

Service Innovation Adoption and Service Effectiveness as Consequences of Internal Marketing: A Comprehensive Model

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ABSTRACT

Given the increasing importance of internal marketing in service quality management, little evidence has been provided for the consequences of IM practice. This paper presents a comprehensive model of IM and examines the impacts of IM on new service adoption and service effectiveness in two studies. The results showed that employees acceptance of new service is enhanced by practice of IM through the mediation of service capability and identifying with the new service. Also, service-enabling IM factors and supporting-service from human resource department are found to relate to positive evaluations of external customers on service effectiveness. Implications of the findings and future research directions were further discussed.

KEYWORDS: Internal Marketing; Service-Enabling Internal Marketing, Service-Supporting Internal Marketing, Service Innovation, Service Effectiveness

INTRODUCTION

Facing the intensive competitiveness and rising customer expectations, services firms in almost all industries need not only to deliver superior service quality but also to create new approaches to service (Loverlock and Wirtz, 2004). The key to the successful delivery of quality service and a well-implemented new service lies on the attitude and competence of the front-line employees (Varey, 1995). While many other factors could determine the success of a new service (e.g., de Brentani, 1989; Edvardsson, Haglund, and Mattsson, 1995; Martin and Horne, 1995), internal marketing is expected to help the employees be aware of and accept new services being developed and offered to the market (Gronroos, 2000). In addition, service firms may enable their employees through internal marketing to deliver the service as promised (Bitner, 1995), while support from internal supplier may also facilitate the service delivery to keep the promises publicized to the market, .

Although rapid growing of discussion about IM is observed in the marketing literature (e.g., Berry, 1981; Cahill, 1996; Collins and Payne, 1991; George, 1990; Grönroos, 1985; Piercy and Morgan, 1991; Pitt and Foreman, 1999; Sasser and Arbeit,

1976), many of those studies focused on conceptual elaboration rather than empirical research of the topic. In specific, the results of IM practices have rarely been documented by empirical data. Also, the literature has not yet offered a unified concept of IM and could have impeded firms' application, although the practice of IM is not a new phenomenon (Rafiq and Ahmed, 2000). The lack of integration between different conceptualization of IM may have contributed to the limit development of current practice and research in IM. Accordingly, there are two objectives in the current article.

1. The first objective is to examine the role of IM on internal customers' acceptance of new service and external customers' satisfaction.
2. This second objective is to provide a more comprehensive view of IM.

To address these issues, two studies were undertaken. The rest of this article will start with a brief review of the background for the studies, followed by more detailed reports of the two studies. Finally, research findings and implications are presented at the discussion section.

BACKGROUND

Consequences of IM: New Service Acceptance and Service Quality : Despite of the existing discussion regarding the benefits organization may gain from implementing IM, little empirical evidence regarding the organizational effectiveness of IM program has been documented (Ahmed, Rafiq, and Saad, 2003). The capability to successfully launch a new service does not only create competitive advantages but also prevent the firms from losing investment on the development of new service. Gupta and Rogers (1991) suggested that IM is a mechanism to overcome the difficulties of getting new ideas and new ways adopted. Although IM initially emerged as a systematic way of handling problems when new goods or services were planned and launched, this link has not received empirical support.

The effects of service quality on perceived value and customer loyalty have been demonstrated in prior empirical studies (e.g., Bolton and Drew, 1991; Boulding, Kalra, Staelin, and Zeithaml, 1993; Zeithaml, Berry, and Parasuraman, 1996). Motivating and preparing employees to delivery quality service also becomes a common but critical practice in most service firms. If employees receive excellent service from their own managers, then they are more likely to provide superior services to their customers (Heskett, Sasser, and Hart, 1990; Hallowell, Schlesinger, and Zornitsky, 1996; Church, 1995). Implicit in this is the assumption that fulfilling employees needs would result in a consequences of higher level of customer satisfaction, which subsequently generates satisfied and loyal customers. This association seems intuitively plausible,

but evidence supporting this link is sparse.

