

Mediation Effect of Satisfaction and Brand Switching: Relationship between Brand Quality and Brand Performance

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Abstract

This research paper concentrates on the impact of brand quality on the brand performance with the double mediating factor of brand satisfaction and brand switching in the telecommunication sector of Pakistan. Pakistan telecommunication industry is saturated and there is immense and tough competition between all brands. Survey is conducted from the customer of telecommunication industry. Data were collected by using questionnaire method, at 7-point likert scale from 136 respondents. Reliability test shows that data were significant at 0.7 levels. Regression and correlation has been tested and regression analysis proved that all hypotheses are accepted. Results shows that if brand is not providing quality to it customer then customer will not be satisfied and can easily switch to other brands available in the market which have tragic effect on the brand performance.

Key words: Brand quality, satisfaction, brand switching, brand performance.

Paper type: Research paper

Introduction

This research study is fined grained and applied exploratory research method. It covers the limitation of the study conducted by (Chauhdhari & Holbrook, 2001). Research study of (Chauhdhari & Holbrook, 2001) focused on the impact of brand trust and brand effect on the brand performance. However, in this research study author has overcome the limitation by deliberating over effect of brand quality on the brand performance. In addition to this, brand switching is viewed as mediator that bridges a relationship between quality and brand performance.

Change is the intangible process, which has tangible outcome, means that change cannot be touched or sensed but is perceived and the outcomes of change are tangible that can be sensed. Therefore, with the passage of time our world has transformed from many situations, circumstances, conditions orders. Initially platform for the exchange of goods and services through some amount of wealth as a consideration was mostly known as business then it turned to the organization after that it curved into the company now in the era of globalization these platforms are known as brand. According to American Market Association brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers.". Brand act like an individual entity, it has its own personality, and people who find that they have similar characteristics like brand, tend to associate themselves with that brand. Performance of any brand can examine by deliberating on the product life cycle. It represents that if the product life cycle is wide and elongated then one can assume so as to its brand, performance is positive and customer are satisfied with the brand. Extension of product life cycle can be of many reasons but one of the most imperative reasons is the quality, which is provided by the brand. Brand performance

lies on many things but one of the most important key to success for brand performance is quality. Quality has a subjective definition. For an organization, quality pays extensively. For one-person quality can be the packaging, may be for another person quality can be the location, for some others it can be the processes or technology involved in the processing of the product, coverage, call quality, customer service, complaints resolution can be quality for an individual about services.

Brand performance affected negatively when it fails to provide its customer with quality. Low brand quality leads its brand towards darkness, it is near to impracticable for a brand to satisfy its customers but by providing quality customer can be retained. Because of the low brand quality, customer gets dissatisfy and due to dissatisfaction customer decide to switch to another brand, which is in the better position to satisfy him. Therefore, Brand switching is the situation when the customer is shifting towards the existing brand's competitors. When customers receive low quality from the brand then company profitability decreases and vice versa and customer are not getting what they want then sales of the brand affected that is considered as company profitability and this company profitability up to some extent translate the brand performance.

Pakistan is one of the mounting nations in the world. From the last decade, there is encouragement of privatization along with foreign investment. Foreign investors have preferred the sensitive industry that has the power to diffuse into the bloods of the customer. Here it means that investors focused on the telecom sector because telecom has the power to blend into the root of the customer because this investment furnishes fertile trees in sense of profits to the investors. Pakistan telecom industry has six sectors that include Mobile sector, fixed line sector,

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Wireless local loop sector, Payphone services, Internet services; Voice over IP. Pakistan telecom sector is on its boom as two million mobile subscribers are added in 2004. Pakistan is the fourth number in the cellular subscriber growth industry in the world.. Pakistan has the highest penetration rate in South Asian region. As there are number of brands available in this industry like Mobilink, Ufone, Warid, Telenor so in this situation competition is on its peak level and for every individual brand it is quiet challenging to attract the customers, retain them and make them loyal so that the overall brand performance can be augmented. Moreover, in the Pakistani scenario if any one stay one-steps back from its competitors then it would lose its position.

Performance value significant for a company, if company is not generating desirable profits, then it is difficult for it to sustain in the market. Therefore, brand performance depends on many factors but brand quality has a direct effect on it. When brand performance is decreasing then it is time to review on the quality of the brand, because low quality leads to the irresistible situation. Thus, in this research study, we will determine the effect of brand quality on the brand performance and the mediation effect of the brand switching and satisfaction plays a role of mediator between brand quality and brand switching.

