CUSTOMER SATISFACTION AND WORD OF MOUTH TOWARDS ONLINE TAXI PROVIDERS: A CASE STUDY OF GRAB AND UBER

Chatbongkot Cheewathanakornkul* and Chanita Jiratchot**
Assumption University of Thailand

ABSTRACT

The first objective of this research is to analyze the main factors influencing customer satisfaction, including service quality, self-service technology, and price. Without any one of these factors, the customers might not fully be satisfied with the services of the online taxi providers who are the focus of this case study. The second objective is to examine the relationship between customer satisfaction and word of mouth perceptions.

Yamane's theory is used to determine the sample size. Reliability and Factor Analysis have been tested. The results found arebased on a questionnaire,the respondents being GRAB and UBER taxi users who live in Bangkok and provinces nearby. The research hypotheses are related to factorsthat would lead to Satisfaction and Word of Mouth, and include demographics.

The two companies should focus on these satisfaction factors to increase their service quality. The younger customers tend to perceive Assurance and Self Service Technology as higher than do the other age groups. However, the companies should also focus on the older generation of customers which perceive less satisfaction than the younger customers. Also, these companies should focus more on customers who pay by cash, as this group perceive satisfaction lower than customers who pay by credit card or other methods such as Grab Pay.

Moreover, the companies should use safety as their strength, because younger customers and customers who use the service at night, perceive the highest satisfaction. The platform of digital

Keywords: *Customer satisfaction, Word of mouth, Online taxi providers*

บทคัดย่อ

วัตถุประสงค์ของวิทยานิพนธ์ฉบับนี้คือการวิเคราะห์ปัจจัยที่มีอิทธิพลต่อความพึงพอใจของลูกค้ารวมทั้งคุณภาพของเทคโนโลยีการบริการตนเองและราคาปัจจัยเหล่านี้เป็นปัจจัยหลักที่มีอิทธิพลต่อความพึงพอใจของลูกค้าซึ่งส่งผลต่อความไม่พอใจต่อการบริการของผู้ให้บริการรถแท็กซี่ออนไลน์อย่างเต็มที่วัตถุประสงค์ต่อมาเพื่อตรวจสอบความสัมพันธ์ระหว่างความพึงพอใจของลูกค้าและการบอกต่อ งานวิจัยนี้ใช้ทฤษฎี Yamane เพื่อกำหนดจำนวนตัวอย่างคุณภาพของการบริการเทคโนโลยีการบริการตนเองความเป็นธรรมของราคาและเวลารอคอยโดยประมาณซึ่งเกี่ยวข้องกับความพึงพอใจของลูกค้าและมีผลต่อการบอกต่อผลที่ได้จากแบบสอบถามมาจากผู้ใช้บริการแกรบ และอูเบอร์ที่อาศัยอยู่ในเขตกรุงเทพมหานคร และจังหวัดโดยรอบสมมติฐานของงานวิจัยชิ้นนี้เกี่ยวข้องกับปัจจัยด้านข้อมูลที่จะนำไปสู่ความพึงพอใจและการบอกต่อรวมทั้งภูมิหลังทางประชากรศาสตร์ซึ่งอาจส่งผลต่อความพึงพอใจของลูกค้า

---

*This is a much condensed version of Chatbongkot's thesis in part fulfillment of the requirements for the degree of MSc SCM at Assumption University. Email: chatbongkot1989@hotmail.com