Internal Customers as the Intermediary for the Impacts of IM : There has been abundant discussion in the literature pertaining to the role of employees at assuring customer satisfaction and service quality. Employees' perception of service often matches with customers' perception of a service quality (Naumann and Giel, 1995; Schneider and Bowen, 1985) and employees also are the key to shape customers' judgment of service expertise and attitude. While employee satisfaction is often considered as a prerequisite for achieving customer satisfaction, people capability also impact service quality (Roth and Jackson 1995).

According to the cycle of capability, capable and satisfied employees may create profits for the company through delivering satisfactory results to please customers (Heskett, Sasser, and Schlesinger, 1997). The willingness and capability to deliver quality service may follow from a variety of conditions. For example, service capability could be improved as the acquisition and utilization of skills and knowledge is encouraged and rewarded (Newman, Maylor, Chansarkar, 2001). Also, previous study also showed that other department support and technology effectiveness predict employees' capability and willingness to satisfy customers (Sergeant and Frenkel, 2000). The previous literature suggests that IM related activities might motivate and enhance the service capabilities of service employees. Additionally, employees are the critical intermediary to transform the IM practices into satisfactory organizational performance through their support to the firm's practice and their service-provision capability.

A Comprehensive Model of IM: Gronroos (2000) suggested that internal marketing should operate as a holistic management process to ensure a customer-oriented mindset among all levels of employees and to prepare, as well as motivate, all employees to deliver excellent customer service. In an attempt to integrate perspectives on internal marketing, Pitt and Foreman (1999) conceptualized IM activities by two principles, namely "who is the focus of internal marketing" and "who performs internal marketing". In specific, IM activities can be performed by the firm or by certain organizational function departments. Also, the activities can be directed toward the employees in totality or toward only some departments, functions, or groups in the organization (Pitt and Foreman, 1999).

Incorporating the IM activities from organization management to staff employees and between departments, it is proposed that a comprehensive view of IM should include the service-enabling and service-supporting factors. That is, in addition to the efforts *enabling specific employees* to provide superior service, IM is demonstrated in the services exchanged and support provided *between organizational units* within the

same firm. The two types of IM factors are important in creating greater competence and satisfaction of front-line employees. For example, when a new service is launched, employees are more likely to identify with the new service if they feel competent and motivated at their jobs. The following paragraphs present an overview of the two types of IM factors.

Service-enabling IM factors: By definition, service-enabling factors refers to the activities directly increasing employees' ability to provide superior service. Specifically, IM activities executed by organizational management to communicate, and invite opinions from their subordinates, to show their commitment to excellent service, to train the employees, to reward good services, and to lead by doing are all considered as enabling factors.

Communication: Communication is considered as a fundamental element of IM (e.g., Ahmed, Rafiq, and Saad, 2003; Varey, 1996) and pivotal role in new product development (Allen, 1985; Lievens and Moenaert, 2001). During the launch of a new service, employees frequently encounter uncertainty to a certain degree and communications may contribute to reduce the uncertainty (e.g., Fidler and Johnson, 1984; Lievens and Moenaert, 2001; Souder and Moenaert, 1992). Internal communication is expected to promote the information process for diffusing service innovation among the employees (Gupta and Roger. 1991). Although external communication is usually planned for external customers and rarely considered as a IM practice, it may directly or indirectly influence the internal customers. For example, the positive image projected by external communication (e.g., advertisement) may enhance the positive attitude of internal customers who are the recipients of the communication. Also, successful external communication may create positive image among the consumers and generate favorable attitude in consumers that in turn makes the service job more pleasant.

Participative Decision Making: Instead of viewing IM as a program, a marketing method used by the managers and organizational members, IM can be a management style (Davis, 2001). IM as a management style is a customer-centric management style to invite the participation of the organization members, and the primary goal is to increase acceptance of company programs. This perspective of IM represents an approach supplementary to the communication practice that usually flows from the top to the bottom of the organization, while participative management encourages upward communication from the employees. Therefore, the management style to invite participation from employees is analogue to the idea of participative decision making that increase subordinates' involvement in decision making. Due to the claim that many employees desire a greater role in decision-making, participation

is likely to increase job satisfaction (Cassar, 1999; Crandall and Parnell, 1994; Lawler, Mohrman, and Ledford, 1992; Sagie, 1994).