Basic objective of conducting this study is to find the impact of brand quality on the brand performance with the mediating factor of brand switching in the telecom sector. Quality is very essential for the success. Therefore, in this situation where industry is saturated what will be the impact of brand quality on the brand performance? Does low quality in a real terms leads toward the dissatisfaction, which will catalyze the customer to make a harsh decision for switching towards competitor's brand because of the quality.

According to the stakeholder theory, organization delivers value to its all stakeholders through having mutual benefits that are under the concern of every stakeholder. Firm consider every stakeholder equal and perform its function in a way that will ultimately valuable for every stakeholder. In this research paper we will examine the relationship between the brand quality and brand performance and there is a mediation effect of brand switching, and satisfaction plays role of mediator between brand quality and brand switching. First researcher has drawn literature over four variables, these are quality, satisfaction, brand switching and brand performance. Secondly, research study has developed the hypothesis according to the construct. Then conceptual model is developed and is furnish with the analysis based on the data collected through customers. At the end, there are limitations, future research, suggestions which ends with discussion.

Literature Review Quality

Quality is a major ingredient of the successful recipe in a shape of thriving brand that may deals in product category or may deals in service industry. Marketers vigorously concentrate on maintaining quality because they know the importance for the success of the brand. Marketers are the individual that circulate message to every department to

maintain quality because it pays back to company. Perceived quality is a customer verdict for the product and services. Quality is separated into two meaning one is perceived quality and other is objective quality (Zeithaml 1988). Some researcher has taken perceived quality as mediator (Dodds, et al., 1991). With the support of literature this study defines quality as intangible asset, which helps brand to create competitive advantage, increase market share, build unique brand image, retain customer and make them loyal so this altogether create brand performance ideal for everyone.

Satisfaction

Giese and Cote in (2000) define satisfaction as a summary of a response that is bounded by a limited time for the consumption of the product. McQuitty (2000) identifies satisfaction as predictor that enforce customer to transact with the brand. Researcher consider satisfaction as core so that they have developed satisfaction by building different models which are like expectancy-disconfirmation paradigm (Oliver, 1980), the perceived performance model (Churchill and Suprenant, 1982), as well as attribution models (Folkes, 1984), affective models (Westbrook, 1987) and equity models (Oliver and DeSarbo, 1988). Satisfaction is a predictor of the customer loyalty (Yang and Pretson, 2004). Customer satisfaction is situations when customer has all fulfilled needs (Oliver 1996). On the other hand, customer satisfaction only builds when customers have an experience from the purchase of the product and services (Parasuraman et al 1988). So from the stated literature satisfaction can be defined in this study as an emotion, state when customer decide to stay with the brand and even willing to pay more money as consideration which he receives in a form of satisfaction by using the product and services. Moreover, in this state customer promote good image in front of others.

Dissatisfaction is defined as a term when customer is going through the negative emotions such as anger, hatred and disgust (Storm & Storm 1987). From the above developed satisfaction definition, dissatisfaction can be defined as the stage when customer is going through the state of anger, disgust and hatred and in situation to make a decision to switch to competitor's brand. In this state customer, promote negative word of mouth.

Brand Switching

Fudenberg and Tirole (2000) discuss that company's tries to snatch their competitor customers by offering them inducements and different kinds of bonuses. They consider that there are two periods short term period and long-term period and they suggest that if firm offer long-term discounts to the customers who buy from the firm's competitor it get more advantage and there is the high probability of the extra profit

Givon (1984) analyzes that there are two types of customer one who differ their consumption behavior timely and other neglect changes means that they stick to one brand. In his research paper he suggests that measuring intensity of the variety seeking by customer in a particular product market helps the firm to understand brand switching in that market. According to (Joe et al1987) relationship between deals offered by a company and brand switching. He has used

self-perception theory and economical utility to explain the relationship between deals offered to the customer and their subsequent result is brand switching. In this study it has been observed that different types of deals offered by brand has different impact like media distributed coupons have considerable effect on the brand switching, whereas cent-off deals have rather little effect in the brand switching and package coupons have negative effect means that it does not encourage brand switching.