** Dr. Chanita is her advisor. Email: chanitasry@msme.au.edu

จากผลการวิจัยพบว่าคุณภาพของการบริการเทคโนโลยีการบริการตนเองความเป็นธรรมของราคาส่งผลต่อความพึงพอใจของลูกค้าดังนั้นบริษัทควรให้ความสำคัญกับประเด็นเหล่านี้เพื่อเพิ่มความพึงพอใจในการบริการในมุมมองลูกค้า ลูกค้าที่อายุน้อยมีแนวโน้มที่จะเน้นเรื่องความปลอดภัยและเทคโนโลยีการบริการตนเองมากกว่ากลุ่มอายุอื่น ๆ ซึ่งแตกต่างจากกลุ่มผู้สูงอายุที่มีความพึงพอใจต่อการบริการต่ำกว่ากลุ่มอื่น ในขณะเดียวกันบริษัทควรให้ความสำคัญกับลูกค้าที่ชำระเงินด้วยเงินสดมากขึ้น เนื่องจากลูกค้ากลุ่มนี้มีความพึงพอใจต่ำกว่าลูกค้าที่ชำระด้วยบัตรเครดิตหรือวิธีการอื่น ๆ เช่น Grab Pay อย่างไรก็ตามความสัมพันธ์ระหว่างข้อมูลด้านประชากรศาสตร์ไม่ได้มีผลอย่างมีนัยสำคัญต่อความพึงพอใจในการบริการ เช่น เพศและอายุ ดังนั้นบริษัทอาจไม่จำเป็นต้องให้ความสนใจกับประเด็นเหล่านี้มากนัก

INTRODUCTION

It can be said that technology has been used by people since it was invented. Almost everyone now has his or her own mobile phone. At a very young age, children start using mobile phones. In old age, people learn how to use the mobile phone, too. The mobile phone has undeniably become a part of human's life. Mobile phones come with many new technologies making people's life easier. Online taxi hire is one of the applications which have been developed for taxi users. Users can call taxi from their mobile phones, with only a few steps.

The first objective of this thesis is to analyze the factors influencing customer satisfaction, including service quality, self-service technology, estimated waiting time, and perceived price fairness. These factors are believed to be the main factors influencing customer satisfaction. Without any one of these factors, customers might not fully be satisfied with the services of online taxi providers. The second objective is to examine the relationship between customer satisfaction and word of mouth. Customers who are satisfied with the service might recommend others to use it, more than those who feel average about the service. Unsatisfied customers might keep quiet about the service or they might spread their bad experiences to others. This thesis has aimed to find the relationship between these independent variables and dependent variables. The last objective of this study is to investigate the trend of online taxi users. It is interesting to know who the regular passengers of online taxi providers are, what makes them loyal passengers, and whether or not they recommend these online services to others.

The study has focused on the factors influencing customer satisfaction and word of mouth from people who use GRAB and UBER services in Bangkok and in the provinces nearby. The target groups to answer the questionnaire were those who have used both GRAB and UBER services, in order to compare how good these two applications are in servicing their customers. The research is questionnaire based, focusing on respondents who frequently use taxis. The target groups are taxi users who live in Bangkok and use the service of online taxi providers in their everyday life. The questionnaire uses a 5-point Likert scale (ranging from 1:strongly disagree, to 5:strongly agree),which was developed to numerically examine the research hypotheses. Questionnaires were distributed by the researcher through online social networks.

This study aimed to find the factors influencing customer satisfaction and word of mouth toward online taxi providers. Since people nowadays are not quite happy with the services of normal taxi, services, and use online taxi providers as another option. As these online taxi drivers would accept most passengers, passengers are happier than with the normal taxi drivers who may be selective. These applications provide passengers for GRAB and UBER drivers most of the time, so the drivers are also happier than the normal taxi drivers.

REVIEW OF RELATED LITERATURE

SERVQUAL

Parasuraman, Zeithaml & Berry (1988) defined SERVQUAL as a research instrument used to examine customer satisfaction of services used against their expectations. The research has included five points: tangibility, reliability, responsiveness, assurance, and empathy. As a service measurement, SERVQUAL is used to evaluate the service which would involve the comparison between what customer was expecting and what has been delivered by the company. In order to examine whether the service be excellent, good, or bad, would depend on customer satisfaction toward the products or services. (Parasuraman, Zeithaml and Berry 1985).