Management Commitment to Quality Service: Management commitment to quality service signifies a general climate perceived by employees about the firm's pursuit of excellent service and customer consciousness. Increasing evidence has showed that organizational profit, customer satisfaction, and loyalty result directly from organizational service orientation (e.g., Albrecht and Zemke, 1985; Heskett, Sasser, and Schlesinger, 1997; Johnson, 1996). Perceiving the commitment from the management should signal the employee the organizational value and orient the employees toward performing excellent services.

Service Leadership: Leadership is suggested as essential for creating and maintaining an effective and positive service climate (Heskett, Sasser, and Schlesinger, 1997). That management does not understand customer expectations could eventually lead to the results of not meeting customers needs (Berry, Parasuraman, and Zeithaml, 1994). Leadership behavior of management was found to affect the service quality and organizational performance at the unit level (Church, 1995). In addition, management may shape the service climate by "doing". That is, the management may actively engage in providing services to internal customers (Berry, et al., 1994; Heskett et al., 1997) and external customers. Therefore, the influences of management do not only derive from their dictations, but also effect from their attitude and behaviors.

Service Training: To enable and motivate employees for excellent services, the employees have to be equipped with relevant skills and knowledge. Research has suggested that human resource management like training has a positive influence on service quality and organizational performance (e.g., Benoy, 1996; Hallowell, et al., 1996; Heskett, et al., 1997; Johnson, 1996). Training on interpersonal skills of front-line employees, for example, may improve competence to satisfy customers while other professional skills and knowledge may prepare employees to meets customers' needs. Hence, service training is expected to positively associate with employees' service capability.

Rewards and Recognition: Performance measures and reward have been the critical practice to performance management, and it is logical to expect that employees will pay more attention to behaviors that are measured and rewarded. Therefore, service quality provided by an employee is usually associate with the organization's compensation programs and practice (Berry et al., 1994; Heskett et al., 1990; Roach, 1991). Recent research also has found a positive relationship between the level of customer satisfaction and employee rewards and recognition (Johnson, 1996). The current study predicted a positive association between reward/recognition and

employees' service capability.

In line with the discussion, the following relationship is hypothesized:

Hypothesis 1: Service-enabling IM factors will be positively related to employees' willingness to adopt new service.

Hypothesis 2: Service-enabling IM factors will be positively related to employees' service capability.

Hypothesis 3: Employees' willingness to adopt new service and service-provision capability will be positively related to satisfaction with the new service.

Service-Supporting IM Factors

Derived from the concept of internal service, this study suggests that the services exchanged and assistance provided between organizational units and the facilitating technology that allow for the provision of superior service will be termed as supporting IM factors. Many writers have addressed the importance of internal support activities and operations for external customer satisfaction (e.g., Adamson, 1988; Davis, 1991).

As suggested by Schneider and Bowen (1985), the front-line employees are both receivers and providers of some services. The front-line employees depend on supporting departments while providing services, and they may treat the customers the same as how they are treated by their service suppliers within the organization (Bowen and Schneider, 1988). Further exploration about the internal customer concept was also proposed in various theoretical frameworks. According to Gronroos (1990), a service production system should be considered as a network of systems established by interrelations and interdependence between a numbers of sub-processes. Service employees rely on the support from various function departments in order to provide services meeting customer needs, poor service in any of the sub-processes will result in unsatisfactory customer experiences.

Hypothesis 4: Service-enabling IM factors will be positively correlated with customer-rated service effectiveness.

Hypothesis 5: Service-supporting IM factors will be positively correlated with customer-rated service effectiveness.

STUDY 1

The first study is designed to examine the effects of service-enabling IM factors on employees' acceptance of new service. In study 1, data were collected from the employees of Taiwan Railway Administration. At the time of data collection, Taiwan

Railway Administration was launching a new service that offered customers the option to use credit card for purchasing tickets. Learning the new payment procedures and the operation of the necessary facilities was a challenge for most employees who had used to process cash payment at their work since they started their jobs at Taiwan Railway Administration. The situation encountered by the employees in the Taiwan Railway Administration is considered as an appropriate context for testing the impact of IM on acceptance of the new service.

