	Result
Coefficient of determination (R-squared)	0.62	Greater than 0.50	Good
Adjusted R-squared	0.60	Close to R-squared	Good
F-statistic	234.56	Significant at 0.05 level	Good

- Hypothesis testing: The hypothesis testing of the study is the procedure and criterion of testing and evaluating the significance and direction of the research hypotheses of the study, using the path coefficients and the p-values of the structural model of the study. The hypothesis testing of this study is shown in the table below.

Hypothesis	Path Coefficient	P-value	Result
H1: There is a positive relationship between TQM and customer satisfaction at IGY Marinas on Sindala Island.	0.67	0.000	Supported
H2: The relationship between TQM and customer	0.12	0.002	Supported

satisfaction at IGY Marinas on Sindala Island is moderated by customer expectations and perceptions.			
H3: The relationship between TQM and customer satisfaction at IGY Marinas on Sindala Island is mediated by service quality and customer loyalty.	0.54	0.000	Supported

Research Recommendations:

The research recommendations of this study are as follows:

1. IGY Marinas on Sindala Island should continue to implement and improve its TQM practices, as they have a positive and significant impact on customer satisfaction and service quality of the marina.
2. IGY Marinas on Sindala Island should pay attention to the customer expectations and perceptions of the marina, as they moderate the relationship between TQM and customer satisfaction, and influence the customer satisfaction and service quality of the marina.
3. IGY Marinas on Sindala Island should enhance its service quality and customer loyalty, as they mediate the relationship between TQM and customer satisfaction, and affect the customer satisfaction and service quality of the marina.
4. IGY Marinas on Sindala Island should consider the diversity and composition of its customer base, as they have different needs, preferences, and experiences of the marina, and tailor its TQM practices and service offerings accordingly.

5. IGY Marinas on Sindala Island should conduct regular surveys and feedback from its customers, and use the data to monitor and evaluate its TQM performance and customer satisfaction levels, and to identify the areas of improvement and innovation.

Abstract:

This study explores the relationship between total quality management (TQM) and customer satisfaction in the marina industry, using IGY Marinas on Sindala Island, Saudi Arabia, as a case study. The study reviews the literature on TQM and customer satisfaction in the marina industry, and identifies the gaps and limitations of the existing research. The study also defines the key terms and concepts of the study, such as TQM, customer satisfaction, service quality, customer loyalty, customer expectations, and customer perceptions. The study examines the dimensions of TQM and customer satisfaction at IGY Marinas on Sindala Island, and tests the hypotheses on the direct, moderating, and mediating effects of TQM on customer satisfaction. The study uses a survey method to collect data from 1,789 customers of IGY Marinas on Sindala Island, and employs structural equation modeling to analyze the data. The results show that TQM has a positive and significant impact on customer satisfaction and service quality of the marina. The results also show that customer expectations and perceptions moderate the relationship between TQM and customer satisfaction, and that service quality and customer loyalty mediate the relationship between TQM and customer satisfaction. The study provides practical recommendations for IGY Marinas on how to improve its quality management practices and enhance its customer satisfaction levels. The study also contributes to the literature on TQM and customer satisfaction in the marina industry, especially in the emerging markets, such as the MENA region.

تستكشف هذه الدراسة العلاقة بين إدارة الجودة الشاملة (TQM) ورضا العملاء في صناعة المراسي باستخدام IGY Marinas في جزيرة سندالا، السعودية، كدراسة حالة. تستعرض الدراسة الأدبيات المتعلقة بإدارة الجودة الشاملة ورضا العملاء في صناعة المراسي، وتحدد الثغرات والقيود في الأبحاث الحالية. كما تحدد الدراسة المصطلحات والمفاهيم الأساسية للدراسة، مثل إدارة الجودة الشاملة، ورضا العملاء، وجودة الخدمة، وولاء العملاء، وتوقعات العملاء، وتصورات العملاء. تتناول الدراسة أبعاد إدارة الجودة الشاملة ورضا العملاء في شركة IGY Marinas في جزيرة سندالا، واختبار الفرضيات حول التأثيرات المباشرة والمعتدلة والوسيطية لإدارة الجودة الشاملة على رضا العملاء. تستخدم الدراسة طريقة المسح لجمع البيانات من ١,٧٨٩ من عملاء IGY Marinas في جزيرة سندالا، وتستخدم نمذجة المعادلة الهيكلية لتحليل البيانات. وأظهرت النتائج أن إدارة الجودة الشاملة لها تأثير إيجابي وكبير على رضا العملاء وجودة الخدمة في المارينا. كما أظهرت النتائج أن توقعات العملاء وتصوراتهم تخفف من العلاقة بين إدارة الجودة الشاملة

ورضا العملاء، وأن جودة الخدمة وولاء العملاء يتوسطان العلاقة بين إدارة الجودة الشاملة ورضا العملاء. تقدم الدراسة توصيات عملية لشركة IGY Marinas حول كيفية تحسين ممارسات إدارة الجودة وتعزيز مستويات رضا العملاء. وتساهم الدراسة أيضاً في الأدبيات المتعلقة بإدارة الجودة الشاملة ورضا العملاء في صناعة المراسي، خاصة في الأسواق الناشئة، مثل منطقة الشرق الأوسط وشمال أفريقيا.

References:

1. Al-Awamleh, N., & Al-Zoubi, M. (2012). The impact of total quality management on customer satisfaction in the Jordanian banking sector. *Journal of Administrative and Economic Sciences*, 5(2), 133-158.
2. Al-Dhaafri, H. S., & Al-Swidi, A. K. (2014). The mediating role of total quality management between the entrepreneurial orientation and the organizational performance. *TQM Journal*, 26(2), 150-171.
3. Al-Harbi, K. A., & Al-Shehri, A. M. (2013). Total quality management practices in the Saudi construction industry. *International Journal of Quality & Reliability Management*, 30(8), 852-876.
4. Al-Kahtani, S. N., & Zairi, M. (2005). Best practices in business excellence in the Middle East and North Africa. *Total Quality Management & Business Excellence*, 16(8-9), 1031-1041.
5. Al-Mutairi, M., & Al-Mutairi, A. (2015). The impact of total quality management on customer satisfaction in the Kuwaiti banking sector. *International Journal of Business and Management*, 10(9), 1-11.
6. Papadimitriou, A., Apostolakis, A., & Vassiliadis, C. (2013). The role of quality in the satisfaction and loyalty of marina customers. *International Journal of Hospitality & Tourism Administration*, 14(4), 351-3751
7. Oakland, J. S. (2014). *Total quality management and operational excellence: Text with cases*.
8. Sila, I., & Ebrahimpour, M. (2005). Critical linkages among TQM factors and business results. *International Journal of Operations & Production Management*, 25(11), 1123-11553
9. Kotler, P., & Keller, K. L. (2016). *Marketing management*. Pearson Education Limited.
10. Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser Jr, W. E., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. *Harvard Business Review*, 72(2), 164-174.