Tangibility

Tangibility means tangible items that customer can obviously see. It can be the appearance of facilities or tools. It can also be the equipment used to provide service. Moreover, the appearance of employee is also a part of tangibility. According to the earlier studies, tangibility will affect the manner in which consumers use and perceive the product, and the intangibility has a greater impact on the consumer's interpretation. Intangibles can affect the consumer's experience in either a positive or negative way. Examples of types are "keep up to date"; "physical facilities are visually appealing"; and "materials are visually appealing". These aspects can be more important in an e-business because there is no communication between them. The visual aspect of a device (for example, a website) is the only visual contact between a customer and an organization. Therefore, it is most important to have a website that works well and looks good. As Hager & Elliot (2001) have found, many customers stopped using online shopping or web service because they were not good enough at technology and felt frustrated when using it.

Reliability

Parasuraman et al. (1988) defined the reliability of service as the ability to provide the promised service accurately and reliably in an offline environment. In the case of an online business, the reliability of the service is defined as the reliability of the performance. This means that the business must provide the promised service accurately. Zeithmal, Parasuraman & Malhotra (2002) suggested that the reliability of electronic services includes accurate technical features on websites, and accurate description of service obligations, billing, and product information. This definition is widely used. Wolfinbarger and Gilly (2003) suggested that the reliability of electronic services should include technical reliability and functional reliability.

Reliability and technical reliability of function, re-define the reliability of the online service. Boshoff (2007) found that the reliability of online services requires two proxies: fulfillment and system availability. System availability is a high order item including reliability and reliability on the site.

Responsiveness

One aspect of the response element is "instant service delivery". The time that a website or application takes to download the web page are very important for Internet users. According to a Gann (1999), people would not leave the web page if the response time is lower than 7 seconds, but 30% of users leave at 8 seconds or more. If the delay exceeds 12 seconds, 70% of users leave the website (Cox & Dale, 2001, 2002).The trade-off between appearance and speed is complicated by the company's need for a website to deliver corporate images (Manning et al., 1998). The company's website developer would definitely want the web page to be attractive by adding a logo or graphic to emphasize the company's identity. However, these add-ons are the factors making the website's loading time longer. So, it depends on the company: which one would suit them better?

Assurance

As a SERVQUAL dimension, 'assurance' is defined as the knowledge and courtesy of employees and their ability to inspire trust and confidence (Parasuraman et al., 1988).One aspect of the warranty element is "knowledge" to answer questions. Obviously, most customers would like to be able to find everything they want on the website. On the other hand, people in brick and mortar shops would feel better with only limited stock. On the internet, people would be unsatisfied if they could not find something they are looking for. Therefore, a web store requires an effective inventory control system and sufficient information (Dayal et al., 2002).

According to the same study by Dyal et al. (2002), around two-thirds of Web users gave up on sites requesting personal information, and one-fifth entered incorrect information to access websites. According to Daughtrey (2001), factors for assurance which can be important in e-business are privacy and confidentiality policies for websites, which enable secure access to the website (customers are prompted to approve), reliability of suppliers, a warranty or guarantee of a warranty, and feedback from other customers.

Empathy

According to Cook, Macaulay, and Coldicott (2004), empathy as a SERVQUAL dimension is "the ability to tune into others' feelings. It is considered as an emotional intelligence competency which is "a set of skills hypothesized to contribute the accurate appraisal and expression of emotion in oneself and in others, the effective regulation in self and others, and the use of feeling to motivate, plan, and achieve in one's life" (Salovey& Mayer, 1990). Boyatzis, Goleman, and Rhee (2000) found that the competency model consists of 20 emotional intelligence abilities, divided into four groups. These groups are self-awareness, self-management, social awareness, and social skills. Empathy is an essential ability of the social cognitive group, one of the four emotional intelligence abilities (Boyatzis et al., 2000).

Self Service Technology

The most important topic to discuss in marketing and literacy management services is the perception of service quality, value, and customer satisfaction. (Cronnin et al, 2000; Dobrzykowski et al., 2014.) This emphasis affects the e-commerce environment as well as bricks and mortarstores. Today's business is gradually replacing the traditional way of providing services through various growth technologies, including transaction and technology-critical information. Nowadays, technology has become one of the most important factors in the service area, involving more customers, better service delivery and improved transactions. Specifically, many providers have adopted different approaches through self-service technology (SST) during the service delivery process (Anderson et al., 2013).