A survey was distributed to 270 full-time employees working at 39 stations of the Taiwan Railway Administration. Two hundred and fifty-nine employees participated this study but five questionnaires were removed for too many missing values and resulted a total of 254 usable questionnaires for analysis. Majority of the participants are male (86%) which is very close to the distribution ratio of male employees in the organization. More than 50% of the respondents have worked in the Taiwan Railway Administration for longer than 10 years.

IM factors examined in Study 1 include internal communication, external communication, reward for performance related to new service, and participative decision-making. These IM factors are considered to be necessary to motivate and prepare employees for adoption of new service. Acceptance of the new service is conceptualized as employees' capability to deliver new service, their identifying with new service, and satisfaction with new service. In specific, service capability and identifying with the new service are suggested to mediate the IM-Satisfaction association (see figure 1). Construct measures were developed based on review of current literature and in-depth interview of the top management from the Taiwan Railway Administration. In specific, three items were developed to measure external communication, internal communication, reward, and participative decision-making, service capability, and identifying with new service, respectively. Employees' satisfaction with the new service was indicated by their personal satisfaction with the implementation of the project and their perceived customer satisfaction with the new service. All the measures were assessed with 6-point Likert scale.

Results

A confirmatory factor analysis was performed for the four IM factors and the two mediating factors (i.e., service capability and identity with the new service). The analysis revealed a good fit between the measurement model and the data ($\chi^2=232.172$, d.f.=120, $p<.001$; GFI=0.913; TLI=0.961; and RMSEA=0.06). The Cronbach alpha values for the scales are all above .75, suggesting appropriate reliability for the measures.

The objective of Study 1 is to examine the effects of IM on internal customers'

acceptance of a new service, and a structure model is derived from the hypotheses. The theoretical structure model was examined first before each hypothesis is tested. The structure fit for the theoretical model is good ($\chi^2=333.419$, d.f.=156, $p<.001$; GFI=0.891; TLI=0.946; CFI=0.956; and RMSEA=0.066). Table 1 presents the standardized path coefficients and associated t-value for all relationships in the theoretical model.

Hypothesis Testing: Given the data suggests a good fit between the data and the theoretical model, the proposed hypotheses are examined individually. Hypothesis 1 predicts that service-enabling IM factors has positive impacts on employees' identifying with the new service. The results (see Table 1) showed that all four IM factors are positively correlated with employees identifying with the new service. Hypothesis 2 suggests that as the level of service-enabling IM factors increases, employees' capability to delivery the new service will also increase. This hypothesis is also supported by the analysis results. Hypothesis 3 suggests that employees' satisfaction with the implementation of the new service will increase as a function of their service capability and their identifying with the new service, and the results also confirm this hypothesis (see Table 1).

In general, the results of Study 1 support the hypotheses regarding the effects of service-enabling IM factors on employees' acceptance of new service in the context of a nation-own enterprise. The acceptance of new service by the employees who deliver the service at the front-line is important to assure a success of new service.

STUDY 2

The study 2 investigated a comprehensive model of IM and its impacts on customer-rated service effectiveness in the context of financial service. The sample included employees and customers in all 33 branches of a retail bank located in different cities of Taiwan. One hundred and fifty-seven employees reported on their perception of the bank management's IM practices and the quality of support they received from three internal departments (operations, information technology, and human resource management). Ratings of branch service quality were collected from 709 bank customers.

There are various assessments of service-enabling and supporting factors included in the questionnaires for employees. The items were adopted from different sources (i.e., Brooks, Lings, and Botschen, 1999; Lewis and Gabrielson, 1998; Lytle, Hom, and Mokwa, 1998; McCarthy and Keefe, 2000; Narver and Slater, 1990) and were modified for the current study. Customers' perceptions of service quality were assessed with the scale developed by Cronin and Taylor (1992) based on SERVQUAL

(Parasuraman et al., 1988), and the original items were modified to fit the industry nature of retail banking. Customers from the 33 branches also reported their perceptions of the bank branch's performance on service failure prevention and service recovery effectiveness that were measured with items revised from the work of McCarthy and Keefe (2000). Customer loyalty items are based on the work of Zeithaml, Berry, and Parasuraman (1996).