In line with (Grover & Schnivasam 1987; Jain et al 1990) suggest that by focusing on the brand switching brand have an opportunity to resolve many problems. Because brand switching leads to the decrease in the market share, low brand quality, negative word of mouth, and unsatisfactory brand performance and there are number of issues that are associated with brand switching so researchers center their attention on the brand switching.

Brand performance

When organization creates differentiation and unique point then brand performance become higher than later (Romaniuk and Gaillard, 2007). By the time brand performs robustly they become on the path of success and these successful brands earn more and have positive brand performance (OCass and Ngo, 2007).

Customer tries to associate with those brands, which have high and positive brand performance because these brands are well known and hav association with such brands show status of the customer (Romaniuk and Gaillard 2007). To have better brand performance, facilitate in building competitive edge against competitors through different means (OCass and Ngo, 2007). Raj (1985) states in his research study that when any brand has a greater number of loyal customers this vast the market share of the brand and increase the brand performance

Different researchers have various viewpoints about brand performance. Different measures are used to analyze brand performance. Wong and Merrilees (2007) explains the brand performance with different concepts i.e. brand loyalty, brand reputation, and brand awareness. Raj in (1985) considers brand loyalty as a sign of winning brand management and its performance. Brand performance is based on the customer retention (Fornell & Wernerfelt, 1987; Peters, 1988; Reichheld and Sasser, 1990). Superior brand performance means that brand have high market share and this can be attained only because of loyal customers. (Upshaw, 1995)

From literature, this research defines brand performance in terms of reputation, loyalty and stability of brand in the market. Brand performance is the firms brand standing in the market and its rating on several bases like service quality, rates and packages provided by the firm etc in eyes of its customers.

Relationship between quality, satisfaction, brand switching and brand Performance

According to the literature many researcher have the view that perceived quality of the brand has a positive correlation (Carman, 1990; Boulding et al., 1993; Parasuraman et al., 1996), whereas some researchers have different point of view that this relationship is categorize by satisfaction (Cronin and Taylor, 1992; Sweeney et al., 1999).

It means that if the customers have a good, positive perceived quality for the brand then they will be motivated to buy the brand.

According to (Phillips et al., 1983; Buzzell & Gale, 1987) service quality has some factors which are customer expectation and perceived performance of the service. Service quality is measure with the help of tangible, reliability, responsiveness, assurance and empathy (Parasuraman et al., 1985). From many researchers point of view quality is the gap between expected and the perceived quality (Tse and Wilton 1988; Bolton and Drew, 1991; Cronin and Taylor, 1992).

There is a conflict on the findings for the impact of perceived quality on the customer buying decision for this (Carman, 1990; Boulding et al., 1993; Parasuraman et al., 1996) some researcher argued that there is positive impact but on the other hand some (Cronin and Taylor, 1992; Sweeney et al., 1999) found that there is a indirect effect of perceived quality on the customer buying decision through the interference of satisfaction as a mediator.

Milgrom and Roberts (1986) build a model, which shows that high quality manufacturers have opportunity to receive more sales for this their long run marginal revenue of advertising return is higher. Oliver (1996) explains that service loyalty is always dependable on the service quality. This incorporates that when brand is providing quality then customer are optimistic to act as a loyal customer. According to the (Cronin and Tylor, 1992) found in his study that there is not enough significant impact of service quality and service loyalty where on the other hand (Boulding, et al1993) in their study found the positive and significant impact of service quality on the service loyalty which shows repurchase of the brand and these customer like to recommend others.

For increasing customer satisfaction, many researchers have worked on the series that help to increase the probability of the customer retention, this series contain customer satisfaction, (Anderson and Sullivan, 1993; Rust and Zahorik, 1993; Anderson et al., 1994; Jones and Sasser, 1995) complaint management (Hirschman, 1970; Fornell and Wernerfelt, 1987) and loyalty (Reichheld, 1996; Dowling and Uncles, 1997). It means that when brand focus on the customer retention, customer satisfaction and brand loyalty this helps brand to reduce the dissatisfaction which may become a cause of the brand switching and this brand switching effect the brand performance. Researchers suggest that when brand focused on the customer satisfaction, customer retention and loyalty this indicates that they are providing quality to their customers. When brand consider perceived quality and satisfaction then in this case perceived quality is act as a factor of satisfaction and it precedes it (Llusar, 2001). That means if there is a satisfaction by a customer then he will effect on the purchase intention and this behavior leads towards the positive brand performance. Because when customer will transact with the brand then indirectly brand performance will be positive and grow (Reichheld and Teal, 1996; Zeithaml et al., 1996; McQuitty et al., 2000). Zeithaml et al. (1990) reports that when service quality is provided to the customer then customer become satisfied and he is in the situation to recommend others for the particular brand and these customers are delightfully show willingness to

pay higher prices for the quality services provided by the brand. As it has been proved by the support of the literature that satisfaction lead to the higher brand performance now here is another dimension that dissatisfaction leads the customer toward the brand switching. LaBarbera and Mazursky (1983) suggest in their research that dissatisfaction encourages brand switching and they found very little significant relationship between satisfaction and purchase decision.