Perceived Price Fairness

Recent research efforts have segregated consumer perceptions of price inequality and several factors that affect the potential outcome of such perceptions (Bolton et al., 2003; Campbell, 1999; Vaidyanathan & Aggarwal, 2003; Xia et al., 2004). Previous work has been characterized by distributed fairness and procedural impartiality. The principle of fairness of distribution or fairness of outcomes, asserts that individuals judge the fairness of relationships based on compensation dividends derived from contributions to relationships. Thus, an unequal rate of interest in investment between all parties involved in an exchange relationship creates a perception of unfairness.

Estimated Waiting Time

Several research studies focus on the relationship between waiting time and satisfaction (Hui & Tse, 1996; Pruyn & Smidts, 1998). Many other studiesemphasize the link between customers' satisfaction and their loyalty.Service perishability gives rise to many problems for service providers and these intensify when service demand fluctuates. To tackle this major problem, firms adopt strategies to match capacity and demand (Bateson & Hoffman, 1999; Lovelock & Lapert, 1999; Zeithaml & Bitner, 2002). One of the first strategies adopted is to flex capacity to meet demand. During periods of peak demand, the organization expands its capacity by adding new resources such as people, facilities,and equipment. Second, companies may try to smooth demand. Companies can motivate consumers by making their offer more attractive during low demand periods. Companies may also choose to use reservation in order to spread the demand evenly. However, even with booking, service providers experience difficulties in minimizing delay in service delivery. When demand and capacity cannot be aligned, waiting line strategies can still be found. Among waiting line strategies, we find that of making wait more fun or tolerable, or differentiating waiting customers, or choosing an appropriate waiting line configuration (Zeithaml & Bitner, 2002). Despite the implementation of all these strategies, when customer waiting time is too long, companies may indeed make consumers dissatisfied. Service providers may even miss one or several sale occasions, and even worse, lose a loyal customer despite an effective service recovery strategy.

Customer Satisfaction

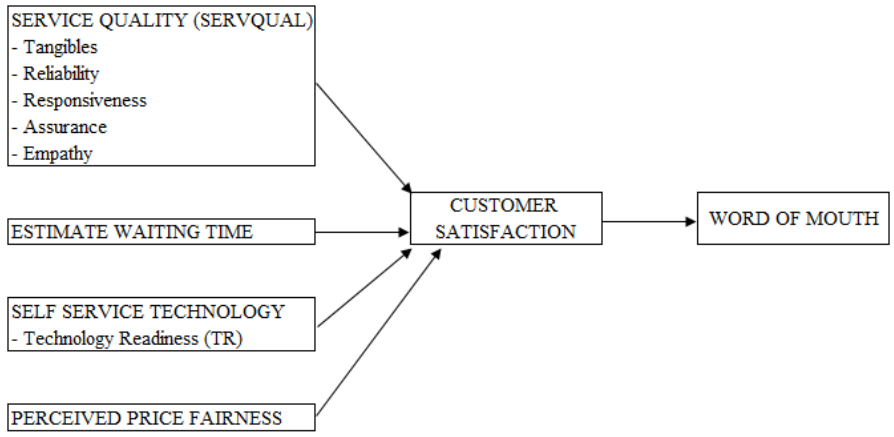
In previous studies, various definitions and customer satisfaction measures were used (Szymanski & Henard, 2001). In the study of Oliver (1997), transaction and overall satisfaction were separated. Transaction satisfaction includes product comparison and interaction with sales staff, while satisfaction with the purchase result means satisfaction when the product has been purchased (Bitner & Hubbert, 1994; Shankar et al., 2003). For online decision support, Bechwati and Xia (2003) found that the way people make an effort to make decisions, affected decision making. So, for those customers who find that information is enough and there is not much effort needed in making a decision, they would tend to be satisfied with the website. Similarly, Spreng et al. (1993) suggested that customer satisfaction with the availability of product information has a significant impact on overall satisfaction when evaluating various product options. Studies have found that fairness is related to satisfaction: customers defined fairness as appropriateness, so fairness has become a dominant effect on satisfaction (Szymanski & Henard, 2001).