Results

A set of exploratory factor analyses was performed for items assessing employees' perception of IM practice of the organization, and perception of internal support received from the three function departments. The first factor analysis was performed for items of service-enabling IM practice, and four factors were extracted from the analysis including "management's commitment to quality service", "service training", "service leadership" and "reward and recognition" (See Table 2)

The second factor analysis was performed with items assessing each function department's service-supporting activities directed toward to bank tellers. One factor was extracted for items measuring the internal support of each function department. That is, three factors were extracted for operations department, HR department, and for IT department, respectively. The results that most items assessing support provided by the three function departments fell into one same factor suggested that there is a holistic perception for each of the two department's support. We conducted further analyses to compute the scale reliabilities, with the reliability coefficients of the scales used in this study ranging from .85 to .98.

Hypotheses Testing: Due to the consideration that customers' perception of the branch will be affected by a holistic evaluation of the branch rather than by an individual employee, hypotheses regarding the effects of IM on customers satisfaction and loyalty were tested with aggregated branch data using correlation analyses. As suggested by Rousseau (1985) that data aggregation is appropriate when within-group variance is less than between group variance, we calculated ANOVA, comparing the variance within the branches to the variance between the branches. For each of the aggregated variables (i.e., service-enabling and service-support factors), there was a significantly greater variance between branches than within branches (all F-values significant at $p < .05$).

Hypothesis 4 and 5 predict that a greater level of service-enabling and service-supporting IM factors will associate with a higher level of customer rated service effectiveness such as service quality, service failure prevention and recovery effectiveness, and customer loyalty. Table 3 and 4 present the results and generally support the prediction that customer-rated effectiveness increases as the level of

service-enabling practice raises. As for the service-supporting IM practice from the three departments, perceived support from human resource management department positively relates to service effectiveness at significant levels, while no significant relationship was found for the service-supporting IM practices from operation management and MIS departments.

DISCUSSION AND CONCLUSIONS

The present study aims to present a broader framework for understanding IM activities by integrating related literature. Specifically, this study conceptualized IM activities into service-enabling and service-supporting IM factors, and examined the effects of the two types of IM activities on service effectiveness. The findings indicated more effective customer services were positively linked with service-enabling IM factors and supporting service from HR department. Also, the studies provide evidence supporting the effects of IM on new service adoption and service effectiveness in different business contexts.

The current study contributes to the literature by integrating both types of IM activities in the same study and examined the distinct effects of support from different function departments. Furthermore, this study verifies the relationship between service enabling IM factors and customer service performance. The support for a positive link between the practice of internal marketing and external service performance has important research and managerial implications. First, while most studies on the relationship between service provider and customer service focused on employee satisfaction, the findings of this study suggested that management should also place emphases on increasing employees' service provision competence. Second, internal service from supporting departments, particularly HR department, is valuable at enhancing service provision competence. The favorable consequences associates with IM practice also add important support to the current literature to back up the importance of IM under different situations and different business contexts.

There are limitations for the current study. First, the findings may not be generalized to other service industry. Second, the results based on correlation analyses at the aggregated level data can only provide preliminary analyses on the date. Future research should attempt to extend to other service industries, and design methodologies to improve upon our issue of dealing with branch level data when examining customer reactions. Additionally, future research should examine potential moderating influences where certain enabling or supporting factors will be more and less likely to influence customer service provision competence.