Richins (1983) describes that brand switching is catalyzed when dissatisfied customer encourage negative word of mouth. This situation is drastic because customer who are the asset and are the source of the profitability and high performance become the source of loss and failure for the brand. Roos (1999) describe another reason of switching is the service failure that motivates the customer to switch and this service failure is the result of low quality.

Rust et al., (1995) and Zeithaml et al., (1996) they build process through which customer from the expectation of service perceive quality and then on the basis of that perception he decide to whether to switch to other brand or remain with the existing brand. Storm and Storm in (1987) has been proved that there is correlation between anger and dissatisfaction which interpret that when customer is angry with the brand he has going through some problem because of having services from that particular brand then for this reason customer get dissatisfied and which is not good for the brand performance. Because these dissatisfy customers will decide to switch to the competitor's brand.

Stakeholder theory

Stakeholder theory has the view that firm should consider stakeholder's interest while making decisions for the firm. Firm should mull over mutual benefits of all stakeholders, because stakeholders play very important role for creating successful organization. Freeman's (1984) defines stakeholder as a group of people or any individual who have enough power to effect the organization and they can also be effected by the organization. There are four main categories of stakeholder (1) organizational (e.g., employees, customers, shareholders, suppliers), (2) community (e.g. local residents, special interest groups), (3) regulatory (e.g., municipalities, regulatory systems), and (4) media stakeholders (Henriques and Sadorsky 1999). There are two types of stakeholders one is internal and other is external stakeholders. Mostly organizations centre their attention on the benefits of internal stakeholders and ignore its external stakeholders. But when an organization takes both internal and external stakeholder parallel that consider both of them equally and don't ignore any one and do not trade off between them then that organization is on the pace of success. Stakeholder theory according to its real meaning support this research study in a way that Customers are the stakeholder of any organization and their interest and benefits should be taken as important while making any decision. When any organization situate it, attention for providing customer satisfaction then it will be benefited to both internal and external stakeholder. However, this satisfaction can only be developed through quality. Because when customer is getting quality from the organization then this will increase customer loyalty and in this case brand performance increases. On the other hand,

when organization seeks to increase its profits through other means by ignoring customer satisfaction then low quality guides dissatisfaction and which compel customer to switch which results in the low brand performance.

Methodology

Researcher make an effort in research study to find the impact of the brand quality on the brand performance with the presence of the mediation effect of brand switching that is encouraged because of the decreased satisfaction which also perform as a mediator between brand quality and brand switching. For the better understanding of this relationship theoretical model has been developed.

The purpose of this study is to find the collision of the brand quality on the brand performance, with the double mediation effect of satisfaction and brand switching respectively. To what extent there is an impact of quality on brand performance in the telecom sector of the Pakistan. Brand performance can be in an ideal position when a brand is facilitating its customer with the quality. In a service sector organizations quality is has vast meaning in the customer's perception, in the telecom quality for one user can be call quality, for other value he pay for the packages, for the next it can be the way customer service officials treat them, subsequently one user perceive quality as network, for the next user quality can be resolution of problem on time, some users develop brand image or brand personality as quality in their mind sets.

Convenience sampling method is used for the purpose of survey. There are number of ways that one can collect required data for the research purpose like interview, mail, questionnaire and observation. However, in this research study researcher has used questionnaire as a tool to collect the data.

In the questionnaire, there is 7-point likert scale. In addition, all the questions are clearly define the variable with the accretion of the demographic content. In the questionnaire 7 considered as strongly agree, 6 as agree, 5 somewhat agree, 4 natural/indifferent, 3 somewhat disagree, 2 disagree, 1 for strongly disagree. Data were collected from the user of telecom industry in Pakistan and these brands are Warid, Telenor, Mobilink, and Ufone. These brands are functioning at international level also.