Word-of-Mouth

Positive word-of-mouth (WOM) is a behavioral intention much like repurchase, but deals with intention to recommend to others (Fomell &Wemerfelt, 1987; Fomell & Wemerfelt, 1988; Fomell, 1992; Berry, Parasuraman, & Zeithaml, 1994; Dawkins & Reichheld, 1990). When people are satisfied with the product or service, they would spread their attitude to family, friends, co-workers and others. This information would influence other customers to purchase.

There are two factors influencing WOM information flow. The first factor is 'micro-level'. In this level, the transmitter delivers or withholds the information. The information may be about the relative expertise of the service, quality, or other attributes of a product or service. The information may also be about a sale of goods or services or the availability of a highly desired product (Frenzen & Nakamoto, 1993). The other class involves "macro-level" factors that determine the structure of the channels that direct the flow of information. Social relations and networks between customers are the "macro-level" factors. The combined effects of both individual and structural factors influence word-of-mouth behavior in markets (Frenzen & Nakamoto, 1993).

Figure: 1: Research Framework



Source: Author

Research design and data collection

The study focused on those respondents who frequently use taxis. The estimated population in Bangkok, Thailand is 9.27 million. The target group was those taxi users who live in Bangkok and use the service of online taxi providers in their everyday life. Since the aim of this research is to elicit feedback from users who have used both GRAB and UBER, the target population must be people who have used both services. In the questionnaire, the answer from respondents who have used only one of the services are rejected. For the sampling method, this research applied a non-quantitative methodology, with a web-based questionnaire survey to test the hypotheses. The questionnaire applied 5-point Likert scale ranging from strongly disagree to strongly agree. Questionnaires were distributed online to targeted respondents. There were 407 completed questionnaires.

According to the literature review and research framework, the relationships of each construct was tested. The following Table presents the list of hypotheses together with the results of those hypotheses.

FINDINGS

Table 1: Hypotheses Results

	Hypothesis	Result	P-value	F-value	Adjusted R-square	R-square	Remark
1	Service Quality (5 elements:Tangibles, Reliability, Responsiveness, Assurance, Empathy), Self-service technology and Perceived price fairnessaffect Customer Satisfaction of online taxi providers.	Support	<0.0001	80.66	0.6108		Perceived Price Fairness has the highest Parameter Estimate value and the highest standardized estimate of 0.40008, so this factor affects Customer Satisfaction the most.
2	Customer Satisfaction affects Word of Mouth about online taxi providers	Support	<0.0001	406.55		0.501	
3	There is difference in Customer Satisfaction between people who are different in Demographic Background						
3.1	People who are different in Gender perceive Customer Satisfaction differently	Do not support	>0.005	1.14			
3.2	There is difference in Customer Satisfaction among people who are different in Age	Do not support	>0.005	2.0			
3.3	There is difference in Customer Satisfaction among people who are different in Monthly Income	Do not support	>0.005	2.25			

Table 1: Hypotheses Results (Cont.)

	Hypothesis	Result	P-value	F-value	Adjusted R-square	R-square	Remark
3.4	There is difference in Customer Satisfaction among people who are different in Education Level	Do not support	>0.005	0.90			
3.5	There is difference in Customer Satisfaction among people who are different in Occupations	Do not support	>0.005	1.52			
4	People who have different estimated riding times perceive Customer Satisfaction differently	Do not support	>0.005	2.15			
5	There is difference in Assurance perception among people who are different in Age	Support	<0.005	5.74			People who are less than 18 years old perceive assurance higher than people who are older than 23 years old
6	There is difference in Perceived Price Fairness between people who pay by Cash and by Credit Card	Do not support	<0.005	1.73			
7	There is difference in Self Service Technology perception among people who are in different Occupations	Support	<0.005	3.45			Student perceives self-service technology higher than people from enterprises employees and other occupation
8	There is difference in Assurance perception among people who are travelling at different times	Support	<0.005	5.06			People who travel between 15.01 – 21.00 perceive assurance higher than people who travel between 9.01 – 15.00

Note: when P-value is less than 0.005, the hypothesis is significantly supported.