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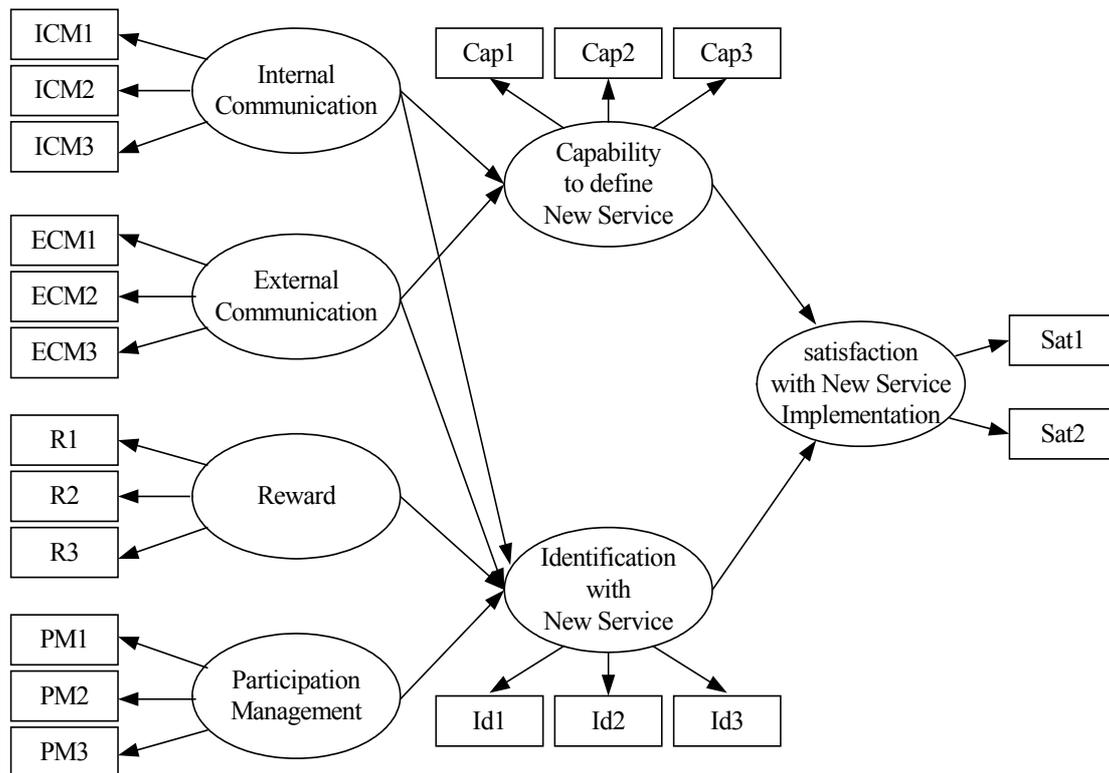


Figure 1: Theoretical Model for Study 1

Table 1: Results of Structural Equations Analyses for Study 1

Structural Model Statistics		Full Mediation Model
χ^2		333.419
d.f.		156
CFI		0.956
TLI		0.946
RMSEA		0.066
Path	Path Estimate	t-value
Internal Communication → capability	0.205	1.997*
External Communication → capability	0.329	3.278***
Internal Communication → identity	0.753	5.317***
External Communication → identity	0.268	3.203***
reward → identity	0.267	2.659***
participation → identity	0.294	3.041***
capability → sat	0.289	4.700***
identity → sat	0.606	10.210***
Measurement Paths		
participation → NEWPAR1	0.719	14.231***
participation → NEWPAR2	0.908	21.347***
participation → NEWPAR3	0.922	Fixed
Internal Communication → ICM1	0.884	13.400 ***
Internal Communication → ICM2	0.724	Fixed
Internal Communication → ICM3	0.768	11.796***
Reward → R1	0.832	19.673***
Reward → R2	0.912	24.381***
Reward → R3	0.940	Fixed
External Communication → ECM1	0.821	18.360***
External Communication → ECM2	0.934	23.878***
External Communication → ECM3	0.912	Fixed
Capability → NEWID2_1	0.785	Fixed
Capability → NEWID4_1	0.845	12.775***
Capability → NEWID6_1	0.740	11.618***
Identifying → NEWID1_2	0.939	Fixed
Identifying → NEWID8_1	0.831	28.672***
Identifying → NEWID9_1	0.951	20.152***
Satisfaction → NEWSAT1	0.879	Fixed
Satisfaction → NEWSAT2	0.751	11.217 ***

* $p < .05$; ** $p < .01$; *** $p < .001$

Note: $n=254$; standardized path estimates are shown.