These questionnaires were filled from the area of Lahore city. Total 175 questionnaires were sent to the users and they were asked to fill it. In return 136 questionnaires were considered as useful because they were completely filled. Response rate of filled questionnaire is 75%, which is quiet good and it represents the sample of the population. After the process of data collection, responses are manipulated by the help of the software i.e. SPSS 16.00 for further data analyses. For getting results descriptive statistics, correlation and regression tests were applied.

Brand quality is measured initially through perceived quality, image consistency by (Netemeyer et al 2004; David Aaker, 1996; Yoo et al 2000). Brand loyalty scale has been used for the reverse analysis of the brand switching. In addition, brand loyalty is measure by (Bloemer et al 1988; Hoare & Butcher, 2007). In this study, perceived brand quality is taken as independent variable. Brand performance is taken as dependent variable. In the literature review it has supported that brand quality has a

direct effect on the brand performance. Some researcher explains that quality precedes satisfaction. So in this regard, satisfaction is acquired as mediator between brand quality and brand switching. Because when an organization is not providing quality product then satisfaction will decrease and which insist customer to switch brand, this will affect the brand performance.

(Insert Figure 1 about here)

In this model, there are two mediation effects. When brand fail to provide its customer with quality services then there is decreased in satisfaction, which enforce brand switching, and in this way quality have very negative effect on the brand performance.

Hypothesis

Following are the main alternative hypothesis:

H₁: Brand quality has direct and significant impact on brand performance

H₂: Impact of brand satisfaction on brand performance.

H₃: Impact of brand satisfaction on brand switching

H₄: Impact of brand switching on brand performance

H₅: Mediation effect of brand satisfaction between brand quality and brand switching

H₆: Mediation effect of brand switching between brand satisfaction and brand performance

Results and Discussion

After collecting data and processing it through SPSS 16.00, reliability test, descriptive statistics, correlation, and regression was practice. Demographic elements were also considered in the questionnaire that includes company name, gender, age, educational level, experience.

(Insert Table 1 about here)

Descriptive statistics

In relation to the low brand quality of the brand, following means were obtained: brand satisfaction mean is 5.60 with (SD = 0.58), brand quality mean is 5.59with (SD = 0.74), brand-switching mean is 5.51 with (SD = 0.89), brand performances mean is 5.46.with (SD = 0.96).the means ranges from 5.46 to 5.60.

Demographic factors were also examined for the mean and standard deviation, company name has mean 2.58 with (SD = 1.07), gender has mean is 1.62 with (SD = 0.48), whereas age has mean is 1.11 with (SD = 0.43), educational level has mean is 3.37 with (s.d.0.60), experience has mean is 1.26 with (SD = 0.59). Total mean ranges from 1.11 to 3.37. These factors did not show enough impact on the variables so they were not taken controlled in the study.

Reliability test shows the results that quality has coefficient alpha value is 0.85, satisfaction has coefficient alpha value is 0.718 brand switching is 0.85 and brand performance has 0.79. According to this coefficient alpha value all the data which is used for the analysis reliable, results which will be drawn on the basis of this data will be reliable and results

have their significance in the industry in which they are applied.

Above graph shows the Pearson correlation matrix displaying the independent, mediating and dependent variable. All the variables showing significant values, brand switching showing (.375**, P=0.01) as the value of r is above .50 it shows that brand switching is strongly and positively related to satisfaction so H5 is accepted. Brand switching also showing (.855**, P=0.01) as the value of r is above .50 so it shows that brand switching has positive and significant relationship with quality. In case of brand performance value is (.979**, P=0.010) as the value of r is above .50 it shows that brand performance has positive and significant relationship with brand quality H1 is accepted and brand performance has also significant relationship with brand switching because it shows value (.871**, P=0.01) according to this H6 is accepted.

Regression

For testing hypothesis concerning impact regression analysis is required. Kerlinger and Lee (2000) were of the view that regression analysis is used to relate one variable (dependent) with one or more independent variables. It identifies how much of a dependent variable is explained by an independent variable.

(Insert Table 2 about here)

After processing data through regression analysis, it has been shown that there is a significant relationship between among all variables.

Hypothesis testing

All hypotheses have been accepted because the reliability of each variable is greater than 0.7 and after regression it has been proved that there is double mediation effect of brand satisfaction and brand switching.