CONCLUSION

Looking at this Table, some of the hypotheses were significantly supported, and some were not. Customer satisfaction and the independent variables of service quality (tangibility, reliability, responsiveness, assurance and empathy), plus self-service technology, perceived price fairness and estimated waiting time, are related. Moreover, customer satisfaction and word of mouth are also related. In conclusion, the framework of this research has produced a research result. All variables are

related to customer satisfaction, and customer satisfaction is related to word of mouth. However, demographic background does not impact on satisfaction.
Thus the five elements of Service Quality, self-service technology, perceived price fairness, and estimated waiting time, are important factors which lead to customer satisfaction and customer satisfaction would lead to word of mouth. Word of mouth is one of the most effective marketing strategies nowadays. It is priceless and is spread rapidly in today's online world. So, these two taxi companies should focus on these variables in order to improve their satisfaction level. The result of this research can be used as reference for subsequent studies related to customer satisfaction and word of mouth.

Respondents of younger age perceived satisfaction higher than people who are older. It shows that people in the new generation are more concerned about their safety. People who travel at night are also concerned about their safety, which would lead to satisfaction. People who pay by cash are less satisfied than people who pay by credit card (or similar methods such as Grab-Pay).The important concern in present technology is self-service technology. Older people tend to perceive satisfaction with this less than younger people. It shows that elderly might need easier functions to use the online application. However, demographic background of the travelers (age, income, education, occupation) are not related to customer satisfaction. Also, waiting time for drivers, and estimated riding time, are not related.

Theoretical Implications

The result of this research is the same as that of Parasurman et al. (1988) that tangible, reliability, responsiveness, assurance and empathy are the measurements of service quality, and service quality is the path to satisfaction. When the service is higher than the expectation, the satisfaction level is higher. On the other hand, if the expectation is higher than the service, the satisfaction level is lower. According to Dobrzykowski et al. (2014), technology is replacing the once normal way of marketing. People tend to use the internet platform instead of normal face to face service. Therefore, the quality of the internet platform and the readiness of people to use it are important to the satisfaction level. If the platform is easy to understand and the users are ready to accept new technology, the satisfaction level is higher. On the other hand, if the platform is hard to use or not safe, users would not agree to use the online service.

From the study of Bolton et al. (2003), Campbell (1999),Vaidyanathan and Aggarwal (2003) and Xia et al. (2004), people's satisfaction level is affected by their price perception. This satisfaction level is higher when customers believe that the price asked is fair. However, if customers believe that the price they are paying is unfair, the satisfaction level is lower. In addition, this research found that, customers who pay by credit card or other methods perceive satisfaction to be higher than customers who pay by cash. From the study of Hacking (2008), when customers are satisfied with the products or services, they spread their experience by word of mouth to others. However, when they are not satisfied with the products or services, they also spread bad feedback.

The companies should use safety as their strength because younger customers and customers who use the service at night perceive this satisfaction the highest. The platform of application is also important since older customers perceive lower satisfaction with self-service technology. The reliability of drivers and service teams are also the good satisfiers. However, there is no significant relationship between demographic background such as gender and age and satisfaction. So, the companies do not need to focus much on these points.

Limitations and Recommendations for Future Research

GRAB and UBER are only available in Bangkok and its metropolis, but if this online service spreads to other provinces, further research could be applied there, to see if there are any significant differences. The target groups of respondents who are using online applications are people who have smartphones and have used GRAB and UBER. Other online firms might enter the market, and could be researched. Moreover, there are also other in-app services, such as for parcel or food delivery: very appropriate for future research.

REFERENCES

Anderson, E.W. (1998). Customer satisfaction and word of mouth. *Journal of Service Research, 8*(1), 15-17.

Bateson, J.E.G., & Hoffman, K.D. (1999) *Managing Services Marketing*. The Dryden Press, Harcourt Brace College Publishers. 4th Edition.

Berry, L. L., Parasuraman A., & Zeithaml, V. A. (1988). The service-quality puzzle. *Business Horizons*, September-October, 35-43.