Table 2: Exploratory Factor Analyses for Service-Enabling Variables

Measure	Factor 1	Factor 2	Factor 3	Factor 4
<ul style="list-style-type: none"> ● My company closely monitors and assesses employee commitment to serving customer’s needs. ● Our competitive edge is based on understanding customers’ needs. ● Our business strategies are driven by the goal of increasing customer values. ● We provide every customer with an explicit service guarantee. ● My company pays close attention to after-sales services. ● My company’s business objectives are driven by customer satisfaction. 	0.760 0.643 0.652 0.675 0.638 0.615			
<ul style="list-style-type: none"> ● Every employee receives personal skills training that enhance his/her ability to delivery high service ● We spend much time and effort in simulated training activities that help us provide higher levels of service when actually encountering the customer ● During training sessions we work through exercise to identify and improvement attitudes toward customer. ● I have received enough training to perform my duties as expected. 		0.827 0.747 0.737 0.582		
<ul style="list-style-type: none"> ● Management provide resources ,not just “lip service” to enhance employee ability to provide excellent service. ● Management gives personal input and leadership into creating quality service. ● Management regularly spends time ”in the field” or “on the floor” with customers and front-line employees. ● I often receive feedback from my superiors 			0.697 0.689 0.613 0.669	
<ul style="list-style-type: none"> ● The organization noticeably celebrates excellent service. ● Outstanding service to customer is recognized or reward. ● Management provides excellent incentives and rewards at all levels for service quality , not just productivity. ● The bank rewards me when I deliver good service. 				0.642 0.572 0.558 0.721

Table 3 Inter-Correlation Coefficients Between Service-Enabling Factors and External Service Performance

	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13
F1 Management Commitments to Service	1												
F2 Service Training	.802***	1											
F3 Service Leadership	.640***	.635***	1										
F4 Reward & Recog.	.811***	.712***	.712***	1									
F5 Tangible	.203	.234	.107	.234	1								
F6 Reliability	.322*	.379*	.216	.339*	.814***	1							
F7 Responsiveness	.372*	.424**	.313*	.394*	.736***	.873***	1						
F8 Assurance	.385*	.437**	.149	.349*	.704***	.862***	.878***	1					
F9 Empathy	.400*	.431**	.206	.413**	.722***	.841***	.894***	.901***	1				
F10 Service Recovery Effectiveness	.322*	.322*	.238	.298*	.705***	.796***	.776***	.802***	.855***	1			
F11 Service Failure Prevention	.399*	.440**	.265	.467**	.717***	.819***	.850***	.826***	.929***	.865***	1		
F12 Loyalty	.358*	.327*	.158	.408**	.688***	.791***	.751***	.804***	.856***	.814***	.862***		
F13 Service Capability	.631***	.727***	.470***	.561***	.139	.228	.315*	.296*	.348*	.210	.382*	.245 ^a	1

p<.01
**
p<.01
*
5^a
p<.10

Table 4 Inter-Correlation Coefficients Between Internal Support Factors and External Service Performance

	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11
F1 Operation Dept Support	1										
F2 IT Dept Support	.774***	1									
F3 HRM Dept Support	.566***	.648***	1								
F4 Tangible	-.030	.191	.367*	1							
F5 Reliability	.116	.264	.381*	.814***	1						
F6 Responsiveness	.146	.307*	.460**	.736***	.873***	1					
F7 Assurance	.096	.240 ^a	.397*	.704***	.862***	.878***	1				
F8 Empathy	.140	.238	.506**	.722***	.841***	.894***	.901***	1			
F9 Service Recovery Effectiveness	.047	.088	.279 ^a	.705***	.796***	.776***	.802***	.855***	1		
F10 Service Failure Prevention	.181	.232 ^a	.490**	.717***	.819***	.850***	.862***	.929***	.865***	1	
F11 Loyalty	-.054	.030	.352*	.688***	.791***	.751***	.804***	.856***	.814***	.862***	1

*** p<.001 ** p<.01 *<.05 ^a p<.10