(Insert Table 2 about here)

Table 2 has indicates regression analysis in which brand quality is an independent variable while brand performance is a dependent variable. R² and ΔR² shows that brand quality is significantly contributing towards brand performance. .732 means that 73% of the dependent variable (brand performance) is represented by brand quality which is a very excellent indication. While Beta value represents if there is an increase of one unit in brand quality then brand performance shall increase by 86 units. Based on these values H1 is accepted.

(Insert Table 3 here)

Table3 has indicates regression analysis in which brand satisfaction is an independent variable while brand performance is a dependent variable. R² and ΔR² shows that brand satisfaction is significantly contributing towards brand performance. .959 means that 95% of the variance in dependent variable (brand performance) is represented by brand satisfaction which is a very excellent indication. While Beta value represents if there is an increase of one

unit in brand satisfaction then brand performance shall increase by 97 units. Based on these values H2 is accepted.

(Insert Table 4 here)

Table 4 has indicates regression analysis in which brand satisfaction is an independent variable while brand switching is a dependent variable. R^2 and ΔR^2 shows that brand satisfaction is significantly contributing towards brand switching. .140 means that 14% of the variance in dependent variable (brand switching) is represented by brand satisfaction which is a satisfactory indication. While Beta value represents if there is an increase of one unit in brand satisfaction then brand switching shall increase by 37 units. Based on these values H3 is accepted.

(Inset Table 5 about here)

Table 5 has indicates regression analysis in which brand switching is an independent variable while brand performance is a dependent variable. R^2 and ΔR^2 shows that brand switching is significantly contributing towards brand performance. .759 means that 75% of the variance in dependent variable (brand performance) is represented by brand switching which is a good indication. While Beta value represents if there is an increase of one unit in brand switching then brand performance shall increase by 87units. Based on these values H4 is accepted.

(Insert Table 6 about here)

As per conditions mentioned by (Barron & Kenny, 1986) if independent variable has no longer effect on dependent variable so from the above table 6 relationship between independent variable and dependent variable become insignificant with the intervention of mediation so the H5 is accepted that satisfaction mediates relationship between brand quality and brand switching. The effect size is reduced ($\beta = .86$, $p = .000$ to $\beta = .80$, $p = .050$). After analysis it has been concluded that satisfaction mediates relationship between brand quality and brand switching.

(Insert Table 7 about here)

As per conditions mentioned by (Barron & Kenny, 1986) if independent variable has no longer effect on dependent variable so from the above table 7 relationship between independent variable and dependent variable become insignificant with the intervention of mediation so the H6 is accepted that brand switching mediates relationship between brand satisfaction and brand performance. The effect size is reduced ($\beta = .375$, $p = .000$ to $\beta = -.261$, $p = .050$). After analysis it has been concluded that switching mediates relationship between brand satisfaction and brand performance.

From the above tables it has been proved that there is a double mediation effect between brand quality and brand performance. All the variables have significant impact on each other. When there is low, brand quality there will be decrease in satisfaction and then brand switching takes place that will affect the brand performance drastically. Nevertheless, when quality services are delivered to the

customers then in this case satisfaction will be higher and then no possibility for the occurrence of the brand switching and in this case brand performance will be on its ideal position.

Conclusions

The primary purpose of this study is to investigate the impact of brand quality on the brand performance in the telecommunication industry in Pakistan. As results have shown that, there is a significant impact of brand quality on the brand performance, with the double mediation effect of satisfaction and brand switching.

In the situation when service provider failed to offer quality to their customer then their customers will become dissatisfied. These dissatisfied customers will switch to other brand. In services, quality is subjective. Customer want good call quality, network availability, coverage, packages, international offerings, customer services official response, resolution of the problem in a minimum time. These all requirements combine to form a quality. If customer does not receive any of it then it contributes in the origination of dissatisfaction and in this way brand performance affected severely. Because from the data analysis it has been shown that, there is significant relationship among all variables present in this construct.

Managerial Implications

These research findings have several managerial implications. The effect of brand quality has strong impact on the brand performance. When customer does not obtain any quality services from its related brand then in this case dissatisfaction will originate and this dissatisfaction will compel customer to switch brand and brand performance will be affected. For this manager should develop strategies that centre quality as core element.

