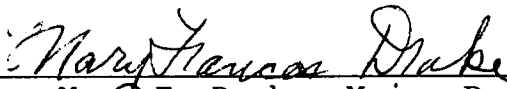
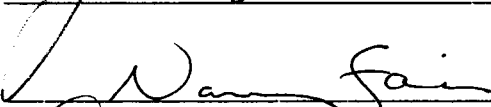


To the Graduate Council:

I am submitting herewith a dissertation written by Theresa D. Williams entitled "Attributes of Apparel Retailing Satisfaction Across Store Types: A Comparison Between Retail Executives and Customers." I have examined the final copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctorate of Philosophy, with a major in Human Ecology.


Dr. Mary F. Drake, Major Professor

We have read this dissertation
and recommend its acceptance:


Accepted for the Council:


Associate Vice Chancellor
and Dean of The Graduate School

ATTRIBUTES OF APPAREL RETAILING SATISFACTION
ACROSS STORE TYPES:
A COMPARISON BETWEEN RETAIL EXECUTIVES AND CUSTOMERS

A DISSERTATION
PRESENTED FOR THE
DOCTOR OF PHILOSOPHY DEGREE
THE UNIVERSITY OF TENNESSEE, KNOXVILLE

THERESA D. WILLIAMS

December 1994

DEDICATION

This Dissertation is dedicated to my son, Duncan Williams, whom I hope will someday realize the value and reward of persistence. Also, to my husband, parents and sister whose encouragement was never ending.

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ABSTRACT

The purposes of this study were to determine the specific attributes of retail satisfaction across store types and if they differ for the retail executive and the customer. The study is product specific in that it is primarily concerned with apparel retailing. Therefore stated more precisely, the objective of this study is to investigate whether or not apparel retail executives and consumers purchasing apparel, perceive specific attributes of retail satisfaction across store types differently.

Data were collected in March and April 1994 via a questionnaire sent across the United States to 900 consumers and 1023 retail executives. Following the mailing of a reminder postcard, 334 consumer questionnaires were returned (37.1% return rate). Of those, 323 consumer questionnaires were usable. Two-hundred and thirty three executive questionnaires were returned (22.8% return rate). Of those, 201 executive questionnaires were usable.

The researcher fail to reject five of the six hypotheses. for Hypothesis I, the study found a significant difference between the two sets of attributes factors. When testing Hypothesis II, it appears that for these consumer, attributes of store satisfaction is not store specific. The findings

from testing Hypothesis III denote that there is a significant effect of both store and product cues. Moreover, the effect of product cues showed more significance than the effect of store cues. The results of testing Hypothesis IV, that executives and customers identify benefit factors of retail stores differently, concluded that both the consumer and the executive agreed that a stores' characteristics relating to building personal esteem, saving the consumer time, and fashion are benefits to the customer purchasing clothing. Testing Hypothesis V and VI signified a relationship between how often these consumers shopped for clothing in each of the stores listed, the possible effect of organizational structure and factors of retail satisfaction.

This investigation provides an application of a unifying perspective from which to view apparel retailing and customer satisfaction. The framework generated by this research offered a more complete view of the shopping experience and thus a more complete understanding of the attributes of retail satisfaction.

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CHAPTER I

INTRODUCTION

Aims and Objectives

The retail executives' perception of customer satisfaction attributes is manifested in the merchandise mix and store characteristics. At the same time, meaning of satisfaction from the customer's perspective relates products to use situation context, occasions, and themselves. But there is little evidence in the literature which denotes that the retail executive and the customer perceive retail satisfaction as the same construct. When considering the impact of consumer buying decisions on retail businesses, it is useful to question explicitly if perspectives of store executives who develop store strategies, differ significantly from those of customers.

The retail environment, as some researchers have indicated includes perception of the store's merchandise, trading environment, customer service, and customer communication (Walters and Knee, 1989) and thus are viewed as a distinct conceptual entity apart from product/service satisfaction. In this research retail satisfaction is the consumer's cognitive, emotional and behavioral reaction to his or her evaluation of the total set of experiences realized from patronizing the retailer for a specific transaction. This research does support a general systems approach as put

forth by Evans, Barnes and Schlacter (1993) in their attempt to advance retail theory development. However, this perspective of retail satisfaction is in opposition to the more fragmented studies. For example, some segmented investigations have focused on a single store type, the customer and a single store type, or the product/service. By focusing retail research upon a single element, the results are often context dependent and thus limits the generalizability. Thus a unifying perspective is taken in an attempt to further understand the perceptions of retail satisfaction from the retail executive and the consumer within the retail environment.

The aim of this study is to determine the specific attributes of retail satisfaction across store types and if they differ for the retail executive and the customer. Further, how close do retail executives perception match customer's perception of satisfaction for different customers? The study is product specific in that it is primarily concerned with apparel retailing. Therefore stated more precisely, the objective of this study is to investigate whether or not apparel retail executives and consumers purchasing apparel, perceive specific attributes of retail satisfaction across store types differently.

Significance of the Study

Due to the intense competitive arena, a strong sense of urgency exists among executives to plan and implement strategies for creating an advantage in retail markets. At the heart of many discussions of strategic direction is a reaffirmation of the importance of being customer-oriented through creating and delivering convenience, quality, and value to the customer (Bower and Garda 1986; Francis and Dickey 1981; Garvan 1987; Jacobson and Aaker 1987; Shapiro 1988; Sproles and Geistfeld 1978; and Zeithaml 1988).

However, Wilkie (1988) argues that consumers are viewed by many retailers "externally" as "buyers." This means that not all retailers take the consumer viewpoint, even though they themselves are consumers with respect to other stores. For efficiency reasons, these retailers view customers in the aggregate -- "market" -- not as individuals to be dealt with personally. Further, many retailers think in very store-specific terms, concerned only with those products or services that they sell. Finally, the retailer sees his or her role as doing everything to assure that the consumer's "best choice" will be merchandise offered by their retail outlet, preferably the most profitable item. This type of perspective limits the retailers' ability to adopt a customer-orientation and thus implement new strategies for their particular retail markets.

Some previous research has addressed these issues. Jolson and Spath (1973) compared retailers' and consumers'

perceptions on factors that influence where the consumers shop. They found "virtually no correlation between the retailers' knowledge of the factors of store patronage and the fulfillment of consumer requirements" (p.47). Further, Lumpkin and Hite (1988) have recommended for future research to "consider if retailers perceive they are fulfilling the consumers' needs and further and if the perception of the 'fulfillment' is the same for retailers and consumers" (p. 314).

For numerous apparel retailing companies it is the upper management of the operation who is responsible for developing the stores' strategic plans and business philosophies. (In this study "upper management" and/or "retail executives" refer to positions which include: owners, presidents, CEOs, chairpersons, vice-presidents, and general managers.) This management is also primarily responsible for the construction of the retail market strategy statement. This statement deals with decisions concerning the selection of the target market, the retail format, and the development of capabilities that enable the retailer to gain a long-term competitive advantage (Levy and Weitz, 1992). This plan provides a vehicle for communicating the firm's direction to middle management and store personal to follow. The strategic plan has a direct association with decisions that focus on the day-to-day retail activities which are affiliated with store and customer

interactions. This is especially true for companies whose structure is centralized.

However, many upper level retail executives are usually removed from the selling floor and thus the consumer. Even though the executive may spend much if not most of their time analyzing consumer information from computer generated data, or thinking about and discussing issues concerning their customers, their daily and or weekly routine does not usually include time spent talking with customers. Due to this 'non-consumer' working environment of the retail executive a "perception gap" may occur between company executives and customers. Therefore to investigate if differences exist, it is important to assess the perception of upper retail management instead of middle or store line management and consumers (as has been suggested by some such as The Scaggs Institute at BYU).

To illustrate the point further, this researcher (Williams, 1992) recently conducted a qualitative pilot study which involved interviews with retail executives who held upper management positions within the retail clothing industry. The analysis included informant responses about the meaning of retail/customer satisfaction. Several interrelated themes were uncovered regarding the nature of satisfaction and the executive's definition of the customer.

The executives related customer satisfaction to the physical environment or the tangible items in the store such

as the layout, the fixtures, the salespeople, the dressing rooms and the lighting. For the executives interviewed, customers were things to "build upon," "bring in," "get back," and "give treatments to." One executive stated it is the physical store which "establishes in our customer's mind" the concept of the retail outlet. During the interviews, customer satisfaction was defined by the executive as a cognitive variable with no mention of any emotional/affective influences. This finding contradicts the theoretical conceptualization of customer satisfaction put forth by Westbrook (1980), Westbrook and Oliver (1991), and Oliver (1981, 1989).

Further, these executives often thought it necessary to make "cut backs" in store personnel, hence some customers were faced with an inconvenient shopping and purchasing environment. For example, at certain times during the day sales associates assigned to unlocking dressing rooms were also assigned numerous other duties. Thus, customers often had to "track down" a dressing room key. Due to their management decisions, these executives believed their store was "forcing the customer" to take merchandise home to try it on, or worse "put it back on the rack." In other words, customer shopping and purchasing behaviors are strongly influenced by the judgment of a management decision.

This text offers further insight when compared to the executive's definition of store management. As stated,

management "reinforces," "executes," "fine-tunes," "recognizes," "cultivates and formalizes," "reviews," "creates," and "makes things accessible for customers." One gets the impression that these informants have a more positive attitude toward the role of management than they have toward the customer. Where does this information and these conclusions lead us? It is time to assess if executives are currently developing retail strategies that are analogous with consumer preferences, accounting for affective influences and resulting in customer patronage. Research is needed to ascertain what differences which comprise attributes of retail satisfaction exist between retail executives and customers.

The executives in the Williams (1991) study related satisfaction to the store environment. However much of the time the literature considers satisfaction from a customer perspective which consists much more of product attributes as oppose the total store environment (Fornell 1992; Nagel and Cillers 1990; Oliver 1989; Valle and Wallendorf 1977; Westbrook 1980; Westbrook 1983; Westbrook and Oliver 1991; and Zeithaml 1988). One reason for this consensus is the vast amount of literature focused on customer satisfaction concerning products and the level of satisfaction consumers realize from products. One such example is a study by McClure and Ryan (1968). This research compared retailers' and consumers' perceptions of product attributes. They concluded that retailers did not have a highly accurate

understanding of the consumers. Research has also advanced the understanding and insight into the meaning of satisfaction from the consumers' perspective (Woodruff, Schumann, Clemons, Burns, and Gardial 1991) for specific products, but have not generated an adequate comparison between retailer executives and customers in the store environment.

Moreover, most studies which focus upon consumer satisfaction have addressed only one element within the decision making process. These studies have been concerned primarily with the customer, the customer and product, or the customer and product within one type of store (Miller 1976; Swan 1977; Swan 1988; and Westbrook 1980). However, it is important to address the exchange process in a way that would be of greater benefit to both retailers and customers. In other words, it is significant to look at both the customer and the executive across store types within the retailing environment.

Several research studies within the literature provide a conceptual framework for product attributes, while other research investigates store attributes. For example, research has theorized by means-end chain models that product attributes are linked to personal values through use consequence. However, this understanding is primarily product oriented. Even when means-end chain studies have focused on services, they have usually been establishments which offer services to customers, such as banking, automotive, and the

health care industries. Research which has been carried out specifically to the apparel retail setting has been quite limited (Reynolds and Jamieson 1985; Gutman and Alden 1985). Furthermore, research has yet to establish if the means-end model is appropriate for store-specific perceptions. As Zeithaml, Berry, and Parsuraman (1985) noted, it is useful to generalize about the characteristics of service businesses, but equally important to recognize that differences exist among various service firms. Finn and Lamb (1991) have suggested that consumers use different criteria to evaluate goods retailers as oppose to service retailers. Thus, established theoretical constructs (such as those used to build the SERVQUAL instrument) have not proven to be applicable to goods retailers (Finn and Lamb, 1991).

In addition, Maddox (1977) has offered the "institutional" conceptual model of store satisfaction. This view describes retail outlets providing consumers with satisfaction distinct from those of the products they sell. Further, Westbrook (1981) offered two broad categories of consumer experiences in connection with retail patronage: (1) experiences related to being in the store itself and dealing with the organization, and (2) experiences related to consuming the products and services obtained from the retailer. Thus, it is proposed that consumers derive satisfaction from individual experiences in the store as well as in the use of each product or price purchased from the

store. However, there is little evidence that researchers have investigated store-related and product-related experiences across store types, within a single study.

Few would argue that customers expect different attributes from different types of stores. But is satisfaction store-specific? In other words, is customer satisfaction store-specific in the same manner as the literature suggest satisfaction is transaction specific? Are the evaluative criteria for satisfaction different for different types of retailers, and, for that matter, different types of customers?

Consumer satisfaction research has recently been noted as a key research theme for numerous research program throughout the world. Examples include the J.C. Penney Retail Research Program, the Marketing Science Institute, the Institute for Retail Studies at the University of Sterling, UK, and the Retail Studies Center, University College Dublin, Ireland. The primary focus of this research is consumer satisfaction. By identifying what customers perceive as retail satisfaction, this research helps to clarify for the retailer ways to encourage repeat store patronage.

Conceptual Framework

Research in the apparel retailing area has not emphasized theory in the past (Winakor, 1988). Apparel retailing is often thought of as purely an applied science which does not

rely on theory to understand its structure or aid in problem solving. This indicates there is some misunderstanding of the role that theory can play in solving practical problems. For some, theory is believed to be the opposite of practicality. However, at the root of most quality research is the question of "why" an event occurs, not merely the explanation of the event. In other words, theory and practice should be complementary.

What is theory? Hall and Lindzeny (1957) defines theory as "an unsubstantiated hypothesis or a speculation concerning reality which is not yet definitely known to be so" (p.14). A fact is a confirmed theory. A theory can also be defined as a set of created conventions. It is useful or not in terms of how efficiently it can generate predictions concerning relevant events. It is also a cluster of assumptions systematically related to each other.

What does theory do, and further what donation does it make in the marketplace? According to Margenau (1966), the role of a theory is to clarify nature; theory permits us to predict behavior, anticipate, and regularize occurrences. In the marketplace theory can make a contribution. For example, retailers are very interested in components which lead to repeat patronage. If research based on theory could aid in the explanation and prediction of repeat patronage, theoretical research then becomes very useful to the retail executive.

Theory also leads to the collection or observation of empirical relations. Yet, observation is not enough to develop or confirm a theory. One must measure the operational meaning of theory to predict behavioral changes. It furthers the discovery of stable empirical relationships between events or variables in a systematic and efficient manner. It points out new and, as yet unobserved relations. Theories are verified when measurement corresponds the empirical evidence. One should be able to trace steps from the environment to the experiences within the environment, on to the concepts that correlate to that experience, and back again. It cannot be a theory unless it can be measured.

It is crucial to based research upon the principles behind the phenomena under investigation. To summarize the economist Ernest Nagel (1963), research is trying to explain not only what has been observed but also relate observations to what has happened in the past and to predict what will happen again when similar circumstances recur. Therefore as one attempts to disprove each hypothesis within the field of apparel retailing, theory must be its' foundation.

Some suggest that apparel research is lacking in the investigation of the ongoing interaction between the consumer and the retailer. Winakor (1988) states, "the behavior of consumers influences what retailers do while the behavior of sellers influences what consumers do" (p.34). The primary focus of this research is interdisciplinary. The interaction

between consumers and retailers offers the opportunity to apply and integrate theory from the fields of business and consumer behavior. In this case, theories of retail change can serve as an explanation of the evolution of store types. To help in understanding the consumers' perception, this study is guided by consumer satisfaction theory from a means-end perspective.

Theories of Institutional Change

A number of frameworks have been developed to help explain the present structure of retailing. According to Roth and Klein (1993), retail institutional change theory has provided more theoretical models than has any other area in retailing. Among these are the cyclical or deterministic theories (Wheel of retailing and Accordion theory) and the evolutionary theories (dialectic process and environmental theory).

Despite the proliferation of theories, the debate persists as their usefulness, and whether they are actually theories. Hirschman and Stampfl (1980) argue that there are no genuine theories in retailing and that existing theories of retail change consist of useful descriptions of the past, but cannot serve as conceptual frameworks for the future. Particular examples cited include the "Wheel of Retailing," "Life Cycle," or "Accordion Theory" as theories which do not consider the contingent nature of change. They do not

recognize that more than one path or outcome is possible given any set of conditions. Thus, these theories of retail change should be considered as case histories rather than predictive proof.

However, while no individual framework explains all of the changes that occur in the retail environment, the evolutionary theories offer a framework that emphasizes development and change in direct response to the market or environmental opportunities. This academic debate suggests an opportunity to discuss the development of retail theory and the combination of selected frameworks as they apply to this research.

Development of thought on retailing did not begin as early as in the functional fields of selling, credit, and advertising, but it preceded the study of wholesaling. Interest surfaced because of the increasing need for technology in a period of rapidly changing conditions retailing during the 1920s. The first years of this century witnessed a high growth rate of the department store, mail order, and chain stores. Paul Nystom was one of the first on the scene to develop retailing thought in the literature around 1910. He regarded retailing as a link in the distribution system. He also offered works on retail management. His publication of "The Retailing Series" was regarded as the most influential and authoritative at this time. Throughout this century the retailing institution has

developed and changed with the economic environment. The theoretical literature was developed based on more technical concepts. Unfortunately, this level of development of retail thought did not advance beyond this "how to" stage. Only recently has the literature focused on the need for theoretical developments. It is important to consider theories of retailing to understand how current store types have emerged. It has often been said the only constant in retailing is change. Over the past thirty years various inductive observations have been made concerning change and retail institutions. Theories of particular interest for this research are the evolutionary theories. These include the dialectic process which implies that new retail institutions are the result of stores borrowing characteristics from other very different competitors (Thomas and Walker, 1974) and environmental theory. Environmental theory follows the theory of natural selection in that those institutions best able to adapt to changes in customers, technology, competition, and legal environments have the greatest chance of success (Dressman, 1968). Markin and Duncan (1981) view the process of change as a tendency not as a universal law.

According to Brown (1987), an environmental view of institutional evolution maintains that changes in the economic, demographic, social, cultural, legal and technological conditions of the marketplace are reflected in the structure of the retail system. Retail institutions, in

short, emerge, develop, mature and decline in direct response to environmental circumstances. Some examples which illustrate this concept include the development of the department store and growth of the middle class, and the use of mail order and the growth of the rail and airways. The surge of off-price shopping and economic recession have demonstrated how well-educated, price sensitive customers who are prepared to sacrifice selection but not quality.

An attempt to quantify the relationship between the changing structure of retailing and an extensive range of socio-economic variables such as income, employment, population size "macro-retailing" has taken place along with less quantitative views. Thomas (1970) stressed sociological forces such as the role of middle-class, self-esteem, or status. Others have investigated the development of retail outlets and the influence of the legal system, mass transit, communication, computers, etc.

Environmental factors do not simply determine the introduction and acceptance of novel retail institutions, they also influence the maturation and survival of the techniques. Thus those retail establishments who best adapt to prevailing environmental conditions are the ones most likely to avoid extinction. A form of natural selection prevails, whereby the fittest retail species survive.

However, the trend with many retail managers is to focus on long-range planning. Endowed as they are with a degree of

foresight and an ability to initiate, some retailers choose and plan for change. This proactive philosophy maintains that the environment does not determine what will occur; it creates possibilities which individuals or organizations are free to exploit or reject as they please. A purely environmental focus ignores what decisions are made and why. Thus, despite its intuitive appeal and widespread currency, i.e. Hirshman's 1980 concept of "natural dominance" the ecological model of retailing remains unproven.

Yet there is no denying the almost universal adoption of an adaptive approach to doing business exists. Examples include, environmental monitoring and the projection of operational scenarios, trends in the retail environment, the industry's likely response to these opportunities and threats, discussions of strategic planning, and visions of future retail formats.

The environmental view explains retail changes such as the decline of the department store and customer preference for the "category killers" in the late 1980s as a natural and enlightened response to growing consumer affluence and the resultant increased demand for a wider range of customer services. Table 1. identifies the various adaptive behavior practiced by clothing retailers during the 1980s.

The often very rapid action, reaction and resolution sequence has been formalized by Gist (1968), in his dialectical theory. See Figure 1.

TABLE 1
ADAPTIVE BEHAVIOR

Behavior	Form	Example
Copycatism	Duplication of the successful innovations of another institution	Home shopping
Vertical integration functions opening	Taking over an addition channel	Benetton building US factories, The Sharper Image retail stores
Horizontal integration	Acquiring control over similar retail institutions	Dillards of Little Rock acquiring Cain Sloan of Nashville
Physical premises mutation	Changing the normal locations	Off-price stores cluster in strips and malls
Focused or Micromerchandising	Identifying a demographic/ lifestyle segment, then creating a store for it	Gap Kids clothing

Source: Brockway, Gary, and Phillip Niffenegger (1988), "Retailing Evolution in the 1980s: survival Through Adaptive Behavior," *Journal of Midwest Marketing*, 3, 5.

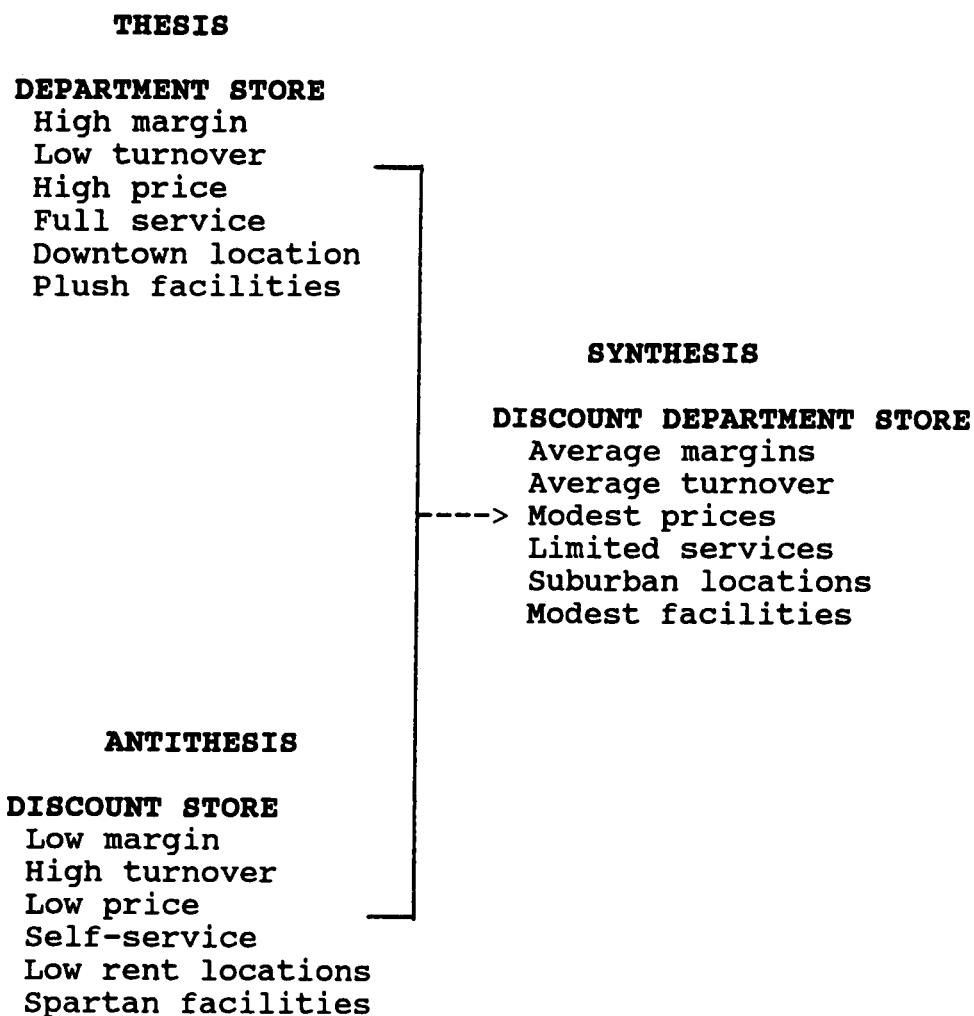


Figure 1: The Dialectic Process

Source: Levy, Michael, and Barton Weitz (1992), *Retailing Management*, Homewood, IL: Richard D. Irwin, Inc., 111.

It regards retail evolution as a series of stages, each of which represents a refecction of the prior institutional orthodoxy. The theory stems from Karl Marx's theory of evolution. This theory or framework of explanation "assumes that the world is not to be viewed as a complex set of fully fashioned objects, but as a complex of processes in which apparently stable objects arise and disappear as do the images of them within the human brain" (p. 106).

Gist's dialectical model argues that the existing thesis is challenged by its antithesis and a synthesis eventually emerges from the melding of the two. The thesis might be any philosophical position on virtually any issue. With the passage of time a position opposed to the thesis will likely develop. This antithetical view called the antithesis, assumes a philosophical position just opposite that of the thesis. The antithesis is a "challenge" to the thesis. As a result, there is a melting or a blending of the thesis and the antithesis. The result is called the "synthesis", a philosophical position or an "institution" between the original thesis and the antithesis.

The synthesis then becomes the thesis for a new round of negation and assimilation; and so the dialectical process continues. For example, the trading philosophy espoused by the traditional counter-service grocery store may constitute a thesis, the supermarket its antithesis and the self-service grocery store the synthesis. Similarly, the discount

department store represents a synthesis of the department store and discount house. The melting process, to be sure, is not inevitable and the dialectical model has been extended to include those establishments, noted earlier, that attempt to differentiate themselves from the initial attack to remain unchanged. Further, it would seem, if either is not successful it would impact the "synthesis."

The fully mature retail institution is vulnerable to an innovative retailing institution at some point in time. Characteristics of the thesis may include; 1) it operates principally in the central business district of cities and towns; 2) it offers many "free" services, including personal shopping, credit, in-store baby sitting, and delivery; 3) it has an organizational structure that is cumbersome in the sense that there are a relatively large number of staff and administrative positions and; 4) the management tends to think in terms of markups as something that must "cover" expenses. That is, pricing for profits involves a gross margin that will cover expenses and leave some profit. Turnover rates generate profits from greater sales volume. The margins are likely to be large (examples: Lord and Taylor and Profitts Department Store)

Characteristics of antithesis include; 1) it operates principally outside of the central business district, 2) it offers few if any free services, 3) it enjoys an organizational structure that tends toward the "vertical", 4)

there are few "up-stairs" administrative people, and 5) it stresses a markup policy that emphasizes the movement of merchandise rather than "covering expenses".

The object is to develop profits, through the interaction of margins and turn-over rates. The store is likely to operate on lower margins where the brand owner has attempted to pre-sell the products (example: Goodys, TJ Maxx, and Ames).

What then is the synthesis? Recent literature identifies an evolving institutional form which has been called the "discount department store". The synthesis might be; 1) it may operate in both central and peripheral areas; 2) it offers free services, but characteristically fewer than the department store and more than the discounter; 3) it is characterized by an organization structure not as complex and cumbersome as the two opposing stores; 4) its margin requirements lie between the two mentioned above (example: Kmart and WalMart).

In particular, department stores have attempted to battle the competitive inroads of specialty stores by creating small specialty stores or boutiques within their stores (Gilman and Weiner, 1986). Concurrently, mass merchandisers and discounters such as WalMart are capturing the nation's top retailing spots by stressing "customer service" and "broad assortments," concepts which at one time were associated more with the department store.

Consumer Satisfaction Theory: A Means-End Perspective

This section includes a review of the most dominate model of customer satisfaction currently found in the literature, the expectancy-disconfirmation theory. Following this review is a justification for incorporating portions of the means-end perspective as a framework in this study.

A specific theoretical model which focuses primarily on consumer satisfaction is Oliver's Model (1980a). See Figure 2 (Erevelles and Leavitt, 1992, p.105). Satisfaction is presumed to influence subsequent attitudes, intentions and complaint behavior (Bearden and Teel 1983). In Figure 2 "Satisfaction is depicted as a function of consumer expectations operationalized as products.

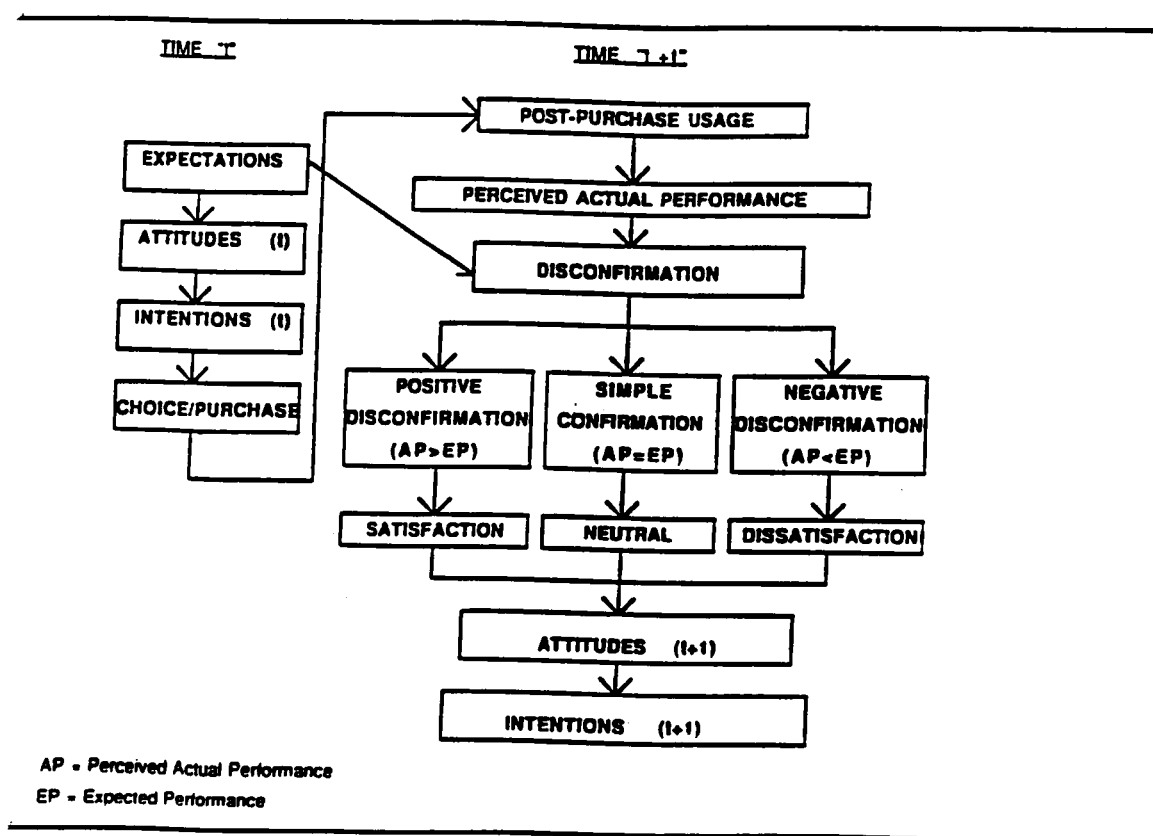


Figure 2: The Expectations-Disconfirmation Model

Source: Erevelles, Sunil, and Clark Leavitt (1992), "A Comparison of Current Models of Consumer Satisfaction/Dissatisfaction," *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 5, 105.

attribute beliefs...expectations and disconfirmation are presented as being unrelated, additive, and exogenous to the system" (Oliver, 1980a, p. 462). As is consistent with the multi-attribute explanation of attitudes, expectations/beliefs about store attributes are included in the model as determinants of attitudes which precede intentions.

A model developed by Oliver (1981), assumes that consumers' degree of satisfaction is an outcome of a four-step process. As Swan (1981) applies this four step process to retailing he explains, "the process starts with the consumer's prepurchase expectations, which are beliefs that a retail establishment will achieve a certain performance level on a set of salient attributes" (p. 50). Swan (1981) goes further to discuss the second step. The consumer shops the store and forms a perception of store performance on the salient attributes. The user compares these perceptions of performance with recalled expectations. Expectations are thus either positively disconfirmed (performance exceeds expectations), confirmed (performance equals expectations), or negatively disconfirmed (performance is short of expectations). The result of this comparison process is some level of perceived disconfirmation. In the third step of the model, perceived disconfirmation determines a level of satisfaction. "In the fourth step, satisfaction determines intentions to patronize or not patronize the store in the future, where intentions are a customer's anticipation of

future behavior toward a store. In summary, this four-step process can be condensed into a predictive model:

disconfirmation -----> satisfaction -----> intentions" (Swan 1981, p. 51).

The expectancy-disconfirmation paradigm currently dominates the study of consumer satisfaction it has however, received much reconsideration.

The means-end disconfirmation model of evaluative criteria has been applied to investigate the meaning of product performance and consumer satisfaction. This model (see Figure 3) suggests that product "attributes" are useful to consumers to the extent that they enable the product user to achieve a "consequence perception" associated with product use. Consumers are also believed to have thoughts regarding those product attributes perceived to actually be present in a specific use occasion (the variable "attribute perceptions" in Figure 3). These situation-specific beliefs are then confirmed or disconfirmed during use (labeled attribute disconfirmation). Further, the model puts forth that consequence thoughts ("consequence goals") differ conceptually from "attributes." Clemons and Woodruff (1992) state that "consequences represent the bridge which enables consumer to translate very general values into more specific attributes in a given consumption situation" (p.7).

Finally, Clemons and Woodruff (1992) explain "values" as consumers holding thoughts which guide determinations

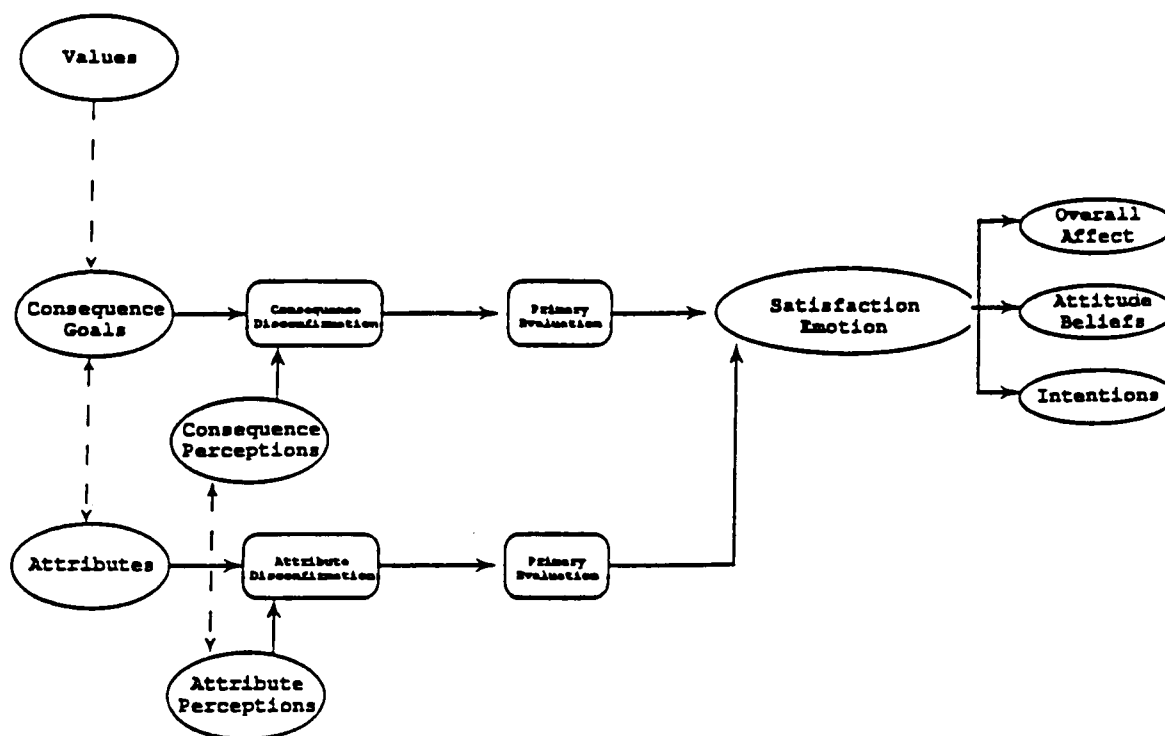


Figure 3: The Means-End Disconfirmation Model of Consumer (Dis)satisfaction

Source: Clemons, Scott, and Robert Woodruff (1992), "Broadening the View of Consumer (Dis)satisfaction: A Proposed Means-End Disconfirmation Model of CS/D," in Chris T. Allen (ed.), *Marketing Theory and Applications*, Chicago, IL: American Marketing Association, 421.

regarding what are desirable end-states of being and appropriate manners by which to achieve these end states. Further in the evaluation process, disconfirmation beliefs are thought to result in "(dis)satisfaction emotion."

According to Gutman and Alden (1985), this means-end "model seeks to explain how a person's choice of a product or service enables him or her to achieve his or her desired end states ... and consists of elements that represent the major consumer process that link personal values to behavior" (p.101).

Their research goes further to discuss two underlying assumptions of the means-end model: (1) all consumer actions have consequences; and (2) all consumers learn to associate particular consequences with particular actions they may take. This approach makes the assertion that consumers are not shopping and buying things, but rather they are buying products from retailers as an indication of what the product and shopping experience will do for them, or promises of satisfaction.

Clemons and Woodruff (1992) summarizes that this model goes beyond the expectancy-disconfirmation paradigm which has dominated the area of consumer satisfaction. Whereas, this model considers whether products fulfill consumers' needs, wants and/or values regardless of expectations.

In summary, the central aspect of the means-end model (Figure 3) is that consumers obtain consequences from the

consumption of products by choosing actions that produce desired consequences and minimize undesired consequences. Further, because it is attributes that produce consequences, one must consider the attributes that products possess.

Research has theorized by means-end chain models that product attributes are linked to personal values through use consequence. However, this understanding is primarily product oriented. Even when means-end chain studies have focused on services, they have usually been establishments which offer services to customers, such as banking, automotive, and the health care industries. Research which has related the means-end chain model specifically in the apparel retail setting has been quite limited (Reynolds and Jamieson 1985; Gutman and Alden 1985). Furthermore, research has yet to establish if the means-end model is appropriate for store-specific perceptions. As Zeithaml, Berry, and Parsuraman (1985) noted, it is useful to generalize about the characteristics of service businesses, but equally important to recognize that differences exist among various service firms. Finn and Lamb (1991) have suggested that consumers use different criteria to evaluate goods retailers as oppose to service retailers. In addition, consumers may also use different criteria to evaluate products and retailers.

Store attributes are considered the "means" by which a consumer is able to achieve a desired "end" such as a favorable consequence or personal value satisfaction (Kerin,

Jain, and Howard 1992). Therefore, it is from the perspective of the means-end structure which allows one to investigate the consumers' perception of store attribute which are most closely related to retail satisfaction. Figure 4 (adopted from Reynolds and Jamieson, 1985) portrays the model which this researcher will modify and investigate consumers' perception of retail satisfaction.

Retail Satisfaction: A Conceptual Definition

Conceptually, researchers have indicated the perception of the store's merchandise, trading environment, customer service, and customer communication are considered the components of retail satisfaction (Walters and Knee, 1989) and thus are viewed as a distinct conceptual entity apart from product satisfaction. Retail satisfaction is the consumer's cognitive, emotional and behavioral reaction to his or her evaluation of the total set of experiences realized from patronizing the retailer for a specific transaction.

As much as a decade ago, several researchers spoke of the lack of satisfaction research within the retail environment. Hirschman (1980) noted there was extensive research activity going on in the area of consumer information processing which is directly relevant to retail research and yet it was given almost no attention by traditional retail researchers. Both Oliver and Westbrook stated the need of studying satisfaction within the retail environment.

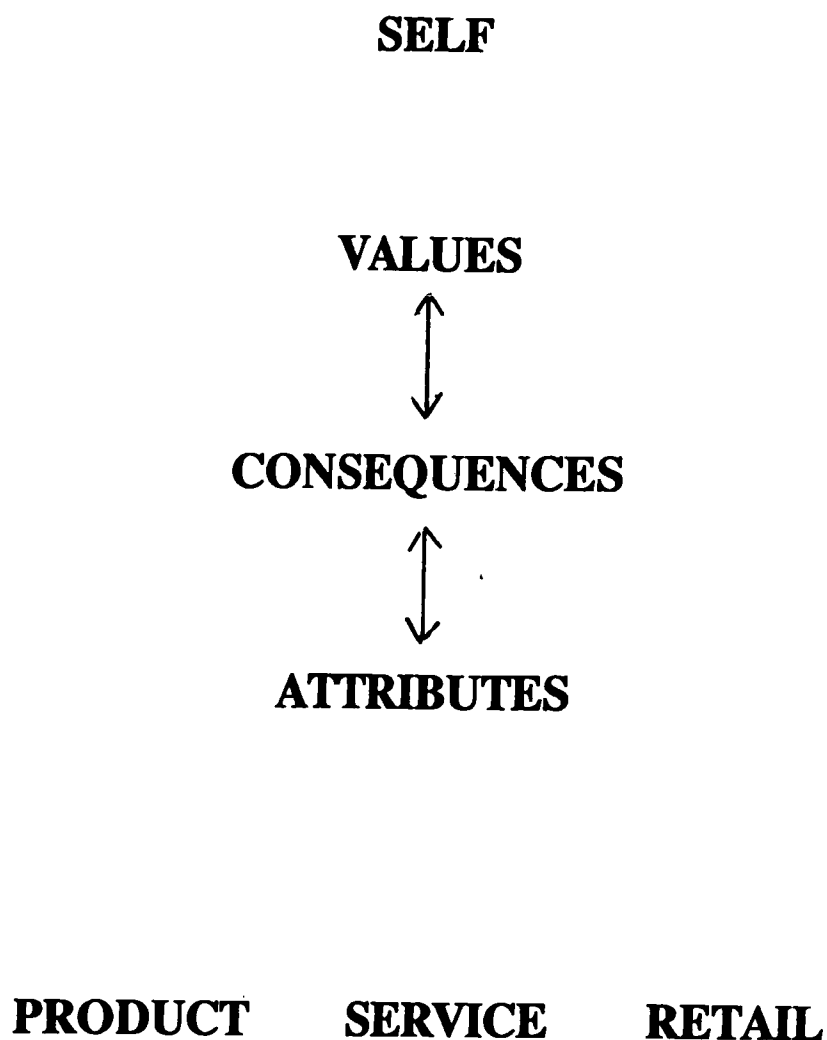


Figure 4: A Means-End Framework

Source: Reynolds, Thomas J., and Linda F. Jamieson (1985), "Image Representations: An Analytic Framework," in Jacob Jacoby and Jerry C. Olson (eds.), *Perceived Quality: How Consumers View Stores and Merchandise*, Lexington, MA: Lexington Books, 120.

Oliver (1981) discusses how the "opponent-process theory" (the positive or negative disconfirmation experience) can be applied in retail settings. He concludes that the basic satisfaction process is repeated for store satisfaction, product satisfaction, and complaining behavior. Shoppers are thought to respond to in-store purchase experiences and postpurchase customer-service experiences in the same way they respond to product-consumption events. Namely, expectations are generated, disconfirmations are encountered, and satisfaction levels are formed which act on one's initial attitude toward the store.

Westbrook (1981), raised the issue of studying consumer satisfaction relative to retailing establishments, and attempts to further knowledge of retail satisfaction. He offered questions concerning the actual store sources of retail satisfaction. Results indicated that salespeople, store layout, merchandising practices, service orientations (how willing the store is to accommodate customers), and value were among the variables related to satisfaction. It appeared that consumers somehow add up their satisfactions and dissatisfactions with retailer-related experiences, both in the store and in regard to products and services obtained there, to arrive at feelings of satisfaction with the overall retail outlet.

As Kerin, Jain, and Howard (1992) point out, that consumers differentially weigh various store characteristics

to arrive at a unified impression of a retail establishment can be traced to the store image literature (e.g., Hirschman 1981). However, the construct of retail satisfaction is distinct from store image. Store image typically includes merchandise price and quality evaluation as well as characteristics such as clientele mix, advertising and promotional emphasis, and store location. Although store image perceptions can exist independently of patronage, retail satisfaction can arise only through patronage.

Retailing research (Tauber 1972) suggest some of the non-product satisfactions offered by retail outlets may be as significant as, if not more than, product satisfaction in determining customer patronage. Westbrook (1981) realized the importance of focusing upon the retail outlet as a component of satisfaction. Westbrook stated the conceptual domain of consumer satisfaction is not limited to product usage experiences. Satisfaction also occurs within the aspects of shopping, buying, and other interaction with the outlet itself. Therefore, retail satisfaction is a function of store atmosphere, merchandise mix, and customer-related service practices and policies. These are all indicators of a single construct in the minds of consumers.

Presently, retail store satisfaction has become a critical phenomenon for retail organizations committed to becoming more customer oriented. Due to the intense competitive arena that the clothing retailer operates within,

it is no wonder that retail executives are looking for innovative ways to respond.

There appears to be a strong sense of urgency among managements to plan and implement strategies for creating an advantage in retail markets. At the heart of many discussions of strategic direction is a reaffirmation of the importance of being customer oriented through creating and delivering convenience, quality, and value to customers (Bower and Garda 1986; Gale and Klavans 1985; Garvan 1987; Jacobson and Aaker 1987; and Shapiro 1988). Yet, within the retailing academic literature very little attention has been given to nature of this phenomenon as it exists in the ready-to-wear retailing environment.

Combining environmental theory, the dialectic process and means-end theory:

To investigate retail satisfaction within the retail environment a new framework is proposed. It is submitted that there are clear parallels between the environmental theory and the dialectic process. These retailing theories recognize the existing retail institution and their evolution with the passage of time. The environmental theory explains change as a reaction to external factors such as customer preferences. Environmental theory explains why different retail store types exist across different environments, but it cannot explain why similar environments have different retail store types. Thus this theory alone is unable to account for the great variation

found in store types in essentially identical environments (Roth and Klein, 1993). To explain differences in similar environments one must look at individual decision makers. Within the dialectic process modification is due primarily to changes initiated by the store, or executive decision makers.

Because one objective of this research is to study the interaction of the retailer and the consumer it follows that the interrelation of these two retailing theories is appropriate. What is required is that both aspects be included in a larger theory. The interaction of sociological and technological trends with respect to consumer problems and retailer constraints should be considered to predict change (Beem, 1988).

In addition, there is a lack of attention directed toward the consumer or the store's target market (especially within the dialectic theory). Further, there is no discussion within the current theories as to the movement toward store specialization and niche marketing. It is also an objective of this research to study retail satisfaction from the customers' perspective. Therefore a combination of retail theory in association with a theory from the consumers' perspective is proposed to analyze these relationships. The results of this merger is the proposed framework is shown in Figure 5.

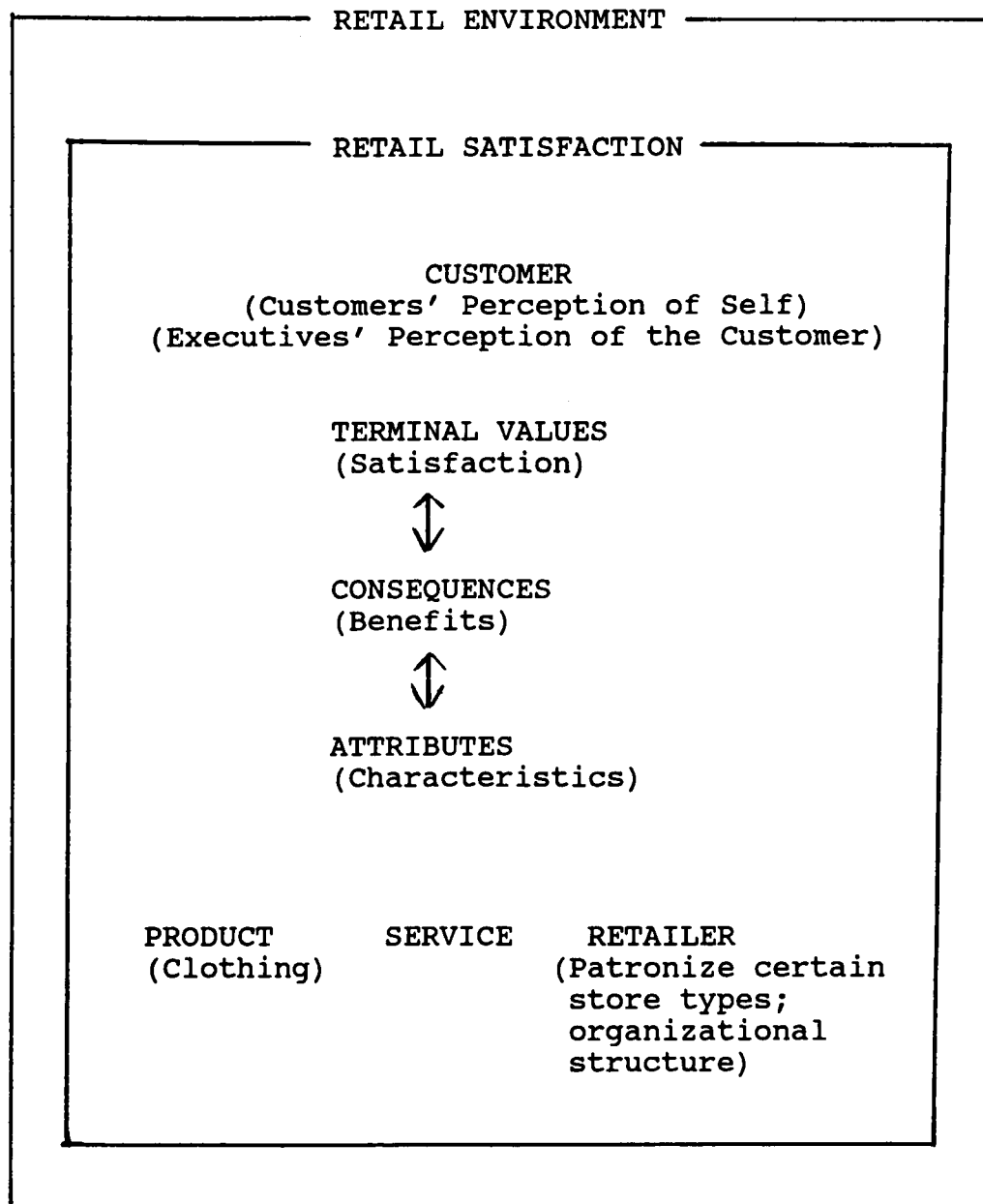


Figure 5: A Proposed Investigating Framework

Source: Adapted and Revised from Reynolds, Thomas J., and Linda F. Jamieson (1985), "Image Representations: An Analytic Framework," in Jacob Jacoby and Jerry C. Olson (eds.), *Perceived Quality: How Consumers View Stores and Merchandise*, Lexington, MA: Lexington Books, 120.

It is not an intention of this research to test such relationships as shown in the proposed framework (Figure 5). This framework is presented as a grid for viewing and comparing the variables within the customer and executive populations. This conceptual linkage also allows the investigation to view retail satisfaction as a function of the emotional, cognitive and behavioral aspects which occur within the retail environment. However such an interaction is suspect. Therefore the author's present thinking of an integrated approach to retail satisfaction would require further research and discussion beyond this dissertation. It is also important to note that no attempt will be made to look at nonstore retailing such as catalogs or home shopping networks.

Retail Environment is the total set of physical and nonphysical elements of a retailing business. These components include the store's merchandise, trading environment, customer service, and customer communication (whereas retail satisfaction is the customers' reaction to these components).

Retail Satisfaction is the consumer's cognitive, emotional and behavioral reaction to his or her evaluation of the total set of experiences realized from patronizing the retailer for a specific transaction.

Customer Perception is the process by which consumers attach meaning to incoming stimuli by forming mental pictures of persons, places, and objects within the retail environment.

Terminal Values are defined within the context of Rokeach's (1973) theory of values. Terminal values are considered the end states of existence toward which people strive (for example, comfortable life, happiness, pleasure, and satisfaction). Within this framework, terminal values represent the goal of emotional satisfaction.

Positive Consequences are desirable benefits accrued to customers from patronizing certain stores through their behavior. Benefits differ from attributes in that people receive benefits whereas products have attributes. Benefits as used here refers to positive consequences.

Attributes are features or aspects of certain retail stores and are useful to consumers to the extent that they enable the user to achieve a consequence associated with use. Stores attributes are both physical and abstract in nature. For example, the store's layout may be considered a physical element whereas the fashion image is more abstract. In this research, attributes refer to store characteristics.

Product and Service refers to product-based cues and store-based cues. Product-based cues concerns the intrinsic and extrinsic aspects of the apparel item (experiences related to purchasing the products and services obtained from the retailer). Store-based cues include all aspects of a retail environment within a particular type of retail outlet (experiences related to being in the store itself and dealing with the organization).

Retailer - is any business enterprise whose sales volume primarily comes from retailing. The goal is to satisfy the wants of the ultimate consumer in terms of the availability of goods and services. The consumer patronizes certain store types.

This structure of linking satisfaction, benefits, and characteristics provides information on how associational networks are formed and can therefore be used as a framework for analysis in understanding consumers' perceptions

Assumptions

This project was based on the following assumptions:

1. Clothing is of personal relevance and is a high involvement decision-making product.
2. Consumers can provide a reasonable estimate of levels of satisfaction of clothing products and shopping/purchasing experiences.
3. Consumer's perception of retail satisfaction is part of the consumer behavior decision-making process.
4. Consumers can identify characteristics of clothing retail satisfaction.
5. Consumers recognize different store types that sell clothing.
6. Retail executives can provide a reasonable estimate of levels of satisfaction of clothing products and shopping/purchasing experiences of their customers.

7. The decisions of retail executives directly influence the attributes of particular store types.
8. Attributes of retail satisfaction are items which can be measured through survey design.
9. Attributes of retail satisfaction influence choices consumers make in the marketplace.
10. Consumer satisfaction is an important concept to research.

CHAPTER II

REVIEW OF LITERATURE

A review of literature relating to the variables in the study will be presented for the following: (1) consumer satisfaction, (2) store types, (3) apparel retailing, (4) perception as related to apparel retailing, and (5) summary.

Consumer Satisfaction

Substantial interest has been expressed by consumer behavior and marketing researchers in consumer satisfaction. The first Consumer Satisfaction/ Dissatisfaction conference held in 1976, was sponsored by the Marketing Science Institute and funded by the National Science Foundation. This conference was organized by H. Keith Hunt and the first national study was conducted by Ralph L. Day. Early developments of consumer satisfaction research and application focus on consumer and public interest. Topics encompass, consumer satisfaction as a social indicator, and as applied in policy planning, consumer legislation, and as support of consumerism.

As noted a decade ago (Woodruff, Cadotte, and Jenkins 1983), consumer satisfaction research has entered the mature stage of development. Major leaps in theory and concept development have been made since the 1976 conference. Recent

questions under investigation include: what comprises customer satisfaction and how should it be measured? Is customer satisfaction basically a cognitive phenomena, an affective state, or some combination? Is customer satisfaction a state or a process? How does consumer satisfaction differ from service quality? How would it be most useful for retail managers to define and measure satisfaction? What issues must the apparel retail manager consider? To address these questions, research has focused on theory development, conceptual issues, measurement issues, and application issues. A review of this development will serve as a basis for understanding customer satisfaction. This review also emphasizes the researchers whose contributions have been instrumental in the theoretical development of customer satisfaction. These researchers include H. Keith Hunt, Richard Oliver, and Robert Westbrook, among others.

According to Hunt (1988), in 1973 the Federal Trade Commission first expressed interest in consumer satisfaction as a social indicator, to be used with other such indicators to assess the functioning over time of our economic and social systems. The greatest contribution of this "social indicator" was expected to be a longitudinal measure for noting changes in the general level of consumer satisfaction for society over time.

Of the research in the following decade none however dealt with consumer satisfaction as a social indicator. Hunt

(1988) concludes two possible reasons for this lack of attention. First, there is no objective measurement for consumer satisfaction as a social indicator and very little incentive for developing such a measure. The method would also require a representative national sample, otherwise it could not be compared to or combined with other social indicators already in use. Secondly, those with political power exhibited little interest in measuring consumer satisfaction. Since consumer satisfaction is expected as a "right" of all consumers, research which confirms consumer satisfaction offers little political value to politicians. Hunt goes further to summarize that the discovery of dissatisfied consumers would alarm the general public and might harm the party in power. In addition, the longitudinal or time series nature of the social indicator application does not match the limited time perspective of most academic researchers.

Thus, what was originally expected to be a significant and important use of consumer satisfaction research turned out to not to be doable. Despite the arguments just stated, marketing managers and retail businesses recognize that it is important to understand that consumers expected to be satisfied. It is also realized by retailers that consumers repatronize stores which they perceive to provide more satisfying experiences than competing stores. Thus, retailers

continue to be keenly interested in consumer satisfaction and its implications.

For example, retailers are proclaiming the "marketing concept" as its ideology with the essential message being that the function of business is to satisfy its customers, at a profit. As more and more is learned about consumer satisfaction in conceptualization and measurement, each firm can ascertain how well it is adhering to the marketing concept. Thus, it appears development in conceptualization and measurement is more likely to be applied to the commercial sector rather than to government as was initially planned.

As early interest was generated through the efforts of Hunt and Day, Oliver (1977) provided support for an additive model combining expectations and the surprise effect of disconfirmation as determinants of satisfaction. Later, in 1980 Oliver provides a simple model of satisfaction (Figure 2) as a function of expectations and disconfirmation. Oliver (1980a) states, "satisfaction is depicted as a function of consumer expectations operationalized as products attribute beliefs...expectations and disconfirmation are presented as being unrelated, additive, and exogenous to the system" (p. 462).

Oliver (1980b) combines three theoretical views as the basis of his extended view of combining expectancy disconfirmation and initial expectation beliefs to produce the satisfaction evaluation. First, the early conceptualization

which links disconfirmed expectations to subsequent consumer satisfaction (Engel, Kollat, and Blackwell, 1968). Second, adaptation level theory (Helson 1964) explains how past cognitions serve as the adaptation levels and are mediated by present satisfaction in influencing repeat purchase behavior. And third, the work of Fishbein and Ajzen (1975) which recognizes that the most immediate prediction of behavioral intention is attitude.

Oliver's (1980b) integrated model of consumer satisfaction specifically states, "satisfaction appears to mediate changes between preexposure and postexposure attitudinal components" (p.466). The nature of the "mediatorial" process is predicted by preexposure cognition which serves as the consumer's adaptation level. A cognitive comparison between the adaptation level and actual product experience (disconfirmation) determines the manner in which subsequent evaluations will deviate from the adaptation level. He indicates these evaluations then become a revised adaptation level used in future product performance evaluations. Oliver's Model (1980b) concludes:

satisfaction -----> postattitude -----> postintention (p.466).

Consequently, this "cognitive" model postulates that satisfaction acts as a mediator between preexposure and postexposure attitudes.

This literature (Oliver, 1980a; 1980b) is a representation of an interesting debate as to what comprises

customer satisfaction in the postpurchase process. Here the construct of satisfaction is defined as a cognitive phenomenon. However, there are also discussions of this same construct as an affective state, and/or a combination of both cognitive beliefs and affective responses.

Satisfaction, as described by Hunt (1977) is not the pleasurable-ness of the consumption experience, but rather it is the evaluation rendered that the experience was at least as good as it was suppose to be. Thus it can be distinguished from cognitive beliefs about consumption outcomes and affective responses.

Westbrook (1987) summarizes affective process as those involving subjective feelings as a powerful source of human motivation and as an influence on information processing and choice. Davitz (1969) believes affective response theory is understood to comprise a class of mental phenomena uniquely characterized by a consciously experienced, subjective feeling state, commonly accompanying emotions and moods.

Westbrook (1987) goes further to propose that a combination of affective responses and cognitive beliefs are "directly related to the favorability of consumer satisfaction judgements". His argument assumes that judgements logically should be determined at least in part by the occurrence of consumption-related affective responses in addition to the effects of cognitive belief variables. "Though subjective experiences of product/consumption affect may be relatively

transient during the postpurchase period, they also can be highly salient in consciousness, which facilitates their retrieval from memory. Thus past affective responses may be available to exert effects on the evaluative processes yield satisfaction judgements" (Westbrook, 1987, p.260).

In this research Westbrook (1987), examines consumer affective responses to product/consumptions experiences in postpurchase processes. Results indicated that feelings of good and bad about the product related directly to product satisfaction evaluation, extent of complaint behavior, and word-of-mouth behavior.

Researchers have advanced the understanding and insight into the meaning of satisfaction from the consumers' perspective (Woodruff, Schumann, Clemons, Burns, and Gardial 1991), and take exception to the view that "expectations" are the primary standard used by consumers. One contention is that expectancy-disconfirmation models may not fully consider whether products fulfill consumers' needs, wants, and/or values regardless of expectations (Clemons and Woodruff, 1992). As a result, some researchers have repositioned the nature of consumer standards as "values" or "desires" (Westbrook and Reilly 1984; Spreng and Olshavsky 1992), and/or "norms" (Woodruff, Cadotte, and Jenkins 1983; Cadotte, Woodruff and Jenkins 1987).

According to Nagel and Cillers (1990), the nature of a consumer's previous experience with a particular product or

set of products is an important determinant of the satisfaction process. This experience determines a set of experience-based norms which form a major part of a consumer's set of expectations. See Figure 6 (Erevells and Leavitt 1992, p. 105). The types of performance norms used by consumers are derived from the various product experiences they have had within a product class and in comparable usage situations. "Because this experience may vary according to brands and product types, at least two types of norms may be established, namely brand-based norms and product-based norms" (Woodruff, Cadotte, and Jenkins 1983, p. 299).

As Woodruff, Cadotte, and Jenkins (1983) explain, "brand-based norms" may be operative when one particular brand dominates a consumer's set of brand experiences. These experiences form a distribution along an overall performance dimension. The actual norm is drawn from this distribution and may be represented by the most likely performance or the most frequent performance.

The other type of norm, "the product-based norm" may be operating when a consumer has had experience with several brands of a product type within a product class.

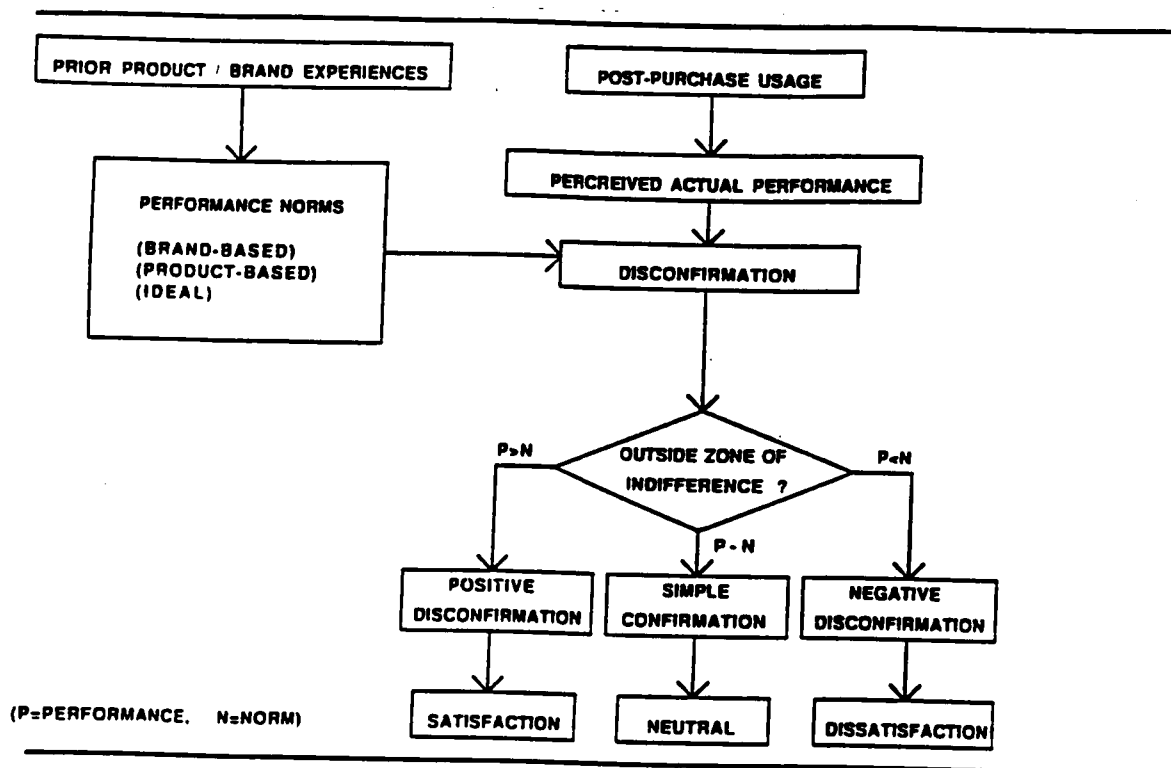


Figure 6: A Simple Representation of Norms in Consumer Satisfaction Models

Source: Erevelles, Sunil, and Clark Leavitt (1992), "A Comparison of Current Models of Consumer Satisfaction/Dissatisfaction," *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 5, 105.

Here the norm for performance may develop from a pool of experience across the similar brands. "The reference norm will be drawn from a distribution of performances, on the same basis as the brand-based norm" (Nagel and Cilliers, 1990, p.11).

An individual's brand experiences may vary considerably. Different norms are likely to be used by different people, even in similar situations. More importantly as Cadotte, Woodruff, and Jenkins (1987) point out, the dependency of evaluation standards on situations emphasizes that no one standard will always best explain the satisfaction process.

As previously discussed within the theoretical framework, the means-end disconfirmation model of evaluation criteria has been applied to investigate the "meaning" of satisfaction at the product level. This theory suggests that "product attributes" are useful to consumers to the extent that they enable the product user to achieve a consequence associated with product use. In turn, that consequence should positively enhance consumers' core values or desired end-states.

Research focused on theory development, conceptual issues, measurement issues, and application issues also ask whether customer satisfaction is a process or a state. LaBarbera and Mazursky (1983) believes Oliver's model of preexposure and postexposure attitudes does not treat satisfaction as a static dependent variable, but recognizes that satisfaction is part of the dynamic purchase process and influences repurchase

intentions. In addition, the models of Woodruff, Cadotte, and Jenkins (1983) show expectations as a process rather than a variable, suggesting alternate norms or standard for brand performance and post a relationship between satisfaction beliefs and feelings. A step-by-step procedure is given, conceptualizing the expectations process and paralleled it with the post-use satisfaction process. Presumably, people desire to be satisfied with a purchase. Prediction of brand performance as well as standards exist prior to purchase. The combination of these ideas suggests that people anticipate satisfaction beliefs and feelings.

Customer satisfaction research emerged as a significant management tool in the early 1980s. This type of research is now used to set meaningful standards in areas such as finance and heavy industry consumer products and service quality in an effort to enhance market share and position. However, customer satisfaction and other terms such as customer service and quality, are widely used without clear indication of their relationship.

Recently, a model conceptually different from the disconfirmation paradigm has emerged in the services literature. This model, known as the "gap model of service quality" suggests that service quality depends on the difference between expectations and perceived performance of the service (Parasuraman, Zeithaml, and Berry 1985). This model has caused some confusion within the literature since it

is very similar to the disconfirmation model of consumer satisfaction. It is important to attempt to define the conceptual differences between consumer satisfaction and service quality.

This distinction draws upon the definition that has received most support in the literature: i.e., consumer satisfaction is a post-purchase evaluative judgement concerning a specific purchase transaction (Day 1984; Oliver 1981; Swan 1983; Westbrook and Oliver 1991). In addition, Oliver (1981) states that the surprise or excitement of this evaluation is thought to be of finite duration and soon decays into one's overall attitude toward the product or service. These conceptualizations suggest that consumer satisfaction represents a consumer's evaluation of a specific transaction and consumption experience. This basic premise contrasts directly with the conceptual framework of Parasuraman, Zeithaml and Berry's (1985) initial research which led to the development of their service quality measuring instrument - SERVQUAL.

SERVQUAL implies that service quality represents the "consumer's global judgements across multiple service encounters." In addition, their later paper (1988) states "perceived quality is the consumer's judgement about an entity's overall excellence or superiority...it is a form of attitude, related but not equivalent to satisfaction" (1988, p. 15). In summary, customer satisfaction is transaction or

consumption experience specific, whereas customer service is the overall feeling of satisfaction.

Patterson and Johnson (1993) suggest that because consumer satisfaction is transaction specific, it should be measured as soon as possible after the service transaction has occurred. Service quality perception on the other hand, a more enduring attitude representing multiple transactions, could be measured some time after exposure to a range of specific service provider experiences or exposure to some form of marketer or non-marketer communications. As will be discussed in the methodology section of this dissertation, this research attempts to develop and measure consumer satisfaction as transaction specific related to an apparel retail environment.

Store Types

Chapter One discusses a number of frameworks which have been developed to help explain the present structure of retailing. Among these are the cyclical theories (Wheel of Retailing and Accordion Theory) and the evolutionary theories (Dialectic Process and Environmental Theory). While theory helps to explain the evolution of the structure of retailing, it is also important to explore the conceptualization and the operational definition of the specific retail store types addressed within this research. This discussion of store types includes specialty stores, department stores, and

discounters (because the characteristics are similar, the terms mass merchant and discounter are used interchangeable).

Some store types have entered a stage of decline. According to Kotler (1988) this means that more units of these store types will be closed than opened in the coming years. "Some well-located and well-run general stores and variety stores will survive because they serve their customers well and have adopted modern marketing and management practices" (p. 555). But, they also suffer competitive disadvantages in their operating costs and/or customer-value generating ability. Specifically retailing costs, according to McNair & May (1976), tend to increase because they are part of total marketing costs, which in turn have increased for three reasons.

First, as the industry has moved from an individual craftsman, household basics to manufacturing plants of enormous size and high technological complexity, more and more has to be spent on marketing in order to make such production possible.

Second, the size of the marketing task in terms of the range, variety, differentiation, and timeliness of goods and services demanded by today's consumers has grown so enormously, that notwithstanding the achievement of many efficiencies, the size of the job means that the cost has to be greater.

Third, there has been a historic tendency (which has necessarily held true) for the retailing sector to be highly labor-intensive. "Since wage scales reflect the productivity of workers in a broad cross section of industry, the retailer has found payroll cost rising as a percentage of sales, particularly since the establishment by law of minimum hourly rates have risen. Retailers have not been able to achieve compensatory economies elsewhere" (McNair & May, 1976, p.9).

Specifically the retail store is described by Kotler (1988) as "any business enterprise whose sales volume primarily comes from retailing" (p. 555). Duncan, Hollander and Savitt (1983) explain the basic work of retailing "is to satisfy the wants of the ultimate consumer in terms of the availability of goods and services" (p.4). Retailers satisfy customers' wants by performing specific functions which include: assembly of merchandise, maintenance of inventories, pricing of merchandise, promotion and advertising of merchandise, and accounting for merchandise. Generally, retailers also provide a place where customers shop and find other various service units to assist them in obtaining goods.

There is great diversity among retailing firms. Except for their common function in selling to ultimate customers, each retail firm varies somewhat from the next. According to Duncan, Hollander, and Savitt (1983), the key to success in retailing is to develop what is known as enterprise differentiation. It is the competitive philosophy by which

each retail firm attempts to offer a unique set of goods and services to customers and at the same time makes certain that these customers view that retail operation as different. Somewhat misleading is the idea that a clear differentiation leads to classifying stores types more easily. But before the activities of retail differentiation can be undertaken, the general ways in which retail outlets can be classified must be established.

In the past, methods of classifying types of store were fairly concise and clear cut. These methods included: the type of merchandise carried; the depth, breath, and consistency of the merchandise assortments; service offerings; pricing strategy; location; organizational form; and form of ownership. There was more attention given to short term policies. Retailers' reaction to competition was more often reactive rather than proactive.

Today, these methods continue to be considered a component of store topology. However there is greater emphasis on developing and implementing a retail strategy which contemplates the long-term implications. One goal of the retail strategy, is to implement a retail mix which satisfies the customers' wants and needs to a greater degree than the competition does. The elements in a retail mix include pricing, services offered, merchandise assortment, location, personal selling, advertising and promotion, and store design and display. These elements appear to be very

similar to those methods used in the past, however, the focus today is the direct link between the elements in the retail mix and the retailer's strategic direction. In other words successfully achieving differentiation depends to a great degree, on effectively embracing the "retailing concept". The retailing concept, as defined by Levy and Weitz, "is a management orientation that holds that the key task of a retailer is to determine the needs and wants of its target markets and to direct the firm toward satisfying those needs and wants more effectively and efficiently than its competitors" (1992, p.10).

It is within the basic notion of differentiation that many retailers of today have fallen short. Because there is a great overlap of brands carried and services offered among stores, differentiation and store type is more and more difficult for the customer to recognize. Kotler (1988) relies on a cyclical theory (the wheel of retailing) as one reason that new stores emerge and replace old store types. He explains retail store types, like products, pass through stages of growth and decline which can be described as the "retail life cycle" (p.555). A retail store emerges at some point in history, enjoys a period of accelerated growth, reaches maturity and then declines. Older retail forms took many years to reach maturity, but newer retail forms reach their maturity much earlier.

Based on this theory, as originally discussed by Hollander (1960), conventional store types typically offer many services to their customers and price their merchandise to cover the cost. This provides an opportunity for new stores which offer lower prices, less service, and less status to have lower operating cost. An increasing number of shoppers use the conventional stores to make the actual purchase. As these discount stores increase their market share, they offer more services and upgrade their facilities. Their increased cost, however, force them to raise their prices until they start to resemble the conventional outlets they displaced. As a consequence, they become vulnerable to newer types of low-cost, low margin operations. The "Wheel of Retailing" presents historical data which explains the initial success and later troubles of department stores.

Kotler (1988) describes the department store as a retailer which carries several product lines, typically clothing, home furnishings, and household goods. Examples of well-known department stores are Dillard's, Macy's, Burdines, Jordan Marsh, and L.S. Ayers. Specialty department stores can also be found, carrying only clothing, shoes, cosmetics, gift items, and luggage; examples are Saks Fifth Avenue and I. Magnin.

McCracken (1988) suggests that one of the great developments of the nineteenth century was the emergence of the department store. Williams (1982) notes the similarity of

the department store to the work exposition of this period. She demonstrates that both used the design of their interiors to create a new environment for shopping, purchase, and consumption. Their extravagant, large-scale and chaotic style allowed them to create a "new and decisive conjunction between imaginative desires and material ones, between dreams and commerce..." (p.65). Williams also notes that department stores were important contributors to the world of mass consumption. Consumers were encouraged to wander through the department store at will absorbing its fantastic representation of consumer goods. The object of the marketplace had changed. It was now devoted to the "arousal of free-floating desire" instead of merely the "immediate purchase of particular items" (p.67).

In addition, department stores gave new meaning to the purchase process. The prices of consumer goods on display were not subject to the barter process. Prices were fixed and the consumer consented to them in the act of purchase or simply did not buy. Williams (1982) suggests that this new pattern of interaction between marketplace and consumer encouraged a new passivity on the consumer's part.

The introduction of credit was encouraged with the establishment of the department store. Borrowing made possible the creation of a "large-scale, impersonal, rationalized system of installment purchase" (Williams, 1982, p.93). Suddenly, the unobtainable was within one's grasp.

Miller (1981) broadens the understanding of the department store significance in *The Bon Marche': Burgeois Culture and the Department Store 1869-1920*. Miller sees the department store as a reflection of changing consumer patterns. He examines the contribution of the department store to changing tastes and preferences, changing purchase behavior, a changing relationship between buyer and seller, and changing market techniques. Miller goes further to observe the department stores' manipulation of the meaningful properties of goods. These store not only made certain values manifest and somehow more imminent in consumers' lives, they even assisted in the transformation of these values.

More recently, the nation's department stores have experienced great turmoil. Within the past five years, such well known and well established retailers as R.H. Macy's, Gimbels, B. Altman, and the Federated Group have made front-page headlines by announcing bankruptcy, Chapter 11, mergers, acquisitions, and hostile takeovers. As the ranks of large department store chains continue to thin under unmanageable debt loads there is discussion within the industry of renovation and expansion. For example, Federated has emerged from Chapter 11 and its divisions continue to evolve. At the Bon, based in Seattle, renovation seems to be paying off. The Bon, currently Federated's leader in sales and profit gains, remodeled most of its downtown flagship store and is currently reporting gains of over 20 percent.

Some retailers believe now that service has become such a "hot issue", department stores which have in the past considered service is an integral part of their retailing strategy will now gain greater attention from consumers. A recent study by Rust and Zahorik (1993), measured and determined mathematical linkages between service quality, customer satisfaction, higher customer retention, and higher market share. By employing the model as suggested by Rust and Zahorik, the retailer is able to link levels of spending on service quality improvement to the resulting market shares. Stores like Dillard's, Gottschalks, Parisian and May Co. are just a few of the retailers doing well in today's tough retailing climate due, in part, to improved customers service.

However, in light of the past decade many ask if the department store will continue to be the "standard-bearer of retail". Some believe department stores, as they exist today, will meet their demise or will have to include broader varieties and assortments. Assortments will be narrower and targeted as smaller, more specialized markets. For example, individual branch stores will be more custom designed for the local market; characteristics which in the past would have indicated a "specialty" operation.

According to Kotler (1988), a specialty store carries a narrow product line with a deep assortment within that line and can be subclassified by the degree of narrowness in their

product line. Specialty retailers include apparel stores, sporting goods stores, furniture stores, florists, and bookstores. Examples of today's specialty store are The Limited, The Gap, Home Depot, Circuit City, and Foot Locker.

Some analysts contend that in the future, it will be superspecialty stores that will grow the fastest to take advantage of increasing opportunities for market segmentation, market targeting, and product specialization. In recent trade publications, these store types are often referred to as the "category killers", as an indication of their dominance in a specific area of goods.

In the last three to five years there seems to very little growth in the retail industry, but specialty stores by their very nature as niche marketers, seem to have the best opportunity to rise above the national averages. For example, during the first six months of 1993, apparel retailers as a group saw the price of their stock plummet 12%, while the country's leading apparel specialty store, The Limited enjoyed a 13% sales gain (Stores, August, 1993). Today, the average consumer shops the department store retailer on a specialty basis. The customers "cherry pick" for the merchandise they want, and come to the store only to select the particular items they are interested in. The "time poor" consumer no longer goes to the mall to wander through the department store; they go to wander through the specialty stores in the mall. The merchandise selection in the

specialty store is deeper and customer service is often better. It is also believed that the average department store customer does not shop in very many departments within the store. For example, cosmetics is a great selling category in department stores. This division usually maintains the largest percent of gross margin and therefore the largest percent of contribution to the store's profit. The store usually carries a large selection, and the cosmetics customer comes to the store because of the selection. But then the same customer goes to another store in the mall for a greater selection of special size apparel. This concentration on customer and product segmentation is also recognized by the national discounter but is addressed with a different strategy.

A mass merchant/discounter sells merchandise at lower prices than conventional merchants by accepting lower margins and working on higher volume. Kotler (1988) believes a discount store exhibits these elements: (1) the store regularly sells its merchandise at lower prices; (2) the store emphasizes national brands, so that low price does not suggest inferior quality; (3) the store operates on a self-service, minimum-facilities basis; (4) the location tends to be a low-rent area; and (5) the store draws customers from relatively long distances (p. 557). Examples of discounters include Wal-Mart, Kmart, Target, and Ames.

Discount stores can charge lower prices than department stores because they provide less service at low-cost locations in a more spartan atmosphere. According to Levy and Weitz (1992), discount stores emphasize self-service: customers pick out the merchandise they want, put in their cart, and take it to the check-out counter at the front of the store. Salespeople are available only in departments where they are absolutely needed, such as photography, electronics, and jewelry.

David Glass, CEO and president of Wal-Mart believes that there is a general trend to fewer, larger, higher volume stores with lower margins (Johnson, 1990). This executive of the nation's number one retailer also believes that one-stop shopping has arrived and will continue to thrive. He also notes that the size of the store has little to do with category dominance and credits the specialty store as being very formidable competition without having large stores.

The number of SKU's (stock keeping units represent the smallest unit for which sales and stock records are kept) offered in discount and department stores is similar. However, discount stores tend to offer more variety and less depth of merchandise. They typically carry fewer brands and sizes in each category than department stores. Historically, one aspect of retail business that separates the mass merchant from the department store is the quicker adoption rate of technology by the mass merchant.

Kang-Park and Kim (1993), found that the national discounters were among the first to adopt and integrate the "paperless work place" into the apparel retailing environment. As early as 1976, discounters were installing computers to scan and collect point-of-sale information. Today, some mass merchants have incorporated satellite communication to eliminate data transmission over telephone lines to and from the store. Communication can be done simultaneously to all stores as many times a day as deemed necessary.

Distribution center technology is also changing faster within the mass merchandising industry. Distribution centers usually process up to 80% of everything that is sold. Computer integration enable distribution centers to process more than 200,000 cases a day. An increase of more than 150,000 cases a day compared to the mechanized facilities of the past. This allows the discounter to lower costs, contributing to the overall capacity, and to stock the best selling merchandise. Some discounters maintain that having items in stock is just as important as customer service. Mr. Glass of Wal-Mart illustrates this point, "...when most people talk about customer service, they want to complain about being fourth in line...people are a lot more tolerant about being fourth in line if you always have the item" (Johnson, p. 70, 1990).

Store service is one area that can relate store type and customer satisfaction. Stores must meet different consumer

preferences for service levels and specific services. When the expectation of service is fulfilled, the consequences may evolve into customer satisfaction. Joseph Antonini, Chairman, CEO, and President of K Mart, recently stated, "We recognized early on that the customer's attitude was changing; they not only want the best price, but also want someone to care about their individual needs. Consumers are making decisions where they are going to shop based upon their 'feeling' about their shopping experience," (Jacoher, 1990, pp. 57-58). Thus, service becomes a major part of the retailer's concern. Other considerations by the store may include the consumer's needs, desires, goals, and habits. These factors have changed greatly over the years, but "the basic objective has always been to improve the quality of life, especially to make it easier and more comfortable" (McNair and May, 1976, p. 76).

In brief, it seems reasonable to believe that the kinds of consumer attitudes that have proven to be the most important factors to the retail store include convenience, economy and lifestyles. With these factors in mind, the retailer is faced with the choice of offering one of four levels of service: "self-service, self-selection, limited-service, or full-service" (Kotler, 1988, p. 557). Self-service is usually associated with convenience and is the cornerstone of all discount operations. Self-selection involves customers in finding their own goods, but can also involve asking for assistance. Limited-service provides more

sales assistance because these stores carry more shopping goods, and customers need more information. The store usually also offers other services, such as credit and merchandise return privileges, and hence have higher operating costs. Full-service provides sales people in each area of the store to assist in every phase of the locate-compare-select process. Customers who like to be waited on prefer this type of store.

Engel, Blackwell and Miniard (1986) believe the retail store-choice decision can be one of high or low involvement, based on the consumers' evaluative criteria and their need of convenience. Also consumers often have a specific product or even a specific brand in mind. The results of a study conducted by Workman (1990) indicated that "a pair of jeans with a hangtag indicating 100% polyester fiber content was perceived as an overall low quality garment that was of low quality fabric and construction;...economical, functional, work clothing, man-made,...a store brand or private label; sold at a discount store..." (p. 21). On the other hand, sometimes consumers simply go shopping with no direct purchase in mind. This may reflect a desire to get out of the house, to window shop, or to spend leisure time with the family. The idea of shopping as entertainment may be especially important to regional shopping centers and/or malls. Recently additions of live theater, bands, skating rinks, and amusement parks to malls are indicators of the shopping-as-entertainment phenomenon.

Other changes are seen as the retail scene evolves into a new era. Evolution of store types will shift from their traditional supplier orientation to focus directly on the consumer. Observations of Levy (1989) conclude that the retailer's traditional role has become insufficient and obsolete in the face of radical changes sweeping the marketplace. Retailers will need to create concepts geared to consumer demand. Kiplinger and Kiplinger (1989) predict several changes in this decade. Department stores will no longer try to sell all things to all shoppers. They will focus on soft goods, clothing and housewares displayed in small boutiques within stores, much like a grouping of specialty stores. For example, Sears, previously has been known for its various hard line assortment including the popular Craftman tools, is currently revamping their merchandise assortment and marketing strategy to encompass a greater emphasis on women shoppers and soft lines.

Micromarketing-tailoring merchandise to people in the neighborhood-will flourish. Merchants will work harder on decor and themes for drawing customers. There will be fewer regional shopping malls built in the '90's and "the trend in the next ten to fifteen years will be to spruce up and add to existing retail stores (partly because of runaway land costs) and build smaller shopping centers in new residential areas" (Kiplinger and Kiplinger ,1989 p. 191).

QVC and other home shopping networks are booming within the retailing industry. It is suggested that home shopping is at the core of a revolution in the retail industry which will arrive with enormous sweep sometime in the late nineties. Stores such as R.H. Macy's and Saks Fifth Avenue and upscale designers like Calvin Kline are adopting this new format of retailing in hopes of rejuvenating their private label and regular price businesses. Direct sales television is demonstrating its ability to drive sales to new heights. For example, it is reported in a recent trade publication that QVC sold about \$1.6 million worth of jewelry in four hours.

The success of this new format for apparel retailers lies in being able to sell quality fashion through a venue that now emphasizes bargains by the minute. While there is some concern about consumer acceptance and the lack of being able to touch and feel the merchandise, there is evidence that this new format is experiencing customer adoption. Television home shopping has become a \$2.5 billion business in just eight years (Moin, 1993).

Apparel Retailing

In the retailing industry, clothing is often responsible for maintaining a higher percentage of gross margin within the store's overall profitability. Subsequently a large part of retailing business and strategic planning is focused on the ready-to-wear business.

The apparel business includes all of the industries necessary to produce and market apparel goods to the consumer. Apparel retailing encompasses clothing and accessory items for men, women, and children. According to Jernigan and Easterling (1990), apparel retailers provide the direct link from manufacturers and/or wholesale distributors to the ultimate consumer through stores or direct marketing. The two levels of apparel that are available to the public include high fashion and mass or volume fashion.

Paul Nystrom (1968) in *The Economics of Fashion* noted over twenty-five years ago that consumer outlays for clothing and accessories amounted to almost \$50 billion, making this market second only to food among all consumer markets. More recently, Jarnow, Judelle, and Guerreiro (1981) estimated that in 1979 Americans spent over \$100 billion for clothing, shoes, and accessories - an amount that constituted \$1 in every \$16 that they spent. Today, consumer expenditures on domestic production and imports of apparel total more than \$143 billion (*Economic Profile of the Apparel Industry*, 1988).

According to a recent issue of a national retail trade publication (*Stores*, August, 1993), of the top 10 specialty stores in the United States, seven were apparel retailers, totaling more than twenty-seven billion dollars in volume. These most successful apparel retailers and their sales in billions for 1992 include The Limited (\$7.2), Melville (\$5.6), Mervyn's (\$4.5), Woolworth - whose footwear and apparel chains

had the strongest performance (\$3.7), Nordstrom (\$3.4), TJX Cos. (\$3.3), and The Gap (\$2.9).

Another indication of the industry's importance is the number of jobs it creates in every state of the United States. Based on The U.S. Department of Labor and Statistics, of the millions of people employed in manufacturing industries in the United States, 12 percent are employed either in those industries that produce apparel for men, women, and children, or in the textile industries that produce the materials from which the garments are made. In addition to the act of exchange, apparel consumption is basic to human activity. As Anspach (1967) suggest, acts of consumption are of interest because the consumer's "taste" or "preference for" one product over another is the only reliable measure of consumer demand. Thus, the study of apparel retailing/merchandising becomes the best way to understand how to meet the socially developed need for apparel products. Today, the study of apparel retailing is an investigation of how hundreds of designers, manufacturers, and merchandisers meet the many varied demands of a vast market.

When a style is "the fashion," the demand for that style is at a peak. In general, apparel merchandise has an unpredictable selling life. Retailers use market considerations as criteria to evaluate apparel products according to their compatibility with the retailer's market and customers. Apparel products are often examined by retail

executives relative to their life-or fashion-cycle stages, lifestyle implications, and competitive positions.

According to Lewison (1989), style, design, and fashion are related yet different concepts. Style incorporates those special characteristics or specific features that distinguish one product from another of a similar type. For example, the specific style features that help to distinguish one skirt from another include length, cut, and fabric. Individual interpretations or versions of the same style are called designs. A fashion "is a product that has distinctive attributes that are currently appropriate and represent the prevailing style" (Jarnow, Judelle, and Guerreiro 1981). Fashion is a sign of the times, "it frequently reflects what a culture is feeling, thinking, and doing in all walks of life" (Bohlinger 1990, p. 176).

Until the late 1960s designers dictated to consumers what to wear. The manufacturers simply produced what they could most easily and profitably make without consulting consumer preferences. Retailers selected from what was available on the wholesale markets and then sought to push upon their customers the goods they had bought. This strategy lead to a slump in retail sales the 1970s and continued into the 1980s.

Faced with the fact that consumers buy more often from choice than from designer dictation or from necessity, the fashion industry has increasingly shifted its emphasis from what it wants to sell to what it believes its customers will

buy. For the 1990s, designers have handed over the style reins to the general public.

Consumers will individualize their styles, ranging from gothic to comfortable. *Vogue* says women should nix the term "aggressive" from their fashion vocabulary: "This is the new era of femininity in dress - of jackets with softer shoulders, of curvy tailoring, of a fluidity in skirts. Of dresses that show the body without grabbing it." *Vogue* also buried power dressing - "battalions of women done up like linebackers ready to rush the board room at Morgan Stanley." Rival fashion magazine *Mirabella* also has unveiled its view on fashion in the '90s: "Relaxed uniforms are the new way to dress; mail order a great way to shop. Everything's lighter, simpler, faster" (Miller 1990, p.1).

From a consumer perspective, clothing, for many, is a high-involvement purchase since it is relatively costly and produces social and physical comfort consequences for the wearer. Because of the powerful and changing nature of fashion and because there is often a need of different clothing for various occasions, clothing is likely to be a product class with which the consumer must be concerned on a reasonably regular basis (Gutman and Alden 1985). Yet, within the retailing academic literature little attention has been given to the nature of the customer satisfaction phenomenon as it exists in the apparel retail environment.

Some investigators, especially Francis (Francis and Dickey, 1981; Francis, 1992; Francis and Davis, 1992; Wright and Francis, 1988), have applied various theoretical frameworks of consumer satisfaction to hypotheses related to clothing. As Francis notes (1992), most clothing satisfaction

research has focused on consumer characteristics that relate to satisfaction. These studies include the relationship between demographic characteristics such as age, income, and educational level and clothing satisfaction (Anderson and Jolson, 1973; Bathke and Burson, 1964; Francis and Dickey, 1981; Conklyn, 1971). In other studies, lifestyle activities, interest, and opinions and social-psychological variables were found to be important determinants of clothing satisfaction ((Wall, Dickey, and Talarzyk, 1978; Lowe and Dunsing, 1981). However these and other clothing related investigations (Sproles and Geistfeld, 1978; Hong and Rhee, 1992; Park and DeLong, 1992) are product specific and do not relate clothing satisfaction with the retail environment.

For the clothing retailer, a customer orientation involves a commitment to understanding customers' needs and wants and a willingness to adjust the store's characteristics and the merchandising mix to satisfy those needs and wants. But what has been generally overlooked is the contingency that satisfaction may be defined differently by the retail organization, and by the customer.

Perception as Related to Apparel Retailing

In general terms, perception is considered to be whatever an individual perceives as their reality. Shiffman and Kanuk (1987) define perception as being important to marketers because "it's not what actually is so, but what consumers

think is so, that affects their actions, their buying habits, their leisure habits, and so forth" (p.171). It is described as "how we see the world around us." This section reviews and examines how consumer perception generally behaves within the apparel retail environment.

According to Lewison (1991), perception is one major psychological factor that influences consumer buying choices. How consumers act out the buying process is determined, in part, by their perceptions of the buying situation. "Perception is the process by which consumers attach meaning to incoming stimuli by forming mental pictures of persons, places, and objects. The basic perceptual process consists of receiving, organizing, and interpreting stimuli" (p. 107).

Exposure is the key to receiving stimuli through the five senses. Perception follows exposure. A major consideration for the apparel retailer is to include plans for gaining customer exposure for the product offering. Organization is a mental process by which incoming stimuli are organized into descriptive categories. These categories represent meaningful information that can be useful in making purchase decisions. This process may vary greatly among individuals and hence, their interpretations of the stimuli may also vary. Stimulus interpretation/perception is the process of assigning meaning to stimuli. Interpretation is accomplished by making mental comparisons between the new information and what is already known or from previous experience.

Engel, Blackwell, and Miniard (1990) refer to perception as the third stage of information processing. Comprehension/perceptions is preceded by the first stage of exposure and the second stage of attention. The EBM model directly links marketer dominated stimuli to the stages of information processing (exposure, attention, perception, acceptance, and retention) and thus to memory. Successful retailing is often based on a complete understanding of consumers' perceptions. Engel et al notes that, "... consumers' attribute-based perceptions of products and stores are critical determinants of their choice behavior" (p. 215).

Indeed, a number of researchers have found consumers discriminate between clothing products based upon the perception of brand labeling, store image, physical product traits, product price, advertising, and past product experience (Baugh and Davis, 1989; Jacoby, Olson, and Haddock, 1971; Nevid, 1981; Swartz, 1983).

Demographic characteristics of consumers have also been shown to influence consumer perceptions and store patronage (Hirschman, 1979; Gutman and Mills, 1982). For example, Summers, Belleau, and Woznaik (1992) report that age and work status resulted in significant differences in consumers' perceptions. Respondents in the youngest age category, 18-35, scored higher than older respondents on "Shopping Involvement and Fashion Commitment." This indicates that younger respondents seem to be more interested in the enjoyment of

shopping and in keeping up with fashion than in finding the best quality in garments as reflected by their low score on Quality Conscious.

This study (Summers, Belleau, and Woznaik, 1992) also indicated that consumers' perceptions of apparel shopping relate to store patronage. Store patronage, shopping locales, and demographic characteristics (other than residence location of rural or urban) influenced respondents' shopping perceptions. Respondents who were "shopping involved" spent more time shopping for apparel for themselves and their families than other respondents and preferred to shop for apparel for themselves in clothing-only stores. "Quality Conscious" respondents most often shopped for apparel for themselves and families in clothing-only stores in enclosed malls. Older, less educated, married respondents shopped the least amount of time in discount or department stores in small shopping centers. As noted by the researchers of this particular study, "...rural and urban retailers may need to change their merchandising strategies and to refocus their promotional efforts to appeal to consumers who hold positive attitudes toward apparel shopping" (p.91).

Often consumer perceptions tend to be imprecise. The number of stores shopped and frequency of shopping trips affect perceptions accuracy. For example, consumers seldom have a high level of absolute price knowledge, though informed within well-defined ranges for the price-conscious shoppers.

In sum, it is sometimes very difficult for the retailer to get messages to their target group about store image, clothing brands, price, advertising and other store attributes. Without being misinterpreted or forgotten. Nonetheless, understanding consumers' perceptions of apparel shopping can aid retailers in targeting customers and in merchandising products and services more effectively.

Summary

The bulk of the research reviewed over the last decade primarily promotes understanding that is product-oriented and has not been applied specifically the apparel retail setting. Neither has research established if the means-end model is appropriate for retail environment-specific perceptions, i.e., where the transaction takes place. Nor has there been an investigation of the perceptions of the apparel retail executive. Moreover, research has not investigated the relationship of these perspectives to one another. Therefore, the "guiding hypotheses" of this research is to ask how does the apparel retail executive define satisfaction? Is there a gap between this definition and how it is defined by the consumer who purchases apparel?

How would it be most useful for retail managers to define and measure satisfaction? What issues must the apparel retail manager consider? A customer orientation involves a commitment to understanding customers' needs and wants and

willingness to adjust the marketing mix to satisfy those needs and wants. For this reason, the concept of consumer satisfaction is critical to a customer-orientation. The ability to implement a customer-oriented approach in apparel retail organizations is dependent on how well managers understand customers' perception of satisfaction. But what has been overlooked is the contingency that satisfaction is defined differently, by the organization, and by the customer. It is proposed that an adequate understanding is one that parallels the consumer's perception with the retail executive's perception.

It is logical for the retailer to think in terms of "my customer." However, the consumer in general does not always interpret their satisfaction as store-specific. It is possible that the consumer thinks in terms of the level of expectation as related to a specific retail operation, but their level of satisfaction is seemingly more comprehensive.

This narrow interpretation of customer satisfaction by the retail executive will evidently narrow the profit margins as well. It is one thing for the retail "gatekeeper" to state that we have made an attempt to understand our customer, but unless the executive definition of satisfaction becomes analogous with that of the consumer, most analysis is fruitless.

In sum, the retailer is seeking success. If the success of such a program depends on how it is conceived by the

retailer (specifically the retail executive), is it not important to investigate the meaning of the tenants of this program from the retailer's point of view? The issue is how much change in business performance will occur with varying degrees of change in customer satisfaction? Further, ensuring customer satisfaction denotes explaining the relationship of customer actions which are of direct interest to the retailer, such actions as repeat buying, store loyalty, complaint behavior.

CHAPTER III

RESEARCH METHODOLOGY

The use of scientific design is clearly under-utilized in retail research. Retailers need and want quick answers which often lead to "eyeballing" a situation, or "seat of the pants" case studies. This type of problem analysis can lead to short-term problem solving. Nonetheless, retailers and researchers are often pressed to employ methods that are not always scientific. Yet the retail store is the most appropriate, the most valid location for experiments concerning customer behavior. It is, after all, the place customers decide where they buy, decide what they buy, decide how they will buy, and express dissatisfaction. It is likely that we will discover how concepts of expectation, satisfaction, means-end, value and disconfirmation relate to the buying process only when we conduct research investigating the interaction of the retail store with the consumer.

Research Hypotheses

Retailers are now seeking success through customer-oriented programs. The success of these programs depends on how they are defined and implemented by the retailer. It is important for retailers to recognize and feel assured that their components of satisfaction match those of their

customers. For these reasons, the following hypotheses were formulated (c = consumer questionnaire, e = executive questionnaire).

Based on the Review of Literature, the pilot study conducted by Williams (1992), and specifically the idea that many retail executives are removed from the selling floor and therefore out of touch with the customer, Hypothesis I was stated as follows:

H1: Customers and executives of retail clothing stores perceive the importance of attributes of retail satisfaction differently. (c and e items 5-32)

Much of the research conducted in the past concerning store satisfaction has focused primarily on a single store type. It is believed that consumers shop and purchase across various store types, therefore it is more realistic to investigate retail satisfaction across store types. It is also a contention that executives are store specific whereas consumers are more general in their approach to the retail market. Therefore Hypothesis II is as follows:

H2: Attributes of retail satisfaction for both retail executives and customers will vary by store type. (c items 79-109, e items 49, 60-87)

As the Review of Literature denotes, most past research on customer satisfaction has been product oriented, neglecting

emphasis on store influences. It is hypothesized that both store related cues and product related cues influence the customers retail satisfaction. Thus Hypothesis III states:

H3: Both store-based cues and product-based cues significantly influence executive and customer satisfaction. (c items 80-107, e items 60-87)

A 'perception gap' may exists between retail executives and customers. This perception relates not only to the attributes of retail satisfaction, as stated in Hypothesis I, but also to the benefits of shopping and purchasing clothing. Therefore Hypothesis IV is as follows:

H4: Executives and customers identify benefits of retail stores differently. (c and e items 33-48)

As discussed in Chapter I (page 4), and in the Review of Literature (store types), the type of organizational structure a store incorporates is thought to have some influence on the decision making process and ultimately satisfying customer needs. Thus it was deemed important to investigate which types of store structure customers patronize more often. Furthermore, do customers believe that their is a connection between how a store is structured and retail satisfaction. For these reasons Hypothesis V and VI were stated:

H5: Apparel retailers' organizational structure as measured by consumer behavior is directly correlated with customers' perceived retail satisfaction. (c items 61-72, 80-107)

H6: Apparel retailers' organizational structure as measured by criterion items is directly correlated with customers' perceived retail satisfaction. (c items 73-74, 80-107)

Operational Definitions

1. Apparel Retailing - any business whose sales encompasses clothing and accessory items for men, women, and children.
2. Attributes - are features or aspects of certain retail stores and are useful to consumers to the extent that they enable the user to achieve a consequence associated with use.
3. Centralized organizational structure - occurs when the authority for making the retailing decisions is delegated to corporate managers rather than to geographically dispersed regional, district, and store managers.
4. Customer Perception - is the process by which consumers attach meaning to incoming stimuli by forming mental pictures of persons, places, and objects within the retail environment.
5. Customer Satisfaction - is a post-purchase evaluative judgement concerning a specific purchase transaction and represents a consumer's evaluation of a specific transaction and consumption experience.

6. Decentralized organizational structure - occurs when the authority for making the retailing decisions is delegated to geographically dispersed regional, district, and store managers rather than corporate managers.
7. Means-End Chain - is the connection between store attributes, consumer consequences and terminal values (satisfaction). Means-end chain proposes that consumers obtain consequences from store patronage and/or the purchase of products by choosing attributes and actions that produce desired consequences and minimize undesired consequences.
8. Positive Consequences - are desirable benefits accrued to customers from patronizing certain stores.
9. Product-based cues - concerns the intrinsic and extrinsic aspects of the apparel item, the experiences related to purchasing the products and services obtained from the retailer. For example, the quality level, the size and/or color, and the brand are considered product-based cues.
10. Retail Environment - is the total set of physical and nonphysical elements of a retailing business. These components include the store's merchandise, trading environment, customer service, and customer communication (whereas retail satisfaction is the customers' reaction to these business elements).

11. Retail Executive - refer to positions which include owners, presidents, CEOs, vice-presidents, and general managers.
12. Retail Satisfaction - is the consumer's cognitive, emotional and behavioral reaction to his or her evaluation of the total set of experiences realized from patronizing the retailer for a specific transaction.
13. Retail Store - is any business enterprise whose sales volume primarily comes from retailing. The goal is to satisfy the wants of the ultimate consumer in terms of the availability of goods and services.
14. Store-based cues - include all aspects of a retail environment within a particular type of retail outlet, the experiences related to being in the store itself and dealing with the organization. For example, fast check-out, personal service, store layout, and credit procedures are considered to be store-based cues.
15. Terminal Values - are the end states of existence toward which people strive (for example, comfortable life, happiness, pleasure, and satisfaction).
16. The Retailing Concept - is a management orientation that holds that the key task of a retailer is to determine the needs and wants of its target markets and to direct the firm toward satisfying those needs and wants more effectively and efficiently than its competitors.

Research Design

The research method was the survey technique. The research design is divided into two sections, Phase I and Phase II. Phase I includes instrument development and pre-testing procedures. Phase II includes the process for gathering the national sample of retail executives and consumers, data collection, and data analysis procedures.

Phase I

Phase I of this project was to develop the pre-study questionnaires and methodology for a comparison of consumers' perceived retail satisfaction with retail executives' understanding of their customers' perception. Two questionnaires were developed, one for the consumers and one for the retail executives. Items on the questionnaires related to the proposed conceptual framework discussed in Chapter One and shown in Figure 5. This was accomplished by using Churchill's (1979) model for instrument building and generating items by adopting and revising past research instruments (Lumpkin and Hite 1988; Maddox 1977; Oliver 1981; Swan 1977; Westbrook 1981; Paulins 1993; Gutman and Alden 1985; Dickson and MacLachlan 1990).

Instrument Development

Shown in Figure 7. are the item numbers from the consumer and executive questionnaires (consumer questionnaire: Appendix

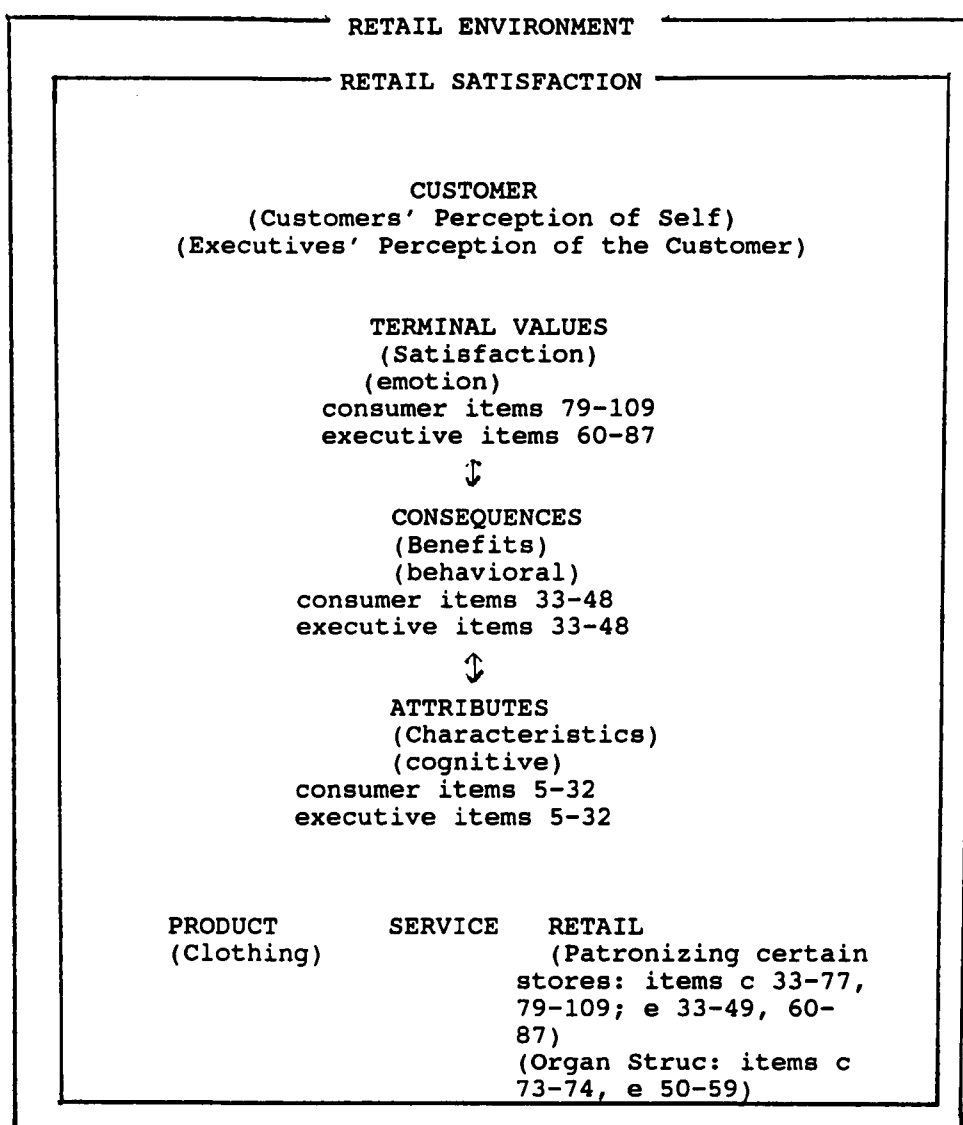


Figure 7: The item numbers from the consumer and executive questionnaires (Appendixes A and B) and corresponding conceptual elements.

Source: Adapted and Revised from Reynolds, Thomas J., and Linda F. Jamieson (1985), "Image Representations: An Analytic Framework," in Jacob Jacoby and Jerry C. Olson (eds.), *Perceived Quality: How Consumers View Stores and Merchandise*, Lexington, MA: Lexington Books, 120.

A, executive questionnaire: Appendix B) with the corresponding conceptual elements. Each questionnaire included four broad sections. The first section (Part I) contained items (c and e 5 - 32) which reflect attribute importance of clothing retail outlets across store types. These attributes consisted of cognitive elements relating directly to the source of in-store satisfaction. The list of selected store attributes were based on the measures produced from previous studies (Dickson and MacLachlan 1990; Gutman and Alden 1985; Lumpkin and Hite 1988; Paulins 1993; Westbrook 1981). Attributes generated from these previous studies were the results of: (a) in-home interviews which focused on wearing apparel lines of the respective stores in making their judgments about the stores (Dickson and MacLachlan 1990), (b) in-depth interviews (leading to a hierarchical value structure map) in which respondents discussed clothing acquisition, shopping behavior, store preference, and fashion interest (Gutman and Alden 1985), (c) store attribute rating importance resulting from comparing surveys to "elderly consumers" with departments store managers using the product category of apparel (Lumpkin and Hite 1988), (d) survey data which related to consumers' perceptions of store attributes (Paulins 1993), and (e) personal in-home interviews about customers' experiences with department stores (Westbrook 1981). Results were taken from these studies which indicated attributes that were

statistically important as factors significant to satisfaction.

The second section (Part II) involved positive consequence perception (benefit) items. Items (c and e 33-48) were adapted from Gutman and Aldens' (1985) lists of consequences. These consequences were obtained from content analysis of respondents' in-depth interviews concerning store preference and fashion interest. A laddering procedure was applied "to elicit a string of interrelated elements, ... and to arrive with a set of standard concepts which represent the content component of consumers' knowledge structures" (p. 104). Consequences extended from the functional (been in business longer, saves time, easy to compare, advertisements, not limited in choice of merchandise, and so on) to the psychosocial (feeling important, easier to socialize and fit in, store is well thought of in the community, store stays interesting).

The third section (Part III) addressed satisfaction with clothing and retail outlets across store types. The consumer respondent was asked, "when answering this section please think about the stores where (you) most frequently shop and purchase clothing." Whereas, the executive respondent was asked, "when answering all the items in this section please think about the retail company where you make management decisions."

The initial portion (section A.) of Part III of both questionnaires contained questions relating to store organizational structure (Appendixes A and B). According to Levy and Wietz (1993), "the organization structure identifies the tasks to be performed by specific people and determines the lines of authority and responsibility in the firm" (p. 281). As discussed in Chapter One (page 4), and in the Review of Literature (store types), the type of organizational structure is thought to have some influence on the decision making process and ultimately satisfying customer needs. According to Levy and Weitz (1993) organizational structure can relate directly to satisfying customer needs. For example, centralization makes it difficult for the store to tailor its offering to the needs of local markets. In addition, since the merchandise mix and pricing are established centrally, individual stores may not be able to respond quickly to competitive activities in their market. Thus it was deemed important to capture information from the executive sample concerning the degree of centralization versus decentralization within their respective stores. Executive questionnaire items 50 and 51 relate to defining organizational structure at the executive's store. Items e 52-59 revealed the degree of centralization/decentralization relating to the tasks typically divided into major categories. These tasks include advertising, financial, store operations,

product development, distribution, merchandising, human resources, and the store's physical environment.

For the consumer questionnaire (items c 49-72), stores which represented a centralized organizational structure included: The Gap, WalMart, Banana Republic, Mervyn's, Dillards, and May Company. The stores which represent a decentralized organizational structure included: JC Penny, Burdines, Nordstrom, Macy's, Bloomingdales, and Jordan Marsh. Items c 49-60 establish the attitude about specific stores utilizing a comparison ("to your ideal clothing store"). Items c 61-72 establish the actual behavior related to those specific stores. The following items (c 73 and 74) attempt to relate organizational structure and customer satisfaction as discussed by Levy and Weitz (1993).

The second part of Part III (section B) asked consumer respondents to identify how often (they) buy clothing at a specific store type (c items 75-77). Store types were defined as a department store, a mass merchant, and a national specialty store with examples of each provided. Consumer respondents were then ask to indicate the store type where they last purchased an article of clothing. This section was immediately followed by scales on which respondents would indicate their "feelings about shopping and buying at the store where (they) last purchased clothing" (section C). As a result of the pre-study, the characteristics listed in Part III, section C, were changed to mirror the set of attributes

in Part I of the questionnaire. It was determined that conceptualization of retail satisfaction would be more concise if the same attributes were used in the general importance measure and in the specific satisfaction measure.

Consumers were asked to recall their last satisfying shopping/purchasing experience that they could remember most clearly. As noted by Singh (1990) this refers to "free elicitation." Examples of such studies include Richins (1982), and Andreasen (1985). The drawback of this approach was that it leaned heavily on the memory and recall ability of the respondent. Furthermore, rationalization tendencies and other biases may interfere with the reconstruction of events. The advantage of this approach was that the dissatisfying experience was relevant to the respondent and is not perceived as "artificially constructed".

According to Fornell (1992), virtually all customer satisfaction research is hampered by highly skewed distributions for the indicators of the satisfaction construct. This research included studies of department stores (Fitzgerald 1990) and clothing (Hughes 1977) where more than 80% of the customers were satisfied. To minimize this potential skewness problem, Fornell suggest extending the typical number (usually 5) of scale points to allow respondents to make finer discriminations. Therefore, as recommended by Westbrook (1981), and others The Delighted-Terrible Scale, a fully anchored 7-point rating scale

reflecting gradations in affective intensity of satisfaction as related to a specific transaction was used. Accordingly, this format was carried out in other sections of the questionnaire. A 7-point importance scale was used in Part I to measure attribute importance, and a 7-point agree-disagree scale was used in Part II to measure benefits and behavior regarding retail clothing stores.

It is important to note that there is much discussion concerning the measurement of satisfaction. There are those who have conceptualized satisfaction and dissatisfaction as two distinct constructs, as opposite ends of the same phenomenon. Woodruff and co-investigators (1991) concluded from their recent study that "satisfaction is related to experiencing continuity over time, while dissatisfaction from discontinuity is occasion specific" (p.31). There was also mentioned that satisfaction/dissatisfaction is one phenomenon related to a specific transaction or consumption experience (Patterson and Johnson, 1993). While it is important to recognize this information, the author of this research used a continuous scale of satisfaction as developed by Westbrook (1981) and employed by researchers investigating the customers perception of clothing and satisfaction (Sproles and Geistfeld 1978).

The fourth section (Part IV) contained categorical questions about the consumers' demographics, such as the respondents' age, gender, income, education level, and

occupation (items c 110-115). The executive was first asked to profile their "target market" through the use of the same categorical questions (items e 89-92). The executive was then asked to report their own gender, management level within their store, store volume, and years served in their present capacity (items e 93-96). This section was for classification purposes only and would not be used to identify individual respondents. The data collected from individuals would be combined with those of the others in the study to describe in summary fashion the kinds of people who participated in this research.

For measurement purposes, an effort was made to develop parallel instruments understandable for both, the consumer and the executive. The list of attributes to measure satisfaction importance, choice of store types, consequences perception items, and attributes to measure satisfaction with the particular store (type) were listed exactly the same on both questionnaires. However, some minor differences exist between the questionnaire mailed to the consumer and the questionnaire mailed to the retail executives. These differences included: (1) the language of the instructions, (2) the nature of the questions which related to the stores' organizational structure (Part III, executive questionnaire, items 50, 51 and Part III of the consumer questionnaire items 49-74), (3) the nature of the general information gathered (Part IV both

questionnaires), and (4) the letter to the respondent introducing the study.

First, it was necessary to instruct the respondents differently due to the sample group and research objectives. One objective of this research was to investigate whether or not the executive perceived their customers correctly. Thus the executive was instructed to respond with their "target customer" in mind, while consumers were instructed to answer in terms of their personal thoughts, feelings and behaviors.

Second, it was assumed the retail executive respondent sample was more knowledgeable of terms relating to organizational structure. Therefore this group was asked directly about the authority for making the retailing decisions for their stores (executive questionnaire items 50, 51). However, these terms may not be considered "common knowledge" to the consumer population and therefore it was not possible to address the issue of organizational structure in a straight forward manner. Thus, the consumer was asked to respond to questions which related to organizational structure as measured by consumer behavior and criterion items (consumer questionnaire items 49-74).

The third difference in the two questionnaires was the nature of the general information gathered in Part IV. It was not an objective of this research to gain insight into the demographic profile of the retail executive. Hence, questions concerning age, education, employment status, and income were

eliminated from the executive questionnaire. However, the executives were asked to respond to demographic items in terms of their "target customer".

The final difference was the language and manner in which the letter of introduction was presented to the two sample groups. For the questionnaires sent to consumers, the introductory letter (Appendix C) was printed directly on the questionnaire. The nature of the language employed was adapted from Dillman's (1978) *Mail and Telephone Surveys: The Total Design Method*.

The national sample of retail executives were considered to be industry professionals who would receive the questionnaire at their place of business. Therefore it was concluded that the letter of introduction (Appendix D) be presented separately and in a business format.

Pre-test

A three-stage process was followed for the pre-test: (1) questionnaire and letter mailed to retail executives, (2) postcard reminder, (3) questionnaires completed on site with customers. A convenient sample of eight local retail executives who were not members of the final sample was used to collect data from the executive questionnaire. Data was collected from 68 consumers via a convenient sample of college students, church groups, office staff members, and local residents. The format and wording of the postcard reminder

used in the pre-study (Appendix E) was adapted from Dillman (1978).

The pre-study questionnaire critique revealed that the executive questionnaire was too long. Executive respondents indicated frustration with the nature of the general information items. Five of the eight executives indicated that after they had completed the information concerning their store and target customer, they "wanted to stop filling out the questionnaire." Due to these executive responses and research objectives, the total number of 100 items on the pre-study executive questionnaire was reduced to 96, eliminating information regarding demographic data. Cronbach's alpha coefficient was calculated for both final questionnaires yielding a reliability coefficient of .92 for the executive questionnaire and a coefficient of .91 for the consumer questionnaire.

Phase II

To maximize participation in the main study, Dillman's (1978) Total Design Method and Shim and Kotsiopulos (1993) served as models for the questionnaire format and design as well as for the procedures associated with national mailings. During Phase II the questionnaire was administered in a four-stage process to a nationally drawn sample of retail executives and consumers: (1) questionnaire and letter mailed to retail executives, (2) postcard reminder to executives, (3) questionnaire mailed to consumers, and (4) postcard reminder

to consumers. Surveys were mailed to both groups during the same week in February, 1994. A follow-up reminder postcard (Appendix E) was mailed to both groups three days after the respective questionnaire mailing. Respondents were asked to return the completed questionnaire within one week after they received the questionnaire.

Consumer Population. Five thousand female names were obtained from National Lifestyles and Demographics (NDL), Inc., an organization whose database contains over 25 million names and addresses. The NDL database consists of consumers who mail in questionnaires inserted into packages of a variety of major consumer retail products. These respondents had answered an enclosed questionnaire and had agreed to their names being placed on a mailing list. This method of obtaining a consumer mailing list has been utilized in previous clothing research which employed the survey method (Cassill and Drake 1987; Shim and Kotsiopulos 1993).

Demographic information about the entire NDL population is: gender (male, 54%; female, 46%); age (24 and under, 7%; 25-44, 42%; 45-64, 31%; 65 and over, 18%; marital status (married, 70%; unmarried, 30%); income (under \$20,000, 24%; \$20,000 to \$49,999, 57%; \$50,000 and over, 19%); credit card possession (yes, 86%; no, 14%); children at home (yes, 31%; no, 69%); religion/ethnicity (Protestant, 79%; Catholic, 8%; other, 13%); and various occupations ranging from professional/technical (25%) to clerical/craftsman (17%).

Consumer Sampling. NDL allows the researcher to select names based on demographics, lifestyle or geographic information. For this study 5,000 names (a minimum order) were randomly selected based on three criteria: gender, 65% (n=3250) women and 35% (n=1750) men; ages 18 and up, and geographic representation of the most recent United States Census (1989) information. The sample was reduced to 900 for actual mailing by the use of a table of random numbers. The names were given a number from 1 to 5,000; those assigned numbers corresponding to the table of random numbers were included in this study.

Retail Executives Population. One thousand five hundred and fifty three retail executive names were obtained from Phelon, Sheldon and Marsar (PSM) Inc. PSM publishes a variety of manufacturing and retailing directories. Among these is Sheldon's Retail Directory. This directory is composed of most publicly and privately owned, independent and chain operations in the United States. All categories of merchandise are represented (such as clothing, fabrics, auto, electronics, jewelry and gifts, groceries). Researchers may select mailing list based on store names and/or executive titles. At the time data were collected, this was the most current directory available.

Retail Executive Sampling. To collect data from a variety of store types as well as to achieve a national geographic dispersement, a sample population of retail

executives from department store chains (404), mass merchants/discount store chains (338), and specialty store chains (men 336 and women 475) with annual sales of over \$100,000,000 was identified. The data were reduced from 1,553 to 1,023 by eliminating retailers who do not sell clothing.

Data Collection

Data were collected in March and April 1994 via a questionnaire sent to 900 consumer subjects and 1023 retail executive subjects. Following the mailing of a reminder postcard, 334 consumer questionnaires were returned (37.1% return rate). Of those, 323 consumer questionnaires were usable.

Two-hundred and thirty three executive questionnaires were returned (22.8% return rate). Of those, 201 executive questionnaires were usable. Low return rates and small sample size has been cited as a problem faced by researchers conducting national studies of retail personnel (Shim and Kotsipulos 1991; Phillips and Sternquist 1994). These studies reported return rates of 16.2% and 15.4%. Higher response rates were reported by some researchers such as Anothny and Jolly (1991), but their sample was drawn regionally.

Data Analysis Procedures

Statistical analyses used included Cronbach coefficient alpha, frequencies and mean scores, Principal Components

Factor Analysis with Varimax Rotation, analysis of variance, general linear models, planned comparisons, t-tests, Pearson Correlation coefficients, and multiple regression. A S.A.S. computer program was used to perform statistical analysis. In addition, the statistical power analysis effect size was employed to determine the importance of a statistically significant result.

Mean scores and frequencies provided information on demographics, on the importance for each attributes listed, on the respondents' agreement pattern of consequence perceptions, and on distributions of the satisfaction items.

Factor analysis with Varimax Rotation was performed on the twenty-eight characteristics (items c and e 5-32), on the sixteen benefits (items c and e 33-48), and on the twenty-eight attributes of satisfaction (items c 80-109, e 60-87). Eight consumer dimensions and seven executive dimensions were derived from the factor analysis on the twenty-eight characteristics. Four consumer factors and five executive factors were the results of factor analysis on the sixteen benefit items. Six consumer dimensions and seven executive dimensions were obtained from the analysis on the twenty-eight attributes of satisfaction. These factor structures appear in Appendix K.

The objective of Principal Components Factor Analysis is to transform a set of interrelated variables into a set of unrelated linear combinations of the variables. Principal

Component Analysis results in output that included all eigenvalues and the pattern matrix. Factors with eigenvalues greater than one were retained. Factor loadings represent the degree of correlation between the item and the factor.

When grouping factors together, this researcher sought a 'natural break' of factor loading scores within each of the factors. The consumer dimensions loading above 0.63 were used and labeled the store characteristic factors; consumer benefit items loading above 0.60 were retained; and consumer satisfaction items which loaded above 0.66 were maintained.

The executive dimensions loading above 0.57 were used and labeled as the store characteristic factors; executive benefit items loading above 0.69 were retained; and executive satisfaction items loading above 0.62 were selected and labeled. These factors were treated as the newly formulated variables in subsequent statistical analyses.

Factor scores were produced by a SAS Score program which combined factor loadings with the raw data to compute weights for each item in the factor while maintaining the same correlation between items as the factor loadings.

One research objective was to determine if variation due to differences between the two groups is larger than would be expected by chance; therefore t-tests at the .01 significance level were used to investigate if there are basic differences in perception of each attribute and benefit item between the executives and the customers. It is reasonable to expect

executives to indicate different attributes across store type. As mentioned most executives are store-specific and therefore relate the particular attributes of their store as most important. As an example, a specialty store owner or general manager is expected to score the importance of sales assistance higher than the mass merchant executive.

To explore if both store-based cues and product-based cues significantly influence executive and customer satisfaction, multiple regression was used. Attributes were classed as store-based or product-based then applied to a multiple regression model. Table 2 illustrated how the attributes were classified. Customer/retail executive satisfaction scores served as the dependent variable and attribute type importance scores served as the two independent variables.

To investigate if a correlation exists between the retailers' organization structure with customers' perceived retail satisfaction, the parametric technique Pearson correlation coefficient was implemented.

TABLE 2
STORE-BASED CUES AND PRODUCT-BASED CUES

Store-Based Cues	Product-Based Cues
fast check-out regular sales and promotions everyday low pricing personal service easy access to dressing rooms roomy/uncrowded store interior store reputation friendly store personnel helpfulness of store personnel ease of returning purchases ease of finding things prompt service knowledgeable salespeople credit and charge account procedures location to other stores good displays value you get for your money advertising that you see and/or hear layout of the store cleanliness of the store attractiveness of the store's interior	color and/or size available nationally branded clothing unique or exclusive clothing limited but focused selection of clothing a wide range of categories of clothing quality level of the clothing fashionable clothing

CHAPTER IV

PRESENTATION AND DISCUSSION OF FINDINGS

Analyses of data are discussed and presented in table format under the following headings: (1) Consumer demographics, (2) Executive demographics, (3) Executives' perception of their target customer, (4) Consumers and executives identifying store characteristics: Mean scores (5) Consumers and executives judging store benefits: Mean scores, (6) Market characteristics: Store type (frequencies) and organizational structure (mean scores, t-test), (7) Attributes of store satisfaction: Consumer and executive satisfaction factors (of consumer and executive's most previous store experience), (8) Testing Hypothesis I, (9) Testing Hypothesis II, (10) Testing Hypothesis III, (11) Testing Hypothesis IV, (12) Testing Hypothesis V, (13) Testing Hypothesis VI and (14) Discussion.

Consumer Demographics

Frequencies and percentages related to demographic characteristics of the consumer respondents are given in Table 3. Sample sizes (n) varied due to the fact that some respondents neglected certain items from the questionnaire. Respondents, were 85% female and 15% male.

TABLE 3
DEMOGRAPHIC CHARACTERISTICS OF CONSUMER RESPONDENTS

Characteristic	Frequency	Percent
<u>Your age</u>		
18-25	16	5.0
26-33	45	14.0
34-41	40	12.5
42-49	77	24.0
50-57	61	19.0
58-65	44	13.7
65-72	26	8.1
Over 72	<u>12</u>	<u>3.7</u>
	n = 321	100.0
<u>Highest level of education</u>		
Grade school	8	2.5
High school	70	21.7
Some college	110	34.2
College degree	83	25.5
Graduate degree	<u>52</u>	<u>16.1</u>
	n = 323	100.0
<u>Employment status</u>		
not employed	31	9.6
full time	159	49.1
part time (10-20 hrs)	33	10.2
part time (21 - 35 hrs)	27	8.4
retired	70	21.7
not employed, but looking	<u>3</u>	<u>0.9</u>
	n = 323	100.0
<u>Current Occupation</u>		
Lawyer/Accountant	10	4.1
Physician/Dentist	4	1.6
Professional/Tech/Educator	65	26.5
Craftsman/Tradesman	7	2.9
Clerical/White Collar	45	18.4
Upper Management/Admin.	28	11.4
Sales/Service/Middle Mgt.	47	19.2
Full time student	3	1.2
Other	<u>36</u>	<u>14.7</u>
	n = 245	100.0
<u>Family Income</u>		
Under \$15,000	28	9.8
\$15,000-\$19,999	8	2.8
\$20,000-\$29,999	31	10.8
\$30,000-\$49,999	86	30.0
\$50,000-\$69,999	58	20.2
\$70,000-\$89,000	30	10.5
\$90,000-\$114,999	25	8.7
\$115,000-\$129,999	5	1.7
\$130,000-\$149,999	9	3.1
\$150,000-\$174,999	2	0.7
\$175,000 & Over	<u>5</u>	<u>1.7</u>
	n = 287	100.0

TABLE 3
(Continued)

Characteristic	Frequency	Percent
<u>Occurrences of clothing purchases</u>		
4 times a month	124	38.5%
3 times a month	39	12.1%
twice a month	34	10.6%
once a month	40	12.4%
less than once a month	<u>17</u>	<u>5.3%</u>
	<u>n = 322</u>	<u>100.0</u>

The respondents' age category represented a bell shaped curve of distribution with more responses from consumers who were age 42-49. Thirty-four percent had some college and 49.1 percent worked full time. A variety of occupations and positions were reported. Twenty-six percent of the sample declared occupations as professionals; 18.4 percent checked craftsman/tradesman, and 19.2 indicated that they were employed in the areas of sales/service/middle management. The 'Other (specify)' category under current occupation had 36 responses, the majority specified that they were retired. Family income ranged from under \$15,000 to \$175,000 and over with the majority (50.2%) of respondents reporting between \$30,000 and \$69,999.

Executive Demographics

Executive respondents, persons responsible for filling out the Executive Questionnaire, were 26 (13.1%) females and 173 males (86.9%). Frequencies and percentages related to these executives' current position, their stores' annual sales volume, and length of time associated with the store are shown in Table 4. The majority of the executive respondents were owners ($n = 63$, 31.7%) or presidents ($n = 46$, 23.1%) of their businesses. Chain retail stores versus independent retail stores were chosen as the sample population,

TABLE 4
RETAIL EXECUTIVE DEMOGRAPHICS

Characteristic	Frequency	Percent
<u>Sex</u>		
Female	26	13.1%
Male	<u>173</u>	<u>86.9%</u>
	<u>n = 199</u>	100.0
<u>Current Position</u>		
General Manager	14	7.0%
Owner	63	31.7%
President	46	23.1%
CEO	23	11.6%
Vice President	31	15.6%
Operations Manager	4	2.0%
Merchandise Manager	8	4.0%
Other	<u>10</u>	<u>5.0%</u>
	<u>n = 199</u>	100.0
<u>Annual Sales Volume</u>		
Under \$100,000	6	3.1%
\$100,000-\$300,000	7	3.6%
\$300,000-\$500,000	4	2.1%
\$500,000-\$750,000	5	2.6%
\$750,000-\$1 Million	11	5.6%
Over \$1 Million	<u>162</u>	<u>83.1%</u>
	<u>n = 195</u>	100.0
<u>Time Associated with Store</u>		
Less than 1 year	6	3.0%
1 to 5 years	44	22.1%
6 to 10 years	25	12.6%
Over 10 years	<u>124</u>	<u>62.3%</u>
	<u>n = 199</u>	100.0
<u>Where you are a Retail Executive</u>		
a large department chain store	21	10.4%
a national specialty chain store	23	11.4%
a mass merchant	6	3.0%
a local department chain store	35	17.4%
a local specialty chain store	82	40.8%
a discount chain store	<u>34</u>	<u>16.9%</u>
	<u>n = 201</u>	100.0

thus the vast majority of the executive respondents indicated that the annual sales volume was over one million dollars (162, 83.1%).

Executives' Perception of The Target Customer

The retail executive respondents were also asked to identify demographic characteristics of their "target customer." Results of these items (e 88-92) are presented in Table 5. It is important to note that most retailers were apparently targeting the same customer, even though the executives represented a variety of store types. Their "target customer" was female, 34-49 years of age, had some college, and earned between thirty and fifty thousand dollars a year.

Importance of Store Characteristics to Respondents

In the first section (Part I) of each questionnaire, Items c and e 5-32 (which reflect attribute importance of clothing retail outlets across store types) were presented to the respondents. These attributes consisted of cognitive elements relating directly to the source of in-store satisfaction. The consumer respondents were asked to "indicate how important you think each of these factors is to your satisfaction when purchasing clothing..." (Appendix A, items c 5-32).

The executive respondents were asked "to indicate how important you think each of these factors is to your customers' satisfaction when purchasing clothing" (Appendix B, items e 5-32). A comparison of consumers and executives of

Part I for each questionnaire is shown in Table 6 (1 = Not at all important, 7 = Most important).

TABLE 5
EXECUTIVES' TARGET CUSTOMER

Characteristic	Frequency	Percent
<u>Most of my target customers are</u>		
female	173	86.5%
male	27	13.5%
	<u>n = 200</u>	100.0
<u>The age range of target customers</u>		
18-25	13	6.5%
26-33	34	17.0%
34-41	65	32.5%
42-49	43	21.5%
50-57	38	19.0%
58-65	6	3.0%
65-72	1	0.5%
Over 72	0	0.0%
	<u>n = 200</u>	100.0
<u>Level of education of target customer</u>		
Grade school	0	0.0%
High school	62	30.8%
Some college	88	43.8%
College degree	48	23.9%
Graduate degree	3	1.5%
	<u>n = 201</u>	100.0
<u>Family income of target customer</u>		
Under \$15,000	4	2.0%
\$15,000-\$19,999	8	4.0%
\$20,000-\$29,999	35	17.5%
\$30,000-\$49,999	88	44.0%
\$50,000-\$69,999	31	15.5%
\$70,000-\$89,999	15	7.5%
\$90,000-\$114,999	9	4.5%
\$115,000-\$129,999	4	2.0%
\$130,000-\$149,999	2	1.0%
\$150,000-\$174,999	4	2.0%
\$175,000 & Over	0	0.0%
	<u>n = 200</u>	100.0
<u>Occurrences of clothing purchases</u>		
4 times a month	12	6.0%
3 times a month	25	12.6%
twice a month	87	43.7%
once a month	52	26.1%
less than once a month	23	11.6%
	<u>n = 199</u>	100.0

TABLE 6
IMPORTANCE OF SATISFACTION ATTRIBUTES

Attribute	Consumer		Executive
fast check-out	Mean	5.51	5.19
	Std Dev	1.29	1.36
	N	321	194
regular sales and promotion	Mean	5.63	5.15
	Std Dev	1.32	1.31
	N	321	195
everyday low pricing	Mean	5.94	4.92
	Std Dev	1.20	1.48
	N	319	194
personal service	Mean	5.41	5.56
	Std Dev	1.40	1.46
	N	321	195
color and/or size available	Mean	6.33	6.03
	Std Dev	0.94	1.00
	N	320	196
nationally branded clothing	Mean	4.80	4.68
	Std Dev	1.58	1.49
	N	322	196
unique or exclusive clothing	Mean	4.10	4.53
	Std Dev	1.85	1.77
	N	321	196
easy access to dressing rooms	Mean	5.44	4.90
	Std Dev	1.35	1.34
	N	322	196
roomy/uncrowded store interior	Mean	5.55	4.66
	Std Dev	4.66	1.29
	N	323	196
store reputation	Mean	5.62	5.90
	Std Dev	1.41	1.07
	N	323	196
limited but focused selection	Mean	4.19	4.62
	Std Dev	1.70	1.58
	N	318	195

TABLE 6
(Continued)

Attribute		Consumer	Executive
a wide range of categories	Mean	5.29	4.40
	Std Dev	1.31	1.55
	N	322	196
friendly store personnel	Mean	6.21	6.20
	Std Dev	0.96	0.95
	N	322	196
helpfulness of store personnel	Mean	6.19	6.21
	Std Dev	0.97	0.93
	N	321	196
ease of returning purchases	Mean	6.40	5.93
	Std Dev	0.90	1.06
	N	323	196
ease of finding things	Mean	6.24	5.64
	Std Dev	0.85	0.99
	N	323	196
prompt service	Mean	6.16	5.88
	Std Dev	0.98	1.02
	N	322	196
knowledgeable salespeople	Mean	6.18	5.96
	Std Dev	1.04	1.03
	N	323	196
credit and charge procedures	Mean	5.27	4.91
	Std Dev	1.57	1.41
	N	323	194
location to other stores	Mean	4.65	4.37
	Std Dev	1.50	1.49
	N	322	195
good displays	Mean	4.70	4.62
	Std Dev	1.59	1.42
	N	322	196

TABLE 6
(Continued)

Attribute	Consumer	Executive
value one gets for their money		
Mean	6.61	6.22
Std Dev	0.68	0.88
N	323	196
advertising that is seen and/or heard		
Mean	4.87	4.51
Std Dev	1.64	1.42
N	320	196
layout of the store		
Mean	4.95	4.68
Std Dev	1.50	1.11
N	322	195
cleanliness of the store		
Mean	6.27	5.53
Std Dev	0.94	1.11
N	321	196
quality level of the clothing		
Mean	6.39	5.92
Std Dev	0.94	0.89
N	322	196
attractiveness of store interior		
Mean	5.20	5.06
Std Dev	1.23	1.17
N	322	196
fashionable clothing		
Mean	5.59	5.41
Std Dev	1.35	1.29
N	323	196

The frequencies for these items from Part I for both questionnaires are given in Appendix F.

Consumers and Executives Judging Store Benefits

In Part II (items c and e 33-48), of the consumer questionnaire respondents were asked to "show the extent to which you believe a stores' feature will benefit you."

(See Consumer Questionnaire, Appendix A) Retail executives were asked to "show the extent to which you believe a store's feature will benefit your target customers." (See Executive Questionnaire, Appendix B) Sixteen phrases were adapted from Gutman and Aldens' (1985) lists of consequences and presented to consumers and executives using an agree/disagree scale. The results from the consumer and executive questionnaires are addressed in Table 7. Frequencies for the sixteen items for both questionnaires are presented in Appendix G.

Market Characteristics

Store Type

As discussed earlier (Chapter 2, page 53-69), there exist some inconsistencies in the literature concerning the classification of stores and store type. In this research, Kotler (1988) was used to classify store types. Items (c 75-77,78,79) on the consumer questionnaire gathered data regarding store type and purchasing behavior. Table 8 shows the frequency analysis for these items.

TABLE 7
JUDGING BENEFITS OF CLOTHING STORES

Benefit	Consumer	Executive
... buy at stores that have been in business longer	Mean 4.39 Std Dev 1.71 N 323	3.60 1.75 201
...like to buy where it is more fun to shop	Mean 4.97 Std Dev 1.59 N 321	5.05 1.39 201
...would rather buy at stores that save me time	Mean 5.35 Std Dev 1.29 N 323	5.13 1.42 201
...prefer to shop where I do not feel rushed	Mean 6.08 Std Dev 1.17 N 323	5.43 1.23 201
...favorite stores are ones that are not limited in choice of merchandise	Mean 5.75 Std Dev 1.25 N 319	4.94 1.56 199
...usually shop in stores that save me money, so I spend less	Mean 5.72 Std Dev 1.45 N 322	4.44 1.77 201
...have less time,so I shop less often	Mean 4.94 Std Dev 1.83 N 323	4.48 1.67 199
...buy where items are easier to compare (mall, shopping ctrs)	Mean 4.58 Std Dev 1.74 N 319	3.72 1.64 200

TABLE 7
(Continued)

Benefit	Consumer	Executive
...buy more often at stores where I do not feel ignored	Mean 4.98 Std Dev 1.67 N 323	5.52 1.23 201
...purchase clothing more often in stores that stay interesting	Mean 4.99 Std Dev 1.55 N 323	5.68 1.13 201
...acquire most of my clothing from stores that are in touch with the latest styles	Mean 4.97 Std Dev 1.74 N 323	5.25 1.55 201
...usually buy from stores where I feel important	Mean 4.20 Std Dev 1.81 N 322	5.52 1.32 201
...stores I purchase from are well thought of in the community, or better than other stores	Mean 4.82 Std Dev 1.72 N 323	4.90 1.55 201
...stores I buy from provide clothing that make it easier to socialize and fit in with my friends	Mean 4.04 Std Dev 1.89 N 323	4.84 1.38 201
...stores I most often purchase clothing from make me feel good about myself	Mean 5.25 Std Dev 1.56 N 319	5.76 1.12 201
...buy more often at stores who advertise their items on sale rather than stores who advertise every day low prices	Mean 4.95 Std Dev 1.68 N 319	4.64 1.59 201

TABLE 8
CONSUMER FREQUENCIES OF SHOPPING BY STORE TYPE

Store Type	Frequency	Percent
<u>Large department store</u>		
rarely	33	10.3%
sometimes	141	43.9%
often	70	21.8%
almost always	77	24.0%
	$\underline{n = 321}$	100.0
<u>National specialty store</u>		
rarely	160	50.0%
sometimes	111	34.7%
often	41	12.8%
almost always	8	2.5%
	$\underline{n = 320}$	100.0
<u>Mass Merchant</u>		
rarely	100	31.3%
sometimes	108	33.8%
often	65	20.3%
almost always	47	14.7%
	$\underline{n = 320}$	100.0
<u>Occurrences of clothing purchases</u>		
4 times a month	124	38.5%
3 times a month	39	12.1%
twice a month	34	10.6%
once a month	40	12.4%
less than once a month	17	5.3%
	$\underline{n = 322}$	100.0
<u>Store where last purchased clothing</u>		
a large department store	124	38.6%
a national specialty store	39	12.1%
a mass merchant	42	13.0%
a local department store	40	12.4%
a local specialty store	27	8.4%
a discount store	50	15.5%
	$\underline{n = 322}$	100.0

Table 8 illustrates that more of these consumer respondents "sometimes" purchase clothing at a large department store, and mass merchants, but "rarely" purchase clothing from national specialty stores. They more often

purchase clothing four times a month with their last purchase of an article of clothing from a large department store. It is important to note that more executive respondents (most of which were executives from local department and specialty chain stores) indicated that their target customer purchases clothing only once to twice a month (refer to Table 5, page 113).

The executive questionnaire gathered information regarding the type of store where the respondent held the position of a retail executive (item e 49). This included large department stores, national specialty stores, mass merchants, local department stores, local specialty stores and discount stores. Table 9 shows the responses from 201 retail executives when ask "what type of store best indicates the store where you are a retail executive."

TABLE 9
EXECUTIVE STORE TYPES

Store Type	Frequency	Percent
large department store	21	10.4%
national specialty store	23	11.4%
mass merchants	10	5.0%
local department store	35	17.5%
local specialty store	82	41.0%
discount store	<u>34</u>	<u>15.0%</u>
	<u>n = 201</u>	<u>100.0</u>

As indicated in the table, more than half of these respondents were retail executives at local department and specialty chain stores (58%) with the majority of the remaining half being executives at large department stores, national specialty stores and discount stores (36.8%). For this research men and women specialty stores were combined. In future analysis mass merchants with ten responses was collapsed with discount store with thirty-four responses. As discussed in Chapter 2 (page 53), the characteristics of these two store types are similar.

Organizational Structure

The organization of a store may have some influence on meeting customer needs, thus subjects were asked to respond to a series of items regarding organizational structure. For the consumer questionnaire (items c 49-72), stores which represent a centralized organizational structure included: The Gap, WalMart, Banana Republic, Mervyn's, Dillards, and May Company. The stores which represent a decentralized organizational structure included: JC Penny, Burdines, Nordstrom, Macy's, Bloomingdales, and Jordan Marsh. These stores have been previously classified into these respective categories by Levy and Weitz (1993).

Items c 49-60 established the consumers' attitude about specific stores utilizing a comparison ("to your ideal clothing store"). Items c 61-72 established actual consumer

behavior related to those specific stores. The results of the frequency analysis and mean scores of these consumer items (c 49-72) related to organizational structure, are given in Appendix H, labeled "Consumers' Response to Store Organization Items."

Executive items e 52-59 revealed the degree of centralization/decentralization relating to the tasks typically divided into executive/managerial categories. These tasks include advertising, financial, store operations, product development, distribution, merchandising, human resources, and the store's physical environment. The results of the executives' responses to items e 52-59 are illustrated in Appendix I, labeled "Executives' Response to Store Organization Items."

The consumer items c 73 and 74 attempted to relate organizational structure and customer satisfaction as discussed by Levy and Weitz (1993). The consumer was asked to indicate if "it is important to you ... that the store manager have authority concerning brands the store carries, or the price and assortment of the merchandise;" (item c 73) and if "it is important to you as a customer that a store tailor its offerings to the needs of your community" (item c 74). These two items were termed "criterion items."

The scale "strongly disagree" (1) indicated a centralized organizational structure, and "strongly agree (6) indicated a decentralized structure.

These items related to executive items e 50 and 51 which ask the retailer to define the organizational structure at the executive's store. The scale "strongly disagree" (1) indicates a decentralized structure, and "strongly agree (6) indicates a centralized structure. For analysis purposes, the scales for the executive items were reversed. The mean scores for the two more similar items used in a comparison test, are shown in Table 10.

TABLE 10
MEAN SCORES FOR CONSUMER AND EXECUTIVE RESPONSES
TO STORE ORGANIZATIONAL ITEM

Item	N	Mean	Std Dev
<u>Consumer Item</u>			
(73)...important that a store mrg. have authority concerning brands, price and assortment	323	4.04	1.56
<u>Executive Item</u>			
(51)...store managers for your branch stores have little or no authority on brands, price and assortment	200	2.40	1.19

A t-test between consumer item c 73 and executive item e 51 indicated that consumers saw store manager authority as more important than did executives, $t(340) = 12.75$, $p < .0001$. The results of the approximate two-sample t-test is reported in .

TABLE 11
T-TEST OF CRITERION ITEMS

Respondent	N	Mean	SD	T	ES	DF	Prob
Consumer	323	4.04	1.56	-12.73	1.05	340.8	.0001
Executive	200	2.40	1.19				

The t-test not only showed a significant difference ($p = .0001$) but also a large effect size (1.05), which denotes a "large" degree of importance. (More complete information concerning effect size is addressed under "Testing Hypothesis I") The consumer respondents scored somewhat closer to "agree" on the scale (an indication towards decentralization). The executive respondents scored closer to "agree slightly" which is an indication that more authority for decisions made at the branch level is towards a centralized structure or mixed.

Attributes of Store Satisfaction

Factors of consumers and executives most recent store experience and store satisfaction are generated from Part III of both questionnaires (consumer questionnaire: items c 79-109, executive questionnaire: items e 60-87). This section is prefaced by instructions to the consumer "describe your feelings about shopping and buying at the store where you last purchased clothing," and to the retail executive, "describe

your feelings about the last time you were in one of your stores." Response to the twenty-eight attributes related to satisfaction of retail clothing stores as identified by the consumer and retail executive respondents were factor analyzed using Principal Components with Varimax Rotation. This analysis resulted in six consumers factors and seven executive factors. Natural breaks were recognized and items were grouped together accordingly. Consumer satisfaction items which loaded above 0.66 were maintained and executive satisfaction items loading above 0.62 were selected and labeled. The six consumer factors and the seven executive factors are listed in Table 12. The complete factor structure is given in Appendix K.

Testing Hypothesis I

Hypothesis I. Customers and executives of retail clothing stores perceive the importance of attributes of retail satisfaction differently.

To investigate if there were differences in how consumers and executives perceived importance of attributes of retail satisfaction, responses to the twenty-eight characteristics of retail clothing store satisfaction (as identified by the consumer and retail executive respondents in Part I of each

TABLE 12
CONSUMER AND EXECUTIVE SATISFACTION FACTORS

Consumer Factors	Loadings	Executive Factors	Loadings
<u>Factor 1 (Sales Associate)</u>		<u>Factor 1 (Sales Associate)</u>	
personal service	.87	personal service	.81
friendly store personnel	.86	friendliness of store personnel	.89
helpfulness of store personnel	.88	helpfulness of store personnel	.89
prompt service	.81	prompt service	.80
knowledgeable salespeople	.81	knowledgeable salespeople	.77
<u>Factor 2 (Image)</u>		<u>Factor 2 (Image)</u>	
quality level of the clothing	.70	nationally branded clothing	.77
attractiveness of the store's interior	.66	quality level of the clothing	.63
fashionable clothing	.75	fashionable clothing	.62
how did you feel about the store then	.75		
today, how do you feel about the store	.74		
<u>Factor 3 (Policies)</u>		<u>Factor 3 (Policies)</u>	
ease of returning purchases	.66	credit and charge procedures	.80
credit and charge account procedures	.71		
regular sales and promotions	.68		
everyday low pricing	.83		
value you get for your money	.67		
<u>Factor 4 (Value)</u>		<u>Factor 4 (Value)</u>	
regular sales and promotions	.68	everyday low pricing	.82
everyday low pricing	.83	value one gets for their money	.79
value you get for your money	.67		
<u>Factor 5 (Assortment)</u>		<u>Factor 5 (Visual Appeal)</u>	
nationally branded clothing	.69	layout of the store	.66
unique or exclusive clothing	.81	attractiveness of store interior	.69
limited but focused selection	.69	good displays	.66

TABLE 12
(Continued)

Consumer Factors	Loadings	Executive Factors	Loadings
<u>Factor 6 (Promotion)</u>		<u>Factor 6 (Store Design)</u>	
good displays		easy access to dressing rooms	.84
advertising that you see and/or hear		roomy/uncrowded store interior	.62
layout of the store		ease of finding things	.64
		<u>Factor 7 (Promotion)</u>	
	.66	regular sales and promotions	.80
	.81	a wide range of categories	.67
	.68	advertising that is seen and/or heard	.67

questionnaire) were factor analyzed using Principal Components with Varimax Rotation. T-tests were then conducted to investigate if there were significant differences between the two groups and each of the twenty-eight items. Due to the number of comparisons being made, the significance level for the t-test was set at .01. In addition, the statistical power analysis effect size was employed to determine the importance of a statistically significant result.

The factor analysis resulted in eight consumer factors and seven executive factors. These factors are shown in Table 13. Based upon the natural breaks, items which loaded above 0.63 were used and labeled the store satisfaction attributes factors for consumer. The executive dimensions loading above 0.57 were used and labeled as the store satisfaction attributes factors for executives.

Consumers. Consumer Factor 1 was labeled Sales Associates and included five items. These respondents scored high on the items which primarily related to the functions of sales personnel within a store. Factor 2 was labeled Visual Appeal, including items which expressed a customers' visual cues when shopping in a store: clothing selection, display and layout. Factor 3, consists of items which consumer respondents scored high on clothing/product cues. These items included the color and/or size availability, the ease of accessing dressing

TABLE 13
STORE ATTRIBUTE FACTORS FOR CONSUMERS AND EXECUTIVES

Consumer Factors	Loadings	Executive Factors	Loadings
<u>Factor 1 (Sales Associates)</u>		<u>Factor 1 (Sales Associates)</u>	
friendly store personnel	.83	personal service	.58
helpfulness of store personnel	.86	friendly store personnel	.84
prompt service	.69	helpfulness of store personnel	.89
knowledgeable salespeople	.76	ease of returning purchases	.62
cleanliness of the store	.63	knowledgeable salespeople	.69
<u>Factor 2 (Visual Appeal)</u>		<u>Factor 2 (Visual Appeal)</u>	
limited but focused selection of clothing	.63	location to other stores	.83
good displays	.71	good displays	.72
layout of the store	.74	advertising that you see and/or hear	.64
		layout of the store	.72
		attractiveness of the store's interior	.62
<u>Factor 3 (Garment Interaction)</u>		<u>Factor 3 (Fashion Appeal)</u>	
color and/or size available	.63	unique or exclusive clothing	.79
easy access to dressing rooms	.66	fashionable clothing	.72
quality level of the clothing	.68		
fashionable clothing	.72		
<u>Factor 4 (Promotion)</u>		<u>Factor 4 (Interior Freedom)</u>	
regular sales and promotions	.63	easy access to dressing rooms	.71
a wide range of categories of clothing	.74	roomy/uncrowded store interior	.71
advertising that you see and/or hear	.71		
<u>Factor 5 (Value)</u>		<u>Factor 5 (Value)</u>	
everyday low pricing	.70	everyday low pricing	.75
value one gets for their money	.64	value you get for your money	.73

TABLE 13
(Continued)

Consumer Factors	Loadings	Executive Factors	Loadings
<u>Factor 6 (Convenience)</u> credit and charge procedures location to other stores	.84 .66	<u>Factor 6 (Assortment)</u> limited but focused selection of clothing a wide range of categories of clothing	.63 .73
<u>Factor 7 (Image)</u> nationally branded clothing ease of returning purchases	.63 .65	<u>Factor 7 (Image)</u> nationally branded clothing quality level of clothing	.68 .57
<u>Factor 8 (Time)</u> fast check-out unique or exclusive clothing	.71 .63		

rooms, the quality level, and how fashionable the clothing is, thus was termed Garment Interaction. Factor 4, Promotion, was composed primarily of three items which are concerned with in and out of store promotion. Factor 5, labeled Value, consists of two items; pricing and value. Factor 6, were considered to be items of expedience, these included credit and charge procedures and location to other stores. Thus, this factor was labeled Convenience.

Factor 7, Image, was composed primarily of two items. Respondents who scored high on this factor indicated they thought nationally branded clothing and ease of returning purchases were important to customer satisfaction. Traditionally these attributes are associated with higher priced or "status" department and specialty stores, thus labeled Image. Factor 8, Time, was composed of two items, fast check-out and unique or exclusive clothing.

Executives. The executive dimensions loading above 0.57 were used and labeled as the store satisfaction attributes factors for executives. Executive Factor 1 was labeled Sales Associate. This factor was very similar to Consumer Factor 1, loading items which related to personal sales assistance.

Factor 2, Visual Appeal consists of additional items for the executive than the consumer. For the executive, these items related to the stores visual cues but did not include clothing/product items. Further, "location," "advertising,"

and attractiveness" were also considered by the executive to be associated with visual cues.

Factor 3 labeled Fashion Appeal was composed of two items: unique or exclusive clothing and fashionable clothing. Factor 4, Value, consists of the same two items as in the consumer factor Value. These items included: everyday low pricing and value one gets for their money.

Factor 5, Interior Freedom, was composed of two items. The executive scored high on easy access to dressing rooms and roomy/uncrowded store interior to produce a separate factor. These items related more to store cues or store layout and did not include clothing/product cues as did the consumer satisfaction factor.

Factor 6, the two items labeled Assortment related to the selection and range of categories of clothing. Factor 7, Image, consisted of two items. The executive scored higher than consumers on the quality level of clothing with nationally branded clothing.

T-tests. In this test for comparing the two groups of respondents and each of the twenty-eight attributes the significance level was set at .01. Tests for unequal variances showed that in none of the cases were the variances unequal. The complete results of the twenty-eight t-tests are given in Appendix L. The 18 of the 28 items that indicated a significance difference between consumers and executives are shown in Table 14.

TABLE 14
T-test Procedures: Respondents and Attribute Items

Item more important to consumer	N	Mean	SD	Prob>lTl	ES	Item more important to executive	N	Mean	SD	Prob>lTl	ES
fast check-out	321 194	5.51 5.19	1.29 1.36	.009	.25	unique or exclusive clothing	321 196	4.10 4.53	1.85 1.77	.009	-.23
regular sales and promotions	322 195	5.63 5.15	1.32 1.31	.0001	.36						
everyday low pricing	320 194	5.95 4.92	1.20 1.48	.0001	.85	store reputation	323 196	5.62 5.90	1.41 1.07	.01	-.19
color and/or size available	321 196	6.33 6.03	0.94 1.00	.0007	.32	limited but focused selection	318 195	4.19 4.62	1.70 1.58	.004	-.25
easy access to dressing rooms	322 196	5.44 4.90	1.35 1.34	.0001	.40						
roomy/uncrowded store interior	323 196	5.55 4.66	1.23 1.29	.0001	.72						
a wide range of categories of clothing	322 196	5.29 4.40	1.31 1.55	.0001	.68						
ease of returning purchases	323 196	6.40 5.93	0.90 1.06	.0001	.52						

TABLE 14
(Continued)

Item more important to cons.	N	Mean	SD	Prob> T	ES	Item more important to executive	N	Mean	Std Dev	Prob> T
ease of finding things	323 196	6.24 5.64	0.85 0.99	.0001	.69					
prompt service	322 196	6.15 5.88	0.98 1.02	.003	.28					
credit and charge account proced.	323 194	5.27 4.91	1.57 1.41	.008	.23					
value you get for your money	323 196	6.61 6.22	0.68 0.89	.0001	.58					
advertising that you see and/or hear	320 196	4.87 4.51	1.64 1.42	.008	.22					
cleanliness of the store	321	6.27	0.94	.0001	.79					
quality level of the clothing	322 196	6.39 5.92	0.94 0.89	.0001	.50					

(1 = Not at all important, 7 = Most important) When compared to the reference probability value of .01, the researcher concluded that the items checked by the consumers as important to customer satisfaction were significantly different from the items check by theses executive respondents.

Effect size. According to Cohen, "without intending any necessary implication of causality, it is convenient to use the phrase 'effect size' (ES) to mean the degree to which the phenomenon is present in the population," or "the degree to which the null hypothesis is false...the null hypothesis always means that the effect size is zero" (1977, p.10).

Effect size was applied in this hypothesis to understand that each significant p-value is important to some degree. When applied to a null hypothesis, "the larger the value, the greater the degree to which the phenomenon under study is manifested." Effect size serves as an index of degree of departure from the null hypothesis. Cohen goes further to explain that the effect size index for differences between population means is standardized by division by the common within-population standard deviation, i.e., the effect size here is not the difference between mean "raw" scores, but the difference between mean standard scores, or the mean difference expressed within-population standard deviation units.

It was hypothesized that there is a significance difference in the importance of store attributes between

consumers and executives. Or, the proposition that the variance of this set of populations was not zero. Hence, an effect size further away from zero "the greater the degree to which the phenomenon under study is manifested". The following formula (adapted from Cohen, 1997, p.20) illustrates how the effect size was calculated:

$$ES = \frac{Ma - Mb}{sd}$$

where ES = index for t tests of means in standard unit,

Ma, Mb = population means, and

sd = the standard deviation of either population
(since they are assumed equal).

Small ES: ES $\geq$.2

Medium ES: ES $\geq$.5

Large ES: ES $\geq$.8

ES shown in Table 14 denoted the **degree of importance** for each significant difference between consumers and executive.

Testing Hypothesis II

Hypothesis II. Attributes of retail satisfaction for both retail executives and customers will vary by store type.

The testing of this hypothesis was conducted in a three part series. Table 15 summarizes these procedures and results of statistical analysis.

TABLE 15
TESTING HYPOTHESIS II

Step 1:

Store Type of Consumer-

<u>Store where last purchased clothing</u>		<u>Freq.</u>	<u>Mean</u>	<u>Std Dev</u>
a large department store	124	38.6%		
a national specialty store	39	12.1%		
a mass merchant	42	13.0%		
a local department store	40	12.4%		
a local specialty store	27	8.4%		
a discount store	50	15.5%		
	<u>n = 322</u>	<u>100.0</u>	3.00	2.03

ANOVA of Consumer Store Type and Consumer Satisfaction Items-

ANOVA Results

<u>DF</u>	<u>Sum of Squares</u>	<u>F Value</u>	<u>PR>F</u>
4	2017.93	1.08	0.36

Step 2:

Store Type of Executives-

<u>Where you are a retail executive</u>	<u>N</u>	<u>Freq.</u>	<u>Mean</u>	<u>Std Dev</u>
1. a large department chain store	21	10.7%	146.23	11.95
2. a national specialty chain store	23	11.7%	156.13	16.58
3. a discount chain store	36	18.2%	136.56	22.61
4. a local department chain store	35	17.8%	145.80	15.91
5. a local specialty chain store	82	41.6%	148.90	15.38
	<u>n=197</u>	<u>100.0</u>		

ANOVA of Store Type and Executive Satisfaction Items-

ANOVA Results

<u>DF</u>	<u>Sum of Squares</u>	<u>F Value</u>	<u>PR>F</u>
4	1545.10	5.43	0.0004

TABLE 15
(Continued)

Step 3:

Contrast Statements Comparing Executive Store Types-

Results

Contrast	DF	F Value	PR>F
(1&2) lrg dep str/nat spe str	1	3.78	0.05
(1&3) lrg dep str/dis chn str	1	4.37	0.03
(1&4) lrg dep str/loc dep str	1	0.01	0.92
(1&5) lrg dep str/loc spe str	1	0.42	0.52
(2&3) nat spe str/dis chn str	1	18.91	.0001
(2&4) nat spe str/loc dep str	1	5.21	0.02
(2&5) nat spe str/loc spe str	1	3.30	0.07
(3&4) dis chn str/loc dep str	1	5.33	0.02
(3&5) dis chn str/loc spe str	1	13.41	.0003
(4&5) loc dep str/loc spe str	1	0.83	0.36

First, consumers were investigated by looking at the type of store where they last purchased an article of clothing (consumer questionnaire, item c 79). Analysis of variance (ANOVA) was performed between the store types consumer respondents' patronized and the consumer satisfaction items (Part III items c 80-109).

Second, executives were investigated by looking at the type of store where they were retail executives (executive questionnaire, item e 49). ANOVA was performed between the executives' store type (item e 49) and the executives' satisfaction items (Part III, items e 60-87). The third step was to utilize planned comparisons with contrast statements to investigate the difference between executive store types.

Results from Step 1 indicated that more consumers purchased their last article of clothing from a large department store (38.6%). The results of the ANOVA indicated that consumer satisfaction was not a function of store type, $F(4) = 1.08$, $p < .36$. For these consumers, the most previous satisfaction experiences of shopping and buying did not vary among store types.

Further, a Terrible (1) - Delighted (7) scale was employed for the measurement of the satisfaction attributes in Part III. The mean scores for consumer items 108 and 109 were reported exactly the same ($n = 321$, mean score = 5.84). Thus consumers indicated that they felt the same (mostly satisfied

to pleased) today about the store as they did at the time of purchase.

The results of the ANOVA with executive satisfaction items and store types indicated that the mean satisfaction was significantly different among the retail executive store types, $F(4) = 5.43$, $p < .0004$. Hence, executives indicated that they were more store specific than the consumers.

As a follow-up analysis to Step 2, Step 3 involved contrast statements between executive store types. Expected differences (.05 significance criterion) occurred between: (1) large department store and national specialty store executives, (2) large department store and discount chain store executives, (3) national specialty store and discount chain store executives, (4) national specialty store and local department store executives, (5) discount chain store and local department store executives, and (6) discount chain store and local specialty store executives.

Testing Hypothesis III

Hypothesis III. Both store-based cues and product-based cues significantly influence customer and executive retail satisfaction.

To explore if executive and customer retail satisfaction was significantly influenced by store-based characteristics and product-based characteristics, the list of twenty-eight satisfaction attributes from Part I of both questionnaires

were renamed as store-based or product-based. Refer to Table 2 (page 105) for the illustration of how attributes were classified. These two independent variables were applied to two multiple regression models.

In the first regression analysis, the sum of the mean scores from the satisfaction items for consumers (from Part III), served as the dependent variable and attribute type (store-based cues and product-based cues from Part I) served as the two independent variables.

In a second regression analysis, the sum of the mean scores from the satisfaction items for executives (from Part III), served as the dependent variable and attribute type (store-based cues and product-based cues from Part I) served as the two independent variables. Table 16 provides the results from these multiple regression analysis. The researcher considered the main effects for store and product cues.

The significance probabilities for the two estimates in the regression equation are given under the heading Prob > ITI. These results gave evidence of the significant influence of both of these cues. Further, the significance probability for store-based cues and the p-value for product-based cues differed for consumers and executives. In other words, for these respondents the influence of store cues was greater

TABLE 16
MULTIPLE REGRESSION MODEL:
RELATING STORE AND PRODUCT CUES TO
RESPONDENT RETAIL SATISFACTION

Dependent Variable: Consumer Satisfaction	DF	T	Prob >ITI	R-sq	Dependent Variable: Executive Satisfaction	DF	T	Prob >ITI	R-sq
<u>Independent Variables:</u>									
Intercep	1	9.44	.0001		Intercep	1	8.83	.0001	
Store cue	1	3.04	.002		Store cue	1	4.09	.0001	
Product cue	1	2.37	.01		Product cue	1	2.07	.04	
				.09					.20

than the influence of product cues, but both cues served to influence retail satisfaction.

Testing Hypothesis IV

Hypothesis IV. Executives and customers identify benefits of retail stores differently.

Part II, items c and e 33-48 of both questionnaires involved positive consequence perception (benefits) items. To investigate if consumers identified these benefits differently than executives (who identified benefits for their "target customer"), responses to the sixteen benefit items of retail clothing store satisfaction (as identified by the consumer and retail executive respondents in Part II of each questionnaire) were factor analyzed using Principal Components with Varimax Rotation. Secondly, t-tests set at .01 significance level, were conducted to investigate if there were significant differences between the two groups and each of the sixteen items. In addition, the statistical power analysis effect size was employed to determine the importance of a statistically significant result.

Responses to the sixteen phrases related to judging the benefits of retail clothing stores (as identified by the consumer and retail executive respondents that were factor analyzed) resulted in four consumer factors and five executive factors, listed in Table 17. The complete factor structures are given in Appendix K.

TABLE 17
CONSUMER AND EXECUTIVE BENEFIT FACTORS

Consumer Factors	Loadings	Executive Factors	Loadings
<u>Factor 1 (Personal Esteem)</u>			
I buy more often at stores where I do not feel ignored	.64	<u>Factor 1 (Emotion)</u> my customers buy more often at stores where they do not feel ignored	.76
I purchase clothing more often in stores that stay interesting	.63	my customers like to buy where it is more fun to shop	.69
I usually buy from stores that are in touch with the latest styles	.63	my customers usually buy from stores where they feel important	.77
I usually buy from stores where I fell important	.83	stores where they feel	
the stores I purchase from are well thought of in the community, or better than other stores	.77	<u>Factor 2 (Personal Esteem)</u> my customers purchase clothing more often in stores that stay interesting	.69
the stores I buy from provide clothing that make it easier to socialize and fit in with my friends	.68	the stores my customers buy from provides clothing that makes it easier to socialize and fit in with their friends	.68
the stores I most often purchase clothing from make me feel good about myself	.65	the stores my customers most often buy clothing from make them feel good about themselves	.72
		my customers acquire most of their clothing from stores that are in touch with the latest styles	.76
<u>Factor 2 (Time)</u>			
I would rather buy at stores that save me time	.66	<u>Factor 3 (Time)</u> my customers would rather buy at stores that saves them time	.69
I have less time, so I shop less often	.80	my customers have less time, they shop less often	.75

TABLE 17
(Continued)

Consumer Factors	Loadings	Executive Factors	Loadings
<u>Factor 3 (Leisure)</u>			
I prefer to shop where I do not feel rushed	.64		
my favorite stores are one that are not limited in choice of merchandise	.77		
I usually shop in stores that save me money, so I spend less	.63		
<u>Factor 4 (Traditional)</u>			
I buy at stores that have been in business longer	.67	<u>Factor 4 (Traditional)</u>	
I buy more often at stores who advertise their items on sale rather than stores who advertise every day low prices	.69	my customers buy at stores that have been in business longer	.63
		my customers buy where items are easier to compare	.76
<u>Factor 5 (Advertising)</u>			
		my customers buy more often at stores who advertise their items on sale rather than stores who advertise everyday low prices	.82

Consumer items which loaded above 0.60 were retained and labeled and the executive dimensions loading above 0.63 were retained.

Consumer Factor 1 was labeled Personal Esteem, representing the consumer respondents who would likely purchase from stores that make it easier to fit in, feel in style, feel good about themselves, receive attention while shopping, and represent status within the community. Factor 2 was labeled Leisure. These items represented an advantage to the consumers who prefer to take their time shopping among a larger selection of merchandise.

Factor 3, Traditional, included two items; respondents who purchased from stores which (a) have been in business longer and (b) stores who advertise in the more traditional manner of "on sale" rather than everyday low pricing. Factor 4, labeled Time, was composed of the two items which relate to the lack of consumer time and saving time shopping. The results of the factor analysis on the benefit items for executives appear to be similar to those of the consumers.

T-tests. The 11 of the 16 items that indicated a significance difference between consumers and executives are shown below in Table 18. (1 = Strongly Disagree, 7 = Strongly Agree) The complete results of the sixteen t-tests are given in Appendix M. When compared to the reference probability value of .01, the researcher concluded that

TABLE 18
T-test Procedures: Respondents and Benefit Items

Item greater benefit to consumers	N	Mean	SD	Prob> T	ES	Item greater benefit to executives	N	Mean	SD	Prob> T	ES
...stores that have been in business longer	323 201	4.39 3.60	1.71 1.75	.0001	.46	...stores they do not feel ignored	323 201	4.98 5.53	1.67 1.22	.0001	-.32
...prefer to shop where I do not feel rushed	323 201	6.08 5.43	1.17 1.23	.0001	.56	...stores that stay interesting	323 201	4.99 5.68	1.56 1.13	.0001	-.44
...stores not limited in choice of merchandise	319 199	5.76 4.94	1.25 1.56	.0001	.65	...stores where they feel important	322 201	4.20 5.53	1.81 1.32	.0001	-.73
...stores that save me money, so I spend less	322 201	5.72 4.44	1.45 1.77	.0001	.88	...provides clothing that makes it easier to socialize and fit in with their friends	323 201	4.04 4.84	1.90 1.38	.0001	-.42
I have less time, so I shop less often	323 199	4.94 4.48	1.83 1.67	.003	.25	...stores that make them feel good about themselves	319	5.25	1.56	.0001	-.33
...items are easier to compare (malls, shopping centers)	319 200	4.58 3.75	1.74 1.64	.0001	.49						

the items checked by the consumers as benefits to customer satisfaction were significantly different from the items checked by these executive respondents. Five of the eleven significantly different benefits showed a medium to large effect size. Thus, these items were considered to have a greater degree of importance to the findings.

Testing Hypothesis V

Hypothesis V. Apparel retailers' organizational structure as measured by consumer behavior is directly correlated with customers' perceived retail satisfaction.

To investigate if a correlation existed between the retailers' organization structure as measured by consumer behavior, with customers' perceived retail satisfaction, the parametric technique Pearson correlation coefficient was implemented. Items c 61-72 established actual consumer behavior related to specific stores. Pearson correlation analysis was performed on the sum of the items c 61-72 (renamed consumer behavior for analysis) with the consumer satisfaction items (Part III, items c 80-109). Table 19 summarizes the results of this analysis.

TABLE 19
PEARSON CORRELATION ANALYSIS BETWEEN
CONSUMER BEHAVIOR ITEMS AND SATISFACTION ITEMS

Variables		
	Consumer Behavior Items	
Satisfaction Items	r	0.20
	p	.0002
	N	323
	ES	small

A significant positive relationship occurred between satisfaction items and items representing consumer behavior. The p-value of .0002 gave evidence that the true population correlation was not zero. However, $r = .20$, indicated a weak correlation between the variables accounting for only 4% of the variance. Therefore, the researcher concluded that although the relationship is statistically significant, it had little practical use. There appeared to be a slight relationship between how often these consumer respondents shopped for clothing in each of the stores listed and items of retail satisfaction.

Effect size: r. According to Cohen (1977), "the requirements for an ES index include that it be a pure (dimensionless) number, one not dependent on the units of the measurement scale(s). The population correlation coefficient, r , serves this purpose" (p. 77). Effect size was applied to this hypothesis to understand that each significant r is

important to some degree. The ES index here was simply r , "the population product-moment correlation coefficient".

The terms "small," "medium," and "large" (adapted from Cohen, 1977, p. 83) have been offered as follows:

small: $r = .10$,

medium: $r = .30$,

large: $r = .50$.

ES shown in Table 14 denotes the **degree of importance** for r . In this case the degree of importance is small.

Testing Hypothesis VI

Hypothesis VI. Apparel retailers' organizational structure as measured by criterion items is directly correlated with customers' perceived retail satisfaction.

To investigate if a correlation exists between the retailers' organization structure as measured by criterion items, with customers' perceived retail satisfaction, the parametric technique Pearson Correlation coefficient was implemented.

As discussed, the consumer items c 73 and 74 attempted to relate organizational structure and customer satisfaction as discussed by Levy and Weitz (1993). The consumer was asked to indicate if "it is important to you ... that the store manager have authority concerning brands the store carries, or the price and assortment of the merchandise;" (item c 73) and if

"it is important to you as a customer that a store tailor its offerings to the needs of your community" (item c 74). These two items were termed criterion items.

Pearson Correlation Analysis was performed on the sum of the items c 73-74 with the consumer satisfaction items (Part III, items c 80-109). Table 20 summarizes the results of this analysis.

TABLE 20
PEARSON CORRELATION ANALYSIS BETWEEN
CRITERION ITEMS AND SATISFACTION ITEMS

Variables		
Criterion Items		
Satisfaction Items	r	0.13
	p	0.01
	N	323
	ES	small

A positive relationship occurred between the sum of the two criterion items and consumer items of satisfaction. The significant p-value of .02, but minimal effect, $r = .13$, and small ES ($r = .13$) led to the conclusion that this statistically significant relationship probably had little practical value. In sum, it was uncertain that the greater the degree of a decentralized structure, as perceived by the consumer, the higher the level of retail satisfaction.

However, there was enough evidence to support this proposition for further investigation.

Discussion

Respondents

Consumers. The objective of this study was to compare consumers and executives as the two groups under investigation. However, there was some evidence that two groups were present within the consumer sample. In Part I and in Part II several items contradicted one another (items c 15: "limited but focused selection," with c 16: "a wide range of categories" and c 35: "I would rather buy at stores that save me time," with c 36: "I prefer to shop where I do not feel rushed"). Responses to items c 15-16 are shown in Table 6, page 113. These items were concerned with a focused selection versus a wide range of categories of clothing offered. Both items were scored as important.

Responses to items c 35-36 are given in Table 7, page 116-117. These were benefit items which related to "having less time" versus "do not feel rushed." Again, the response to both items indicated that the respondents agreed with each item. Further analysis (beyond this dissertation) would give greater insight to this proposition.

It is proposed to: (1) compare the demographics of the consumer respondents for each of these items, then (2) compare these results with the items which investigate shopping

preferences of different store types (c 75-79). Further, a comparison of the newly formed consumer groups and store preferences with individual executive store types could offer information related to consumer shopping typologies.

Executives. The executive responses to items e 88-92 (shown in Appendix B) indicated that most retailers were apparently targeting the same customer, even though the executives represented a variety of store types. Their "target customer" was female, 34-49 years of age, had some college, and earned between thirty and fifty thousand dollars a year.

It appeared that these executives could be over targeting this demographic group. While this group represents a strong segment, it could be that other groups such as the elderly or younger adults are not being adequately served. It is proposed that these executives attempt to identify all consumer segments.

In addition, the executive satisfaction factors were somewhat similar but did not mirror the consumer satisfaction factors (refer to Table 12, page 126) generated from the same list of attributes in Part III of both questionnaires. Further, it appeared that the manner in which the items loaded on the executive factors were clearly more organized and consistent. Whereas the consumer factors were more difficult to categorize. This could be an indication that consumers have a more general orientation to the retail market, whereas

retail executives' livelihood is retailing and they were therefore focused and specific while consumers were mixed in their evaluation.

Hypothesis I. Customers and executives of retail clothing stores perceive the importance of attributes of retail satisfaction differently.

This study identified eight store attributes factors for consumers and seven executive factors (Table 13, page 129). The study also found significant differences between the two sets of attribute items (Table 14, page 133). These findings agree with the findings of Lumpkin and Hite (1988), who also found a significant difference between (elderly) consumers and (general managers/owner) retailers using similar store attributes.

Some specific differences found between these consumers and executives are worthy of discussion. The item "color and/or size availability" did not load on the executive factors but did load within the consumer satisfaction factor. ("Garment Interaction"). For some consumers, it is possible that the accessibility of the dressing rooms and the availability of the color/or size needed is more closely related to choosing garments than the executives recognized. This finding agrees in part with Tactical Retail Solutions Inc. (*Women's Wear Daily*, April 1994) that recently reported that over 40% of polled customers still leave the store not

having found what they came to purchase: out of size, color, style...whatever.

Factor 8, Time, was composed of two items, fast check-out and unique or exclusive clothing. It is possible that to some customers unique or exclusive clothing signifies that "shopping around" is not necessary. If consumers think that identical merchandise will not be found elsewhere, time spent shopping is reduced.

One item which loaded high on this executive factor but did not load on the Sales Associate factor for consumers was "ease of returning purchases." Executives may have viewed this as a sales associate function, whereas the customer perceived this to be a store function, primarily out of the control of the sales associate. Executives may have believed that employee empowerment exists to a greater degree on the selling floor than the customer perceives it to exist.

Factor 7, Image, consisted of two items. The executive scored higher on the quality level of clothing with nationally branded clothing. The consumer, on the other hand, did not score quality level as associated with national brands. It seems as though these consumers perceive the quality level of clothing separate from the brand, whereas these executives perceive quality and brand as related.

Further, items that were highly related to "Time," and "Convenience" from the consumer factor analysis did not appear in a similar manner from the factor analysis on the executive

items. According the effect size index applied to items of significant differences, (Table 14, page 133) the most meaningful differences found between executives and consumers were items primarily related to convenience. These items included: easy access to dressing rooms, a wide range of categories of clothing, ease of finding things, and ease of returning purchases.

Recently, Management Horizon (*Women's Wear Daily*, April 1994) conducted a nationally representative survey with approximately 4,000 households in the fourth quarter of 1988, 1990, and 1992. Their research revealed that consumers are shopping less often at most types of shopping centers and stores than they did five years ago. Declines have been particularly severe at regional malls and city center stores, for reasons related to price/value and convenience. Formats gaining shopper traffic included discount stores Kmart, WalMart, and Target (because of the value and convenience they offer) and non-store shopping alternatives like mail order catalogs and TV home shopping (which are highly convenient for many consumers.)

It is noteworthy that retail executives did not appear to recognize these items to be as important as did the consumers. Given the strength these items represent from the present study and support given to the findings from previous studies (Jolson and Spath 1973; Lumpkin and Hite 1988), retailers would be advised to pay particular attention to their

strengths and weaknesses in the areas of product availability, time and convenience. The previous discussion of color/size availability lends additional support to this notion as well, since needing to return (or move on to another store) may involve additional time and be seen as inconvenient. It is critical for retailers to focus on those attributes that are relatively important to customers, but are not considered as important (and perhaps not provided) by the retailers.

Hypothesis II. Attributes of retail satisfaction for both retail executives and customers will vary by store types.

Hypothesis II involved a three part series of statistical testing. These tests included a comparison between types of stores where these consumers last purchased an article of clothing and consumer satisfaction items (Table 15, page 137). Attributes of store satisfaction did not appear to be store specific for these consumers. The findings led one to think that regardless of what store type these consumers patronized, they evaluated the same attributes as important to store satisfaction. This does not mean that people of all strata feel equally comfortable or will experience satisfaction shopping in all types of stores. Dickson and MacLachlan (1990) determined that other things being equal, people will shop less frequently in stores having great social distance from themselves than in stores having small social distances.

It is becoming increasingly difficult for retailers to differentiate themselves among their competition. Many stores

carry the same types of clothing at about the same price, and with similar return policies, thus the consumer has little reason to identify different attributes among store types.

On the other hand, the results of a comparison between store type and executive satisfaction items (Table 15, page 136) showed a statistical difference. It was expected that executives would indicate different attributes across store type. As mentioned most executives are store-specific and therefore relate the particular attributes of their store as most important.

In a follow-up analysis (Table 15, Step 3, page 138) significant differences were found between executive store types. As speculated, a specialty store owner or general manager was expected to score the importance of attributes (such as personnel service) higher than the discount executive. The implications of consumers' evaluating retail satisfaction attributes not by each specific retail type but in terms of the larger markets' alternatives, which are available could impact the use of narrow merchandising strategies within each store by retailers.

In addition, as consumers evaluated their feelings about their last shopping experience and executives evaluated their last visit to one of their retail outlets, mean scores (Appendix N) indicated that executives were more satisfied than the consumers. Items included: credit and charge procedures, regular sales and promotion, value one gets for

their money, and nationally branded clothing. These items represent the general areas of policy, advertising, price, and merchandising directly related to store strategies as put in place by the executive.

However, the executives scored lower on satisfaction items which might relate more to abstract feelings or emotions of the consumers. For example, executives scored lower on quality level of clothing, ease of finding things, and good displays. This may signify that the executive remains unsure of how their customers perceive less quantitative aspects of their stores. This conclusion concurred with the results of testing Hypothesis I, in that these executives and consumers choose different attributes of store satisfaction.

Hypothesis III. Both store-based cues and product-based cues significantly influence customer and executive retail satisfaction.

In this study twenty-one store cues and seven product cues were modeled as predictors of customer/executive store satisfaction. The findings denoted that there was a significant effect of both store and product cues (Table 16, page 142). Moreover, the influence of store cues appeared to be greater than the effect of product cues. This finding is consistent to some extent with the proposition advanced by Kerin, Jain and Howard (1992) that "store-related stimuli in a retail setting shapes merchandise price and quality perceptions and consumer impressions of store value" (p. 393).

From a theoretical perspective, findings showed that both product and store cues are considered predictors of store satisfaction for both the executives and the consumers. Thus, theoretical research should not segment these two concepts and address one without the other. Further, it is a contention that product evaluation does not begin with product consumption as put forth in Olivers' (1981) "Model of Retail Satisfaction Management", but that product evaluation begins during the store/purchase experience. Thus, it is more realistic to include both concepts during investigation of retail satisfaction. Applying an open system view (as suggested in the proposed framework for this study) which encompasses the consumer, the retailer, and the product aids in this investigation.

This does not mean, however, that the findings proposed claim that an in-store shopping experience evaluation will outlast the product consumption experience evaluation and affect redress activities. It only proposes that some level of product evaluation occurs prior to consumption.

Hypothesis IV. Executives and customers identify benefits of retail stores differently.

The results of testing Hypothesis IV, that executives and customers identified benefits factors of retail stores differently, concluded that there were significant differences in how these groups responded (Table 18, page 147). For example, it appeared that executives had retained ideas of

conformity and social importance (theories more popular a decade ago). T-test analysis gave evidence that the items "stores I buy from provide clothing that make it easier to socialize and fit in with my friends" (ES = $-.42$), and "I usually buy from stores where I feel important" (ES = $-.73$) were of greater importance to executives than to consumers. Whereas, consumers were more concerned with benefits that related to "choices of merchandise," (ES = $.63$) and "saving money" (ES = $.88$).

However, in some cases, both the consumer and executive agreed that a store's characteristics relating to saving the consumer's time, convenience, and fashion are benefits to the customer purchasing clothing (Appendix M).

In part, these findings conflict with the findings of Management Horizons' (*Women's Wear Daily*, April 1994) study. Their study reported that "consumers have become less interested in fashion." Their proprietary consumer research showed that in 1988, consumers were twice as likely to agree with the statement "It's important to me to wear fashionable clothing" as to disagree. By the close of 1992, however, the numbers of consumers agreeing and disagreeing were about equal. By the nature of this report, *Women's Wear Daily* (the most widely read retailing publication directed towards retailers in this country) was sending the message that today many "consumers are choosing function over fashion," and "are

opting for more practical or basic styles of clothing" rather than trying to keep up with the latest fashion trends.

While there is general support for the theme that consumers are changing their lifestyles and dressing more casually, the central idea of consumers being indifferent to fashion disagreed with the results of the t-test analysis performed on importance of store attributes. Fashionability had a mean score of 5.59 for consumers and 5.41 for executives (Appendix L, item 32). These scores fell on the positive side of the importance scale, an indication that these respondents felt fashionable clothing was important to retail satisfaction.

Conflicting results between the two studies may have been the consequence of the instrument structure employed by Management Horizon. It was noted that Management Horizons' study asked consumers to agree or disagree with the statement "It is important to me ...". The general nature of this statement asked the consumer to compare the importance of fashion to the rest of their value system. For example, this statement indirectly asked consumers to compare the importance of fashion to the importance of good health. It is suggested that a measurement statement which is more directed towards consumers' attitudes about fashion would be a better predictor of the level of fashionability that is required for retail satisfaction.

In summary, this researcher was concerned that the messages of fashion complacency may promote less excitement and more "sameness" among retailers. While the evidence of the level of fashionability that is required for retail satisfaction was not certain from the findings of this research, the consequence of the two conflicting results suggest the need for further investigation.

Hypotheses V and VI. (V): Apparel retailers' organizational structure as measured by consumer behavior is directly correlated with customers' perceived retail satisfaction, and (VI): Apparel retailers' organizational structure as measured by criterion items is directly correlated with customers' perceived retail satisfaction.

Because both these hypotheses were closely related to organizational structure, they are discussed within one section. Testing Hypothesis V and VI signified a tentative relationship between how often these consumers shopped for clothing in each of stores listed, the possible effect of organizational structure and factors of retail satisfaction. This section begins with a discussion of Hypothesis V and follows with a direct link to Hypothesis VI.

It is important to note that a mean scores analysis (Appendix J) of the consumer behavior items (c 61-72) showed that the highest mean score, or the store where consumer respondents had shopped most frequently in the last six months, was JC Penny. As noted by Levy and Weitz (1993), JC

Penny operates as a decentralized organization. Whereas, WalMart having standard operating policies that concern store and personnel management, limits the types of decisions made by store managers. This finding demonstrated consistency with a desire for a decentralized format (refer to Tables 10 and 11).

WalMart is the largest merchandiser in this country. While this may be true for most of the product categories that are carried by this retailing giant, recent sales results report a "soft" performance in apparel. According to a recent account (*Women's Wear Daily*, May 1994) "sales have been soft in apparel...plus, department stores are bringing more value to their fashion assortment, taking some sales away from the discounters" (p.15).

An analyst for PNC Bank in Philadelphia, said apparel has been lacking across all major discounters (WalMart and Kmart), noting WalMart's apparel performance was "plagued by markdowns...women's foundations were the only strong category in a generally weak apparel picture."

The conclusion of the results of testing Hypothesis VI demonstrated that these consumers agreed that there is a positive connection between the importance of a store manager having authority concerning brands, price, assortment, and tailoring its offerings to the needs of their community when purchasing clothing and their feelings of retail satisfaction, but a low correlation. Does the customer perceive that

community orientation is lacking in the discounter's clothing areas, particularly at major retailers such as WalMart? This research lacked strong evidence to conclude that there was a strong correlation between store structure and retail satisfaction but, data did support the notion that as more and more stores move towards a centralized operating system to reduce operating expenses, it seems advantageous to their retailing success that the consumer perceive a greater level of employee empowerment on the selling floor regardless of which organizational structure is more cost effective (refer to Table 10, c 73, Tables 13-14: "ease of returning purchases," argument presented on page 155).

In addition, there exists the argument of social distance as presented by Dickson and Maclachlan (1990) that affect consumers' choices to patronize or avoid patronizing particular stores. In either case the results presented by this study should encourage consumer researchers to renew their interest in shopping behavior and organizational structure as it influences store and customer relations.

CHAPTER V

SUMMARY, LIMITATIONS OF FINDINGS
AND RECOMMENDATIONS FOR FUTURE RESEARCHSummary

This investigation provides a better understanding of how the customer perceives attributes of a retail environment and if those perceptions differ from retail executives. This research also offers application of a unifying perspective from which to view apparel retailing and customer satisfaction.

Currently, most retailing research is conducted with a singular focus and provides only a partial conclusion. For example, the early work of Hirschman (1979) represents the pioneering effort for characterizing shopping behavior among different types of stores: traditional department stores, national chain department stores, and discount department stores. She determined that "both interpersonal and intrapersonal factors, plus socio-economic and demographic factors, discriminate among frequent shoppers at the three types of department stores" (p. 66). The findings of this research expand the conclusions of Hirschmans' work to include retail satisfaction. The framework generated by this research offers a more complete view of the shopping experience and

thus a more complete understanding of the attributes of retail satisfaction.

As mentioned, previous research has theorized by means-end chain models that product attributes are linked to personal values through use consequence. However, this understanding is primarily product-oriented. Even when means-end chain studies have focused on services, they have usually been establishments which offer services to customers, such as banking, automotive, and the health care industries. Research which is related the means-end chain model specifically in the apparel retail setting has been quite limited (Reynolds and Jamieson 1985; Gutman and Alden 1985).

Gutman and Alden (1985) investigated the viability of means-end chain analysis for gaining an understanding of the meanings of perceived quality. Relationships for fashion consumers through means-end chain analysis are also demonstrated. Gutman and Alden conclude that customers tend to develop their sense of a store's quality from many more of the controllable aspects of store layout and ambience, variety and selection of merchandise and sales personnel (what were termed store-based cues in this study) versus inherent product quality.

The objective of this study is not to measure perceived quality of clothing but perception of retail satisfaction. Nonetheless, the findings of this study concur with the Gutman

and Alden (1985) study in that store cues as well as product cues are both contributors to retail satisfaction.

Reynolds and Jamieson (1985) investigated store image, by identifying the bases of preference for two groups of department store shoppers in terms of their personal identification with the stores. As in this study, the framework imposed in the Reynolds and Jamieson study include three broad classes of elements: attributes, consequences, and value orientations. The results indicate the presence of these types of elements when dealing with store-patronage, connecting attributes to values.

An objective of this study is to build upon the means-end research framework provided from the Reynolds and Jamieson (1985) research. The intent is to apply the hierarchy between attributes, benefits, and values established by Reynolds and Jamieson to retail conditions. This is accomplished by incorporating their framework within a more comprehensive grid of the retail environment. This paradigm serves well in ascertaining what needs to be addressed to determine retail satisfaction. This model is (Figure 7 shown below) not "tested" but it postulates that the retail environment, customers, stores, products, services, attributes, benefits, and values help develop perceptions of retail satisfaction. Service per se is not a variable under investigation in this study, but this grid provides an appropriate framework from which to identify service cues which influence retail satisfaction.

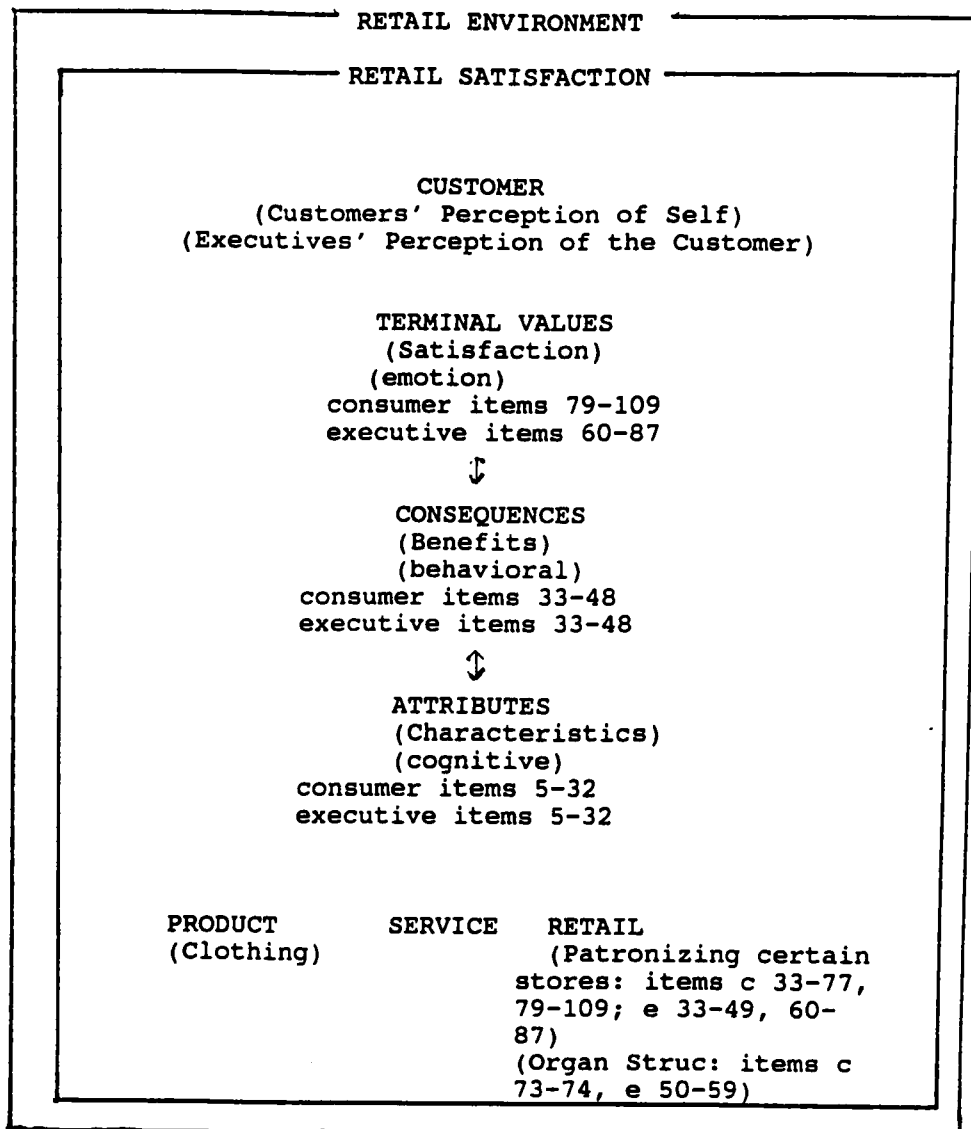


Figure 7: The item numbers from the consumer and executive questionnaires (Appendixes A and B) and corresponding conceptual elements.

Source: Adapted and Revised from Reynolds, Thomas J., and Linda F. Jamieson (1985), "Image Representations: An Analytic Framework," in Jacob Jacoby and Jerry C. Olson (eds.), *Perceived Quality: How Consumers View Stores and Merchandise*, Lexington, MA: Lexington Books, 120.

The findings of comparing consumers and retail executives with the aid of this framework are as follows: (1) there is a difference between consumers' and executives' perceptions of what retail characteristics and benefits constitute retail satisfaction, (2) differences in perceptions occur across store types, (3) consumers' and executives' retail satisfaction is influenced by both store and product cues, and (4) there is some degree of correlation between retail satisfaction and the organizational structure of a store.

The quantitative results provide insight into the attributes of satisfaction from the perspective of retail executives as compared with that of customers. Future strategic decisions made by the retailer affecting customer satisfaction could be made more intelligently. The findings could also encourage retailers to reexamine the link between decentralized and centralized operating structure and customer expectations. Further, it would be useful to learn how the executives' store structure is perceived by their customers.

Ensuring retail satisfaction (which in turn ensures repeat buying and store loyalty) is the underlying rationale for two types of formal programs and further research. The first aim is making certain that product and service quality meets or exceeds a company's intended standards and consumers expectations. The second, often closely related or inseparable, provides for systematic postsale response and analysis.

Concerns related to customers' retail satisfaction is at the core of most forward thinking retailers and marketers. Because consumers have become more aware of their purchasing options and the ratio of retail outlets to the population is higher than in previous years, maintaining customer loyalty has become increasingly difficult. Thus, the necessity of understanding consumers' perception of retail satisfaction and the retailers' options in implementing strategic decisions to result in satisfaction for the consumer is reaffirmed.

Limitations

1. When interpreting results, the possibility of underrepresentation must be acknowledged because directories and a commercial mailing list are used to designate the sampling frame.
2. There is a limited response rate to the executive questionnaire (22,8%). However, there is an 37 percent return rate to the consumer questionnaire. "Most mail questionnaires bring so few returns, and these from such a highly selected population that the findings of such surveys are almost invariably open to question" (Kerlinger, 1986 p. 380).
3. The ratio of gender, male versus female is limited in response to the questionnaires. The sample may not represent characteristics of the population in general,

but is similar to the population of shoppers and upper retail executives.

4. The study is limited to assessing customer satisfaction of clothing, and cannot be generalized to all product types.
5. It is recognized that the attributes and consequences used in this study are research-generated. However, the attributes and consequences adapted were originally produced primarily from focus groups and in-depth interviews with consumers and applied to samples of a much larger size (as recommended by Gutman and Alden, 1985, p. 112). This research could be made more accurate by implementing focus groups during the instrument building process.

Recommendations for Future Research

Future research could be made more innovative and insightful with the availability of the data base generated by this project. Findings from this study indicate areas where further research could be extended. These recommendations are listed as follows:

1. A national sample of retail executives and customers who shop at different store types could be used to update retail and customer topologies; whereas the most recent customer shopping profile is several years old (Oumlil, 1983).

2. Generated from this data base, a series of regression analyses could be performed to discuss which attributes most often lead to customer satisfaction.
3. Investigate if there is a difference in the level of employee empowerment across store types, and if so, how great is this difference as perceived by the customer while shopping and buying. Further, examine if this difference influences retail satisfaction.
4. Investigate the difference, as perceived by the customer, in the level of employee empowerment associated with centralized versus decentralized organizational structured retailers.
5. Distinguish if competitors are identified by retail organizational structure, merchandise classification, price point.
6. Focus upon the individual store types and customers of these store types. Examine if the data results differ from this research.
7. Further investigate the framework and a general systems approach to retail satisfaction.
8. Determine if there is a significant difference between how a convenient sample and a random national sample responds to a survey concerning retail satisfaction and clothing.
9. Investigate retail satisfaction as related to clothing versus other product categories across store types.

10. Examine if the findings of significant differences of the perceptions between retail executives and customers exist between men and women specialty stores.
11. Study the cultural/subcultural influences on the importance of attributes of retail satisfaction and benefits.
12. Compare the demographics of these consumer respondents, then compare the results with shopping preferences of different store types.

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APPENDIXES

APPENDIX A
CONSUMER QUESTIONNAIRE

THIS QUESTIONNAIRE IS DESIGNED TO BE FILLED
OUT BY THE ADULT HOUSEHOLD MEMBER WHO
DOES MOST OF THE SHOPPING.

CONSUMER SURVEY

Dear Consumer:

Have you ever been dissatisfied while shopping for apparel? Nearly everyone has had an encounter with an apparel retail store, and most of us want to have a satisfactory experience while shopping and purchasing clothing. However, all too often retailers have only a sketchy idea of what customers consider a "satisfactory experience." Without such information, and without a clear understanding of what customers want retailers to provide, customer satisfaction is difficult to formulate.

Indiana University and The University of Tennessee are interested in helping retailers provide consumers with more satisfactory shopping experiences when purchasing apparel products. This research focuses on the characteristics people look for when shopping for apparel.

You are part of a carefully selected sample of consumers asked to give their opinion on these matters. I would greatly appreciate it if you would complete the questionnaire and return it within a week. In order that the results will truly represent the thinking of consumers nation wide, it is important that each questionnaire be completed and returned. The survey will take approximately 10 minutes to complete.

You are assured of complete confidentiality. The questionnaire has an identification number for mailing purposes only. This is so your name can be checked off of the mailing list when your questionnaire is returned. Your name will never be placed on the questionnaire.

If you would like a summary of the results please print clearly your name and address:

Thank you in advance for your help in this research project.

Sincerely,

Theresa Williams, Faculty
Apparel Merchandising
Indiana University
(812) 855-6188

BUSINESS REPLY MAIL

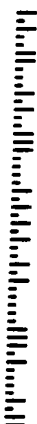
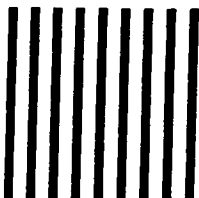
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WHAT YOU THINK MATTERS!

ID #

[1-4]

Part I. Identifying Characteristics of Retail Clothing Store Satisfaction

Instructions: This section is concerned with rating characteristics providing customer satisfaction. Please indicate how important you think each of these factors is to your satisfaction when purchasing clothing by circling the best response for each characteristic.

(1 = Not at all important, 7 = Most important)

	NOT AT ALL IMPORTANT							MOST IMPORTANT						
1.1 fast check-out	1	2	3	4	5	6	7	[5]						
1.2 regular sales and promotions	1	2	3	4	5	6	7	[6]						
1.3 everyday low pricing	1	2	3	4	5	6	7	[7]						
1.4 personal service	1	2	3	4	5	6	7	[8]						
1.5 color and/or size available	1	2	3	4	5	6	7	[9]						
1.6 nationally branded clothing	1	2	3	4	5	6	7	[10]						
1.7 unique or exclusive clothing	1	2	3	4	5	6	7	[11]						
1.8 easy access to dressing rooms	1	2	3	4	5	6	7	[12]						
1.9 roomy/uncrowded store interior	1	2	3	4	5	6	7	[13]						
1.10 store reputation	1	2	3	4	5	6	7	[14]						
1.11 limited but focused selection of clothing	1	2	3	4	5	6	7	[15]						
1.12 a wide range of categories of clothing	1	2	3	4	5	6	7	[16]						
1.13 friendly store personnel	1	2	3	4	5	6	7	[17]						
1.14 helpfulness of store personnel	1	2	3	4	5	6	7	[18]						
1.15 ease of returning purchases	1	2	3	4	5	6	7	[19]						
1.16 ease of finding things	1	2	3	4	5	6	7	[20]						
1.17 prompt service	1	2	3	4	5	6	7	[21]						
1.18 knowledgeable salespeople	1	2	3	4	5	6	7	[22]						
1.19 credit and charge account procedures	1	2	3	4	5	6	7	[23]						
1.20 location to other stores	1	2	3	4	5	6	7	[24]						
1.21 good displays	1	2	3	4	5	6	7	[25]						
1.22 value you get for your money	1	2	3	4	5	6	7	[26]						
1.23 advertising that you see and/or hear	1	2	3	4	5	6	7	[27]						
1.24 layout of the store	1	2	3	4	5	6	7	[28]						
1.25 cleanliness of the store	1	2	3	4	5	6	7	[29]						
1.26 quality level of the clothing	1	2	3	4	5	6	7	[30]						
1.27 attractiveness of the store's interior	1	2	3	4	5	6	7	[31]						
1.28 fashionable clothing	1	2	3	4	5	6	7	[32]						

Part II. Judging Benefits of Retail Clothing Stores

Instructions: The following set of phrases relate to how you believe a stores' characteristics will be to your advantage. For each phrase please show the extent to which you believe a stores' feature will benefit you.

Remember, there are no right or wrong answers, all we are interested in is a number that truly reflects your behavior regarding retail clothing stores that provide customer satisfaction.

(1 = Strongly Disagree that a phrase will benefit you, 7 = Strongly Agree that the phrase will benefit you)

1 = Strongly Disagree

2 = Moderately Disagree

3 = Slightly Disagree

4 = Uncertain

5 = Slightly Agree

6 = Moderately Agree

7 = Strongly Agree

2.1 I buy at stores that have been in business longer...	1	2	3	4	5	6	7	[33]
2.2 I like to buy where it is more fun to shop...	1	2	3	4	5	6	7	[34]
2.3 I would rather buy at stores that save me time...	1	2	3	4	5	6	7	[35]
2.4 I prefer to shop where I do not feel rushed...	1	2	3	4	5	6	7	[36]
2.5 My favorite stores are ones that are not limited in choice of merchandise...	1	2	3	4	5	6	7	[37]
2.6 I usually shop in stores that save me money, so I spend less...	1	2	3	4	5	6	7	[38]
2.7 I have less time, so I shop less often...	1	2	3	4	5	6	7	[39]
2.8 I buy where items are easier to compare (malls, shopping centers)...	1	2	3	4	5	6	7	[40]
2.9 I buy more often at stores where I do not feel ignored...	1	2	3	4	5	6	7	[41]
2.10 I purchase clothing more often in stores that stay interesting...	1	2	3	4	5	6	7	[42]
2.11 I acquire most of my clothing from stores that are in touch with the latest styles...	1	2	3	4	5	6	7	[43]
2.12 I usually buy from stores where I feel important...	1	2	3	4	5	6	7	[44]
2.13 The stores I purchase from are well thought of in the community, or better than others stores...	1	2	3	4	5	6	7	[45]
2.14 The stores I buy from provide clothing that make it easier to socialize and fit in with my friends...	1	2	3	4	5	6	7	[46]

- 2.15 The stores I most often purchase clothing from make me feel good about myself... 1 2 3 4 5 6 7 [47]
- 2.16 I buy more often at stores who advertise their items on sale rather than stores who advertise every day low prices... 1 2 3 4 5 6 7 [48]

Part III. Identifying Store Types

Instructions: When answering all the items in this section please think about the stores where you most frequently shop and purchase clothing.

- A. Compared to shopping at your ideal clothing store, please rank each store below using the scale provided.
Please circle one response per store.

- 1 = Never Shopped
2 = Below Average
3 = Average
4 = Good
5 = Excellent
6 = Ideal Store

- 3.1 The Gap 1 2 3 4 5 6 [49]
3.2 Mervyn's 1 2 3 4 5 6 [50]
3.3 Dillards 1 2 3 4 5 6 [51]
3.4 May Company 1 2 3 4 5 6 [52]
3.5 WalMart 1 2 3 4 5 6 [53]
3.6 Banana Republic 1 2 3 4 5 6 [54]
3.7 JC Penney 1 2 3 4 5 6 [55]
3.8 Macy's 1 2 3 4 5 6 [56]
3.9 Nordstrom 1 2 3 4 5 6 [57]
3.10 Burdines 1 2 3 4 5 6 [58]
3.11 Bloomingdales 1 2 3 4 5 6 [59]
3.12 Jordan Marsh 1 2 3 4 5 6 [60]

Indicate how many times during the past six months you have shopped for clothing in each of the stores listed. Circle an appropriate number.

- 3.13 The Gap None 1-2 3-4 5-6 7-8 9-10 11 & more times [61]
3.14 Mervyn's None 1-2 3-4 5-6 7-8 9-10 11 & more times [62]
3.15 Dillards None 1-2 3-4 5-6 7-8 9-10 11 & more times [63]
3.16 May Company None 1-2 3-4 5-6 7-8 9-10 11 & more times [64]
3.17 WalMart None 1-2 3-4 5-6 7-8 9-10 11 & more times [65]
3.18 Banana Republic None 1-2 3-4 5-6 7-8 9-10 11 & more times [66]
3.19 JC Penney None 1-2 3-4 5-6 7-8 9-10 11 & more times [67]
3.20 Macy's None 1-2 3-4 5-6 7-8 9-10 11 & more times [68]
3.21 Nordstrom None 1-2 3-4 5-6 7-8 9-10 11 & more times [69]
3.22 Burdines None 1-2 3-4 5-6 7-8 9-10 11 & more times [70]

3.23 Bloomingdales

None 1-2 3-4 5-6 7-8 9-10 11 & more times [71]

3.24 Jordan Marsh

None 1-2 3-4 5-6 7-8 9-10 11 & more times [72]

- 3.25 It is important to you as a customer that the store manager have authority concerning brands the store carries, or the price and assortment of the merchandise. (Circle one response) [73]

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6

- 3.26 It is important to you as a customer that a store tailor its offerings to the needs of your community. (Circle one response) [74]

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6

B.

- 3.27 How often do you buy clothing at a large department store (such as Macy's, Dillards, JC Penney, Bullocks, Burdines)? [75]

1. ☐ rarely 2. ☐ sometimes
3. ☐ often 4. ☐ almost always

- 3.28 How often do you buy clothing at a national specialty store (such as the Limited, The Gap, J. Riggins, Casual Corner)? Please check one. [76]

1. ☐ rarely 2. ☐ sometimes
3. ☐ often 4. ☐ almost always

- 3.29 How often do you buy clothing at a mass merchant (such as WalMart, KMart, Sears, Target)? Please check one. [77]

1. ☐ rarely 2. ☐ sometimes
3. ☐ often 4. ☐ almost always

- 3.30 How often do you purchase clothing? Please check one. [78]

1. ☐ 4 times a month
2. ☐ 3 times a month
3. ☐ twice a month
4. ☐ once a month
5. ☐ less than once a month

C.

- 3.31 What type of store best indicates the store where you last purchased an article of clothing? [79]

1. ☐ a large department store 5. ☐ a local specialty store
2. ☐ a national specialty store 6. ☐ a discount store
3. ☐ a mass merchant 7. ☐ other
4. ☐ a local department store

Using the same characteristics as previous, please circle the best response that describes your feelings about shopping and buying at the store where you last purchased clothing. (Please circle one response per item.)

I felt:

- 7 = Delighted
6 = Pleased
5 = Mostly satisfied
4 = Neutral
3 = Mostly Dissatisfied
2 = Unhappy
1 = Terrible

- | | | |
|---|---------------|-------|
| 3.32 fast check-out | 7 6 5 4 3 2 1 | [80] |
| 3.33 regular sales and promotions | 7 6 5 4 3 2 1 | [81] |
| 3.34 everyday low pricing | 7 6 5 4 3 2 1 | [82] |
| 3.35 personnel service | 7 6 5 4 3 2 1 | [83] |
| 3.36 color and/or size available | 7 6 5 4 3 2 1 | [84] |
| 3.37 nationally branded clothing | 7 6 5 4 3 2 1 | [85] |
| 3.38 unique or exclusive clothing | 7 6 5 4 3 2 1 | [86] |
| 3.39 easy access to dressing rooms | 7 6 5 4 3 2 1 | [87] |
| 3.40 roomy/uncrowded store interior | 7 6 5 4 3 2 1 | [88] |
| 3.41 store reputation | 7 6 5 4 3 2 1 | [89] |
| 3.42 limited but focused selection of clothing | 7 6 5 4 3 2 1 | [90] |
| 3.43 a wide range of categories of clothing | 7 6 5 4 3 2 1 | [91] |
| 3.44 friendly store personnel | 7 6 5 4 3 2 1 | [92] |
| 3.45 helpfulness of store personnel | 7 6 5 4 3 2 1 | [93] |
| 3.46 ease of returning purchases | 7 6 5 4 3 2 1 | [94] |
| 3.47 ease of finding things | 7 6 5 4 3 2 1 | [95] |
| 3.48 prompt service | 7 6 5 4 3 2 1 | [96] |
| 3.49 knowledgeable salespeople | 7 6 5 4 3 2 1 | [97] |
| 3.50 credit and charge account procedures | 7 6 5 4 3 2 1 | [98] |
| 3.51 location to other stores | 7 6 5 4 3 2 1 | [99] |
| 3.52 good displays | 7 6 5 4 3 2 1 | [100] |
| 3.53 value you get for your money | 7 6 5 4 3 2 1 | [101] |
| 3.54 advertising that you see and/or hear | 7 6 5 4 3 2 1 | [102] |
| 3.55 layout of the store | 7 6 5 4 3 2 1 | [103] |
| 3.56 cleanliness of the store | 7 6 5 4 3 2 1 | [104] |
| 3.57 quality level of the clothing | 7 6 5 4 3 2 1 | [105] |
| 3.58 attractiveness of the store's interior | 7 6 5 4 3 2 1 | [106] |
| 3.59 fashionable clothing | 7 6 5 4 3 2 1 | [107] |
| 3.60 At the time of purchase, how did you feel about the store? | 7 6 5 4 3 2 1 | [108] |
| 3.61 Today, how do you feel about the store? | 7 6 5 4 3 2 1 | [109] |

Part IV. General Information

Instructions: The items in this section are for classification purposes only and will never be identified with you, but will be combined with those of the others in the study to describe in summary fashion the kinds of people who participated in this research.

- 4.1 Your sex? [110]
1. ☐ Female 2. ☐ Male
- 4.2 Your age? [111]
1. ☐ 18 - 25 5. ☐ 50 - 57
2. ☐ 26 - 33 6. ☐ 58 - 65
3. ☐ 34 - 41 7. ☐ 65 - 72
4. ☐ 42 - 49 8. ☐ Over 72
- 4.3 What is the highest level of education you have completed? [112]
1. ☐ Grade School 4. ☐ College degree
2. ☐ High School 5. ☐ Graduate or professional degree
3. ☐ Some college or post secondary school
- 4.4 What is your employment status? [113]
1. ☐ not employed
2. ☐ full time
3. ☐ part time (10 - 20 hrs per week)
4. ☐ part time (21 - 35 hrs per week)
5. ☐ retired
6. ☐ not employed, but looking for work
- 4.5 If employed, what best describes your current occupation? [114]
1. ☐ Lawyer/Accountant
2. ☐ Physician/Dentist
3. ☐ Professional/Tech/Educator
4. ☐ Craftsman/Tradesman
5. ☐ Clerical/White Collar
6. ☐ Upper Management/Administration
7. ☐ Sales/Service/Middle Mgt.
8. ☐ Full time student
9. ☐ Other (specify) _____
- 4.6 (Optional) Which group best describes your total household income for last year before taxes? [115]
1. ☐ Under \$15,000 7. ☐ \$90,000-\$114,999
2. ☐ \$15,000-\$19,999 8. ☐ \$115,000-\$129,999
3. ☐ \$20,000-\$29,999 9. ☐ \$130,000-\$149,999
4. ☐ \$30,000-\$49,999 10. ☐ \$150,000-\$174,999
5. ☐ \$50,000-\$69,000 11. ☐ \$175,000 & Over
6. ☐ \$70,000-\$89,999

Thank you so much! Your contribution to the study is greatly appreciated.

PLEASE FOLD AND TAPE THE QUESTIONNAIRE SO THAT THE RETURN MAILING ADDRESS APPEARS ON THE OUTSIDE. POSTAGE IS PREPAID.

APPENDIX B
EXECUTIVE QUESTIONNAIRE

ID # [1-4]

Please help The University of Tennessee and Indiana University with this consumer research by answering these questions. Keep in mind there are no right or wrong answers. We are simply interested in your opinion as a retail executive.

Part I. Identifying Characteristics of Retail Clothing Store Satisfaction

Instructions: This section is concerned with rating characteristics providing customer satisfaction. Please indicate how important you think each of these factors is to your customers' satisfaction when purchasing clothing. Circle the best response for each characteristic.

(1 = Not at all important, 7 = Most important)

	NOT AT ALL IMPORTANT			MOST IMPORTANT			
1.1 fast check-out	1	2	3	4	5	6	7 [5]
1.2 regular sales and promotions	1	2	3	4	5	6	7 [6]
1.3 everyday low pricing	1	2	3	4	5	6	7 [7]
1.4 personal service	1	2	3	4	5	6	7 [8]
1.5 color and/or size available	1	2	3	4	5	6	7 [9]
1.6 nationally branded clothing	1	2	3	4	5	6	7 [10]
1.7 unique or exclusive clothing	1	2	3	4	5	6	7 [11]
1.8 easy access to dressing rooms	1	2	3	4	5	6	7 [12]
1.9 roomy/uncrowded store interior	1	2	3	4	5	6	7 [13]
1.10 store reputation	1	2	3	4	5	6	7 [14]
1.11 limited but focused selection of clothing	1	2	3	4	5	6	7 [15]
1.12 a wide range of categories of clothing	1	2	3	4	5	6	7 [16]
1.13 friendly store personnel	1	2	3	4	5	6	7 [17]
1.14 helpfulness of store personnel	1	2	3	4	5	6	7 [18]
1.15 ease of returning purchases	1	2	3	4	5	6	7 [19]
1.16 ease of finding things	1	2	3	4	5	6	7 [20]
1.17 prompt service	1	2	3	4	5	6	7 [21]
1.18 knowledgeable salespeople	1	2	3	4	5	6	7 [22]
1.19 credit and charge procedures	1	2	3	4	5	6	7 [23]
1.20 location to other stores	1	2	3	4	5	6	7 [24]
1.21 good displays	1	2	3	4	5	6	7 [25]
1.22 value one gets for their money	1	2	3	4	5	6	7 [26]
1.23 advertising that is seen and/or heard	1	2	3	4	5	6	7 [27]
1.24 layout of the store	1	2	3	4	5	6	7 [28]
1.25 cleanliness of the store	1	2	3	4	5	6	7 [29]
1.26 quality level of the clothing	1	2	3	4	5	6	7 [30]
1.27 attractiveness of store interior	1	2	3	4	5	6	7 [31]
1.28 fashionable clothing	1	2	3	4	5	6	7 [32]

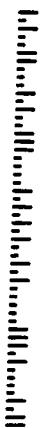
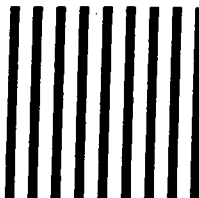
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Part II. Judging Benefits of Retail Clothing Stores

Instructions: The following set of phrases relate to the degree you believe a stores' characteristics will be to your target customers' advantage. For each phrase please show the extent to which you believe a stores' feature will benefit your target customers.

Remember, there are no right or wrong answers, all we are interested in is a number that truly reflects the behavior of your customer regarding clothing retail stores.

(1 = Strongly Disagree that a phrase will benefit you , 7 = Strongly Agree that the phrase will benefit you)

- 1 = Strongly Disagree
2 = Moderately Disagree
3 = Slightly Disagree
4 = Uncertain
5 = Slightly Agree
6 = Moderately Agree
7 = Strongly Agree

- 2.1 My customers buy at stores that have been in business longer... 1 2 3 4 5 6 7 [33]
- 2.2 My customers like to buy where it is more fun to shop... 1 2 3 4 5 6 7 [34]
- 2.3 My customers would rather buy at stores that save them time... 1 2 3 4 5 6 7 [35]
- 2.4 My customers prefer to shop where they do not feel rushed... 1 2 3 4 5 6 7 [36]
- 2.5 My customers' favorite stores are ones that are not limited in choice of merchandise... 1 2 3 4 5 6 7 [37]
- 2.6 My customers usually shop in stores that save them money, so they spend less... 1 2 3 4 5 6 7 [38]
- 2.7 My customers have less time, they shop less often ... 1 2 3 4 5 6 7 [39]
- 2.8 My customers buy where items are easier to compare (malls, shopping centers)... 1 2 3 4 5 6 7 [40]
- 2.9 My customers buy more often at stores where they do not feel ignored... 1 2 3 4 5 6 7 [41]
- 2.10 My customers purchase clothing more often in stores that stay interesting... 1 2 3 4 5 6 7 [42]
- 2.11 My customers acquire most of their clothing from stores that are in touch with the latest styles... 1 2 3 4 5 6 7 [43]
- 2.12 My customers usually buy from stores where they feel important... 1 2 3 4 5 6 7 [44]
- 2.13 The stores my customers purchase from are well thought of in the community, or better than other stores ... 1 2 3 4 5 6 7 [45]

- 2.14 The stores my customers buy from provides clothing that makes it easier to socialize and fit in with their friends... 1 2 3 4 5 6 7 [46]
- 2.15 The stores my customers most often buy clothing from make them feel good about themselves... 1 2 3 4 5 6 7 [47]
- 2.16 My customers buy more often at stores who advertise their items on sale rather than stores who advertise every day low prices... 1 2 3 4 5 6 7 [48]

Part III. Identifying Store Types

Instructions: When answering all the items in this section please think about the retail company where you make management decisions. Please consider everything about your particular store - the products the store carries and all those things about the store your target customers personally consider important.

- 3.1 What type of store best indicates the store where you are a retail executive? [49]
1. ☐ a large department store (such as Burdines, Macy's, JC Penney, Dillards)
 2. ☐ a national specialty store (such as The Limited, The Gap, J.Riggins, Casual Corner)
 3. ☐ a mass merchant (such as WalMart, KMart, Target, Sears)
 4. ☐ a local department store
 5. ☐ a local specialty store
 6. ☐ a discount store
 7. ☐ other, please specify _____
- 3.2 The authority for making the retailing decisions for your store is delegated to corporate managers rather than to geographically dispersed regional, district, and store managers. Please circle one. [50]
- | | | | | | |
|----------------------|----------|----------------------|-------------------|-------|-------------------|
| Strongly
Disagree | Disagree | Disagree
Slightly | Agree
Slightly | Agree | Strongly
Agree |
| 1 | 2 | 3 | 4 | 5 | 6 |
- 3.3 The store managers for your branch stores, have little or no authority concerning the brands carried, the price and assortment of the merchandise in their respective store. Please circle one. [51]
- | | | | | | |
|----------------------|----------|----------------------|-------------------|-------|-------------------|
| Strongly
Disagree | Disagree | Disagree
Slightly | Agree
Slightly | Agree | Strongly
Agree |
| 1 | 2 | 3 | 4 | 5 | 6 |

For each item listed below please indicate the degree of centralization/decentralization in decision making at your store

- 1 = completely centralized
2 = mostly centralized
3 = somewhat centralized
4 = uncertain
5 = somewhat decentralized
6 = mostly decentralized
7 = completely decentralized

3.4 Advertising Decisions	1	2	3	4	5	6	7	[52]
3.5 Financial Decisions	1	2	3	4	5	6	7	[53]
3.6 Store operations	1	2	3	4	5	6	7	[54]
3.7 Product Development	1	2	3	4	5	6	7	[55]
3.8 Distribution Decisions	1	2	3	4	5	6	7	[56]
3.9 Merchandising Decisions	1	2	3	4	5	6	7	[57]
3.10 Human resource Decisions	1	2	3	4	5	6	7	[58]
3.11 Store physical environment	1	2	3	4	5	6	7	[59]

Using the same characteristics as previous, please indicate which answer best describes your feelings about the last time you were in one of your stores. (Please circle one response per item.)

I felt:

- 7 = Delighted
6 = Pleased
5 = Mostly satisfied
4 = Neutral
3 = Mostly Dissatisfied
2 = Unhappy
1 = Terrible

3.12 fast check-out	7	6	5	4	3	2	1	[60]
3.13 regular sales and promotions	7	6	5	4	3	2	1	[61]
3.14 everyday low pricing	7	6	5	4	3	2	1	[62]
3.15 personal service	7	6	5	4	3	2	1	[63]
3.16 color and/or size available	7	6	5	4	3	2	1	[64]
3.17 nationally branded clothing	7	6	5	4	3	2	1	[65]
3.18 unique or exclusive clothing	7	6	5	4	3	2	1	[66]
3.19 easy access to dressing rooms	7	6	5	4	3	2	1	[67]
3.20 roomy/uncrowded store interior	7	6	5	4	3	2	1	[68]
3.21 store reputation	7	6	5	4	3	2	1	[69]
3.22 limited but focused selection of clothing	7	6	5	4	3	2	1	[70]
3.23 a wide range of categories of clothing	7	6	5	4	3	2	1	[71]
3.24 friendliness of store personnel	7	6	5	4	3	2	1	[72]
3.25 helpfulness of store personnel	7	6	5	4	3	2	1	[73]
3.26 ease of returning purchases	7	6	5	4	3	2	1	[74]
3.27 ease of finding things	7	6	5	4	3	2	1	[75]
3.28 prompt service	7	6	5	4	3	2	1	[76]

3.29 knowledgeable sales people	7	6	5	4	3	2	1	[77]
3.30 credit and charge procedures	7	6	5	4	3	2	1	[78]
3.31 location to other stores	7	6	5	4	3	2	1	[79]
3.32 good displays	7	6	5	4	3	2	1	[80]
3.33 value one gets for their money	7	6	5	4	3	2	1	[81]
3.34 advertising that is seen and/or heard	7	6	5	4	3	2	1	[82]
3.35 layout of the store	7	6	5	4	3	2	1	[83]
3.36 cleanliness of the store	7	6	5	4	3	2	1	[84]
3.37 quality level of the clothing	7	6	5	4	3	2	1	[85]
3.38 attractiveness of store interior	7	6	5	4	3	2	1	[86]
3.39 fashionable clothing	7	6	5	4	3	2	1	[87]

3.40 How many times a month do you believe your target customers purchase clothing? [88]

1. ☐ 4 times
2. ☐ 3 times a month
3. ☐ twice a month
4. ☐ once a month
5. ☐ less than once a month

3.41 I believe most of my target customers are: [89]

1. ☐ Female
2. ☐ Male

3.42 The age range of most of my target customers is: [90]

1. ☐ 18 - 25
2. ☐ 26 - 33
3. ☐ 34 - 41
4. ☐ 42 - 49
5. ☐ 50 - 57
6. ☐ 58 - 65
7. ☐ 65 - 72
8. ☐ Over 72

3.43 On the average, what is the highest level of education you believe your target customers have completed? [91]

1. ☐ Grade School
2. ☐ High School
3. ☐ Some college or post secondary school
4. ☐ College degree
5. ☐ Graduate or professional degree

3.44 On the average, which group best describes the total household income for most of your target customers last year before taxes? [92]

1. ☐ Under \$15,000
2. ☐ \$15,000-\$19,999
3. ☐ \$20,000-\$29,999
4. ☐ \$30,000-\$49,999
5. ☐ \$50,000-\$69,999
6. ☐ \$70,000-\$89,999
7. ☐ \$90,000-\$114,999
8. ☐ \$115,000-\$129,999
9. ☐ \$130,000-\$149,999
10. ☐ \$150,000-\$174,999
11. ☐ \$175,000 & Over

Part IV. General Information

Instructions: The items in this section are for classification purposes only and will never be identified with you, but will be combined with those of the others in the study to describe in summary fashion the kinds of people who participated in this research.

4.1 Your sex? [93]

1. ☐ Female
2. ☐ Male

4.2 What best describes your current position? [94]

1. ☐ General Manager
2. ☐ Owner
3. ☐ President
4. ☐ CEO
5. ☐ Vice President
6. ☐ Operations Manager
7. ☐ Merchandise Manager
8. ☐ Other, please specify _____

4.3 Please check the range of your annual sales volume. [95]

1. ☐ Under \$100,000
2. ☐ \$100,000-\$300,000
3. ☐ \$300,000-\$500,000
4. ☐ \$500,000-\$750,000
5. ☐ \$750,000-\$1 Million
6. ☐ Over \$1 Million

4.4 Length of time you have been associated with the store. [96]

1. ☐ Less than 1 year
2. ☐ 1 to 5 years
3. ☐ 6 to 10 years
4. ☐ Over 10 years

Additional Comments: _____

Thank you so much! Your contribution to the study is greatly appreciated.

At your request: Upon the conclusion of this national study regarding customer satisfaction, we will provide you with information concerning customer/executive responses in terms of your store type.

If you would like a summary of the results please print your name and address:

PLEASE FOLD AND TAPE THE QUESTIONNAIRE SO THAT THE RETURN MAILING ADDRESS APPEARS ON THE OUTSIDE. POSTAGE IS PREPAID.

APPENDIX C
INTRODUCTORY LETTER TO CONSUMERS

THIS QUESTIONNAIRE IS DESIGNED TO BE FILLED
OUT BY THE ADULT HOUSEHOLD MEMBER WHO
DOES MOST OF THE SHOPPING.

CONSUMER SURVEY

Dear Consumer:

Have you ever been dissatisfied while shopping for apparel? Nearly everyone has had an encounter with an apparel retail store, and most of us want to have a satisfactory experience while shopping and purchasing clothing. However, all too often retailers have only a sketchy idea