Bitner, M.J. (1992). Servicescapes: the impact of physical surroundings on customers and employees. *Journal of Marketing, 56*(2), 57-71.

Bolton, L.E., Warlop, L., & Alba, J.W. (2003). Consumer perceptions of price (un)fairness. *Journal of Consumer Research, 29*(3). 474-91.

Boshoff, C. (2007). A psychometric assessment of ES-QUAL: a scale to measure electronic service quality. *Journal of Electronic Commerce Research, 8*(1), 101-114.

Boyatzis, R.E., Murphy, A.J., & Wheeler, J.V. (2000). Philosophy as a missing link between values and behavior. *Psychological Reports, 86*, 47-64.

Campbell, M.C. (1999). Perceptions of price unfairness: antecedents and consequences. *Journal of Marketing Research, 36*(5), 187-99.

Cook, S., Macaulay, S., & Coldicott, H. (2004). *Change management excellence*. Sterling, VA: Kogan-Page.

Cox, J., & Dale, B.G. (2001). Service quality and e-commerce: an exploratory analysis. *Managing Service Quality, 11*(2), 121-31.

Cox, J., & Dale, B.G. (2002). Key quality factors in Web site design and use: an examination. *International Journal of Quality & Reliability Management, 19*(7), 862-88.

Cronin, J. J., Jr., Brady, M. K., & Hult, G.T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing, 76*, 193–218.

Daughtrey, T. (2001). Costs of trust for E-business: risk analysis can help e-businesses decide where investments in quality and security should be directed. *Quality Progress, 10*, 38-43.

Dayal, S., French, T.D., & Sankaran, V. (2002). The e-tailer's secret weapon. *The McKinsey Quarterly, 2*.

Dobrzykowski D., Deilami V. S., Hong P., & Kim S. C. (2014). A structured analysis of operations and supply chain management research in healthcare (1982-2011). *International Journal of Production Economics, 147*(B), 514-530.

Fomell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing, 55*(1), 1-21.

Fomell, C., Johnson M. D., Anderson E. W., Cha, J., & Bryant B. E. (1996). The American satisfaction index: Nature, purpose, and findings. *Journal of Marketing, 60*(10), 7-18.

Gann, R. (1999). Every second counts. *Computing*, 38-40, 28 October.

Hager, L., & Elliot, B. (2001). Web quality tool can raise ROI on contact center investments. *Gartner First Take*, 15 November.

Hui, M.K., & Tse, D.K. (1996). What to Tell Consumers in Waits of Different Lengths: An Integrative Model of Service Evaluation. *Journal of Marketing*, 60 (April), 81-90.

Manning, H., McCarthy, J.C., & Souza, R.K. (1998), *Forrester Report: Why Most Web Sites* Fail, *Forrester*, Washington, DC.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing, 49*(Fall), 41-50.

Parasuraman, A., Zeithaml, V.A., & Berry, L.L. (1988). SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing, 64*(1), 12-40.

Pruyn, A., & Smidts, A. (1998), The effect of waiting on satisfaction with the service: beyond objective time measurements, *International Journal of Research in Marketing, 15 (4)*, 321-34.

Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. Imagination, *Cognition, and Personality, 9*, 185–211.

Vaidyanathan, R., & Aggarwal, P. (2003). Who is the fairest of them all? An attributional approach to price fairness perceptions. *Journal of Business Research, 56*(6), 453-63.

Wolfinbarger, M., & Gilly, M. C. (2003). eTailQ: dimensionalizing, measuring and predicting etail quality. *Journal of Retailing, 79*(3), 183-198.

Xia, L., Monroe, K.B., & Cox, J.L. (2004). The price is unfair! A conceptual framework of price unfairness perceptions. *Journal of Marketing, 68*(10), 1-15.

Zeithaml, V. A., Parasuraman, A., & Malhotra, A. (2002). Service quality delivery through web sites: a critical review of extant knowledge. *Journal of the Academy of Marketing Science, 30*(4), 362- 375.