In the telecommunication sector customer service officers and technical staff is imperative because customer service officer has to directly contact with the customers, customer explain its problem which he is going through, if customer service officer is not competent enough to understand the problem of customer then customer will be dissatisfied. On the other hand, technical employees should sharp and fast enough so that when customer service officer forward complain to the technical department then in a minimum time limit it should be resolved.

These are the services which catalyses the satisfaction and if not deliver correctly to the customer then become source of dissatisfaction and effect the brand performance. Therefore, for this managers should hire competent employees and train them in a way that pay back to brand in huge profits.

Limitations and future research direction

This research study also contains some limitations. These limitations can be used as a path for future research directions. First limitation is about the generalizability of the sample size that is used for the representation of the whole population in a telecommunication industry. Sample size is 136, which is not the good representation of whole population in telecommunication industry. Moreover, this sample size does not provide the whole population viewpoint of the effect of the brand quality on the brand

performance with the double mediation effect of brand dissatisfaction and brand switching.

Second limitation is that as research study is cross sectional in nature, so the results that are presented here are only referred as one time-period with the present eco-social factors that influence the results. Nevertheless, if we take this study in a longitudinal perspective results will be more comprehensive, generalized accurate and refined. According to the third limitation in this study, we can expand the theoretical model by including more variables as a moderator because it is second independent variable. Which have impact on the brand performance? For the moderator brand image, customer service official behavior can be taken as moderator in the model. Advertising can also be taken as another independent variable, which have the effect on the brand performance, because advertising can cause brand switching and effect on the brand performance. In this way, this can be another model that has the impact on the brand performance and affect the profitability of the brand. In general; these findings can be replicate with different product categories and brands.

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Appendix

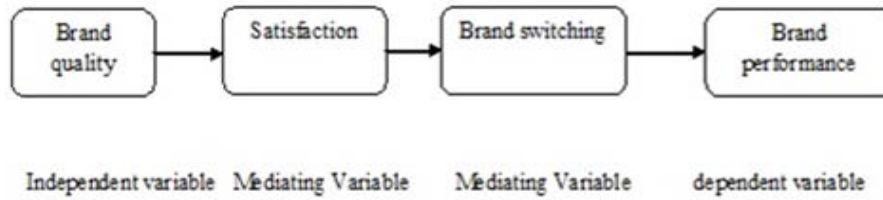


Figure 1. Schematic Diagram

Table 1. Means, Standard Deviations, and Correlations

FACTORS	Mean	S.D.	1	2	3	4	5	6	7	8	9
Co. Name	2.58	1.07									
Gender	1.62	0.48	-0.62								
Age	1.11	0.43	.137	.000							
Educational level	3.37	0.60	-.121	-.248**	-.222**						
Experience	1.26	0.59	-.048	-.045	.299**	-.067					
B_ satisfaction	5.60	0.58	.020	.100	.073	.022	.047	(.718)			
B_Quality	5.59	0.74	-.021	.050	.061	-.085	-.078	.094	(.857)		
B_Switching	5.51	0.89	-.024	.075	.092	-.027	-.073	.375**	.855**	(.855)	
B_Performance	5.46	0.96	-.016	.067	.049	-.064	-.085	.102	.979**	.871**	(.794)

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

*** Correlation is significant at the 0.000 level (2-tailed) n = 136

Table 2. Regression Analysis for brand quality & brand performance

Alternative Hypothesis	B	R ²	ΔR ²	P
H1=brand quality & brand performance	.86	.732	.732	.000

Table 3. Regression Analysis for satisfaction & brand performance

Alternative Hypothesis	B	R ²	ΔR ²	P
H2=brand satisfaction & brand performance	.979	.959	.959	.000

Table 4. Regression Analysis for brand quality & brand performance

Alternative Hypothesis	B	R ²	ΔR ²	P
H3=brand satisfaction & brand switching	.375	.140	.140	.000

Table 5. Regression Analysis for brand switching & brand performance

Alternative Hypothesis	B	R ²	ΔR ²	P
H4=brand switching & brand performance	.871	.759	.759	.000

Table 6. Mediation effect of satisfaction between brand quality and brand performance

Alternative Hypothesis	B	R ²	ΔR ²	P
H5=mediation effect of satisfaction between brand quality and brand performance	.800	.819	.679	.050

Table 7. Mediation effect of brand switching between satisfaction and brand performance

Alternative Hypothesis	B	R ²	ΔR ²	P
H6 mediation effect of brand switching between satisfaction and brand performance	-.261	.817	.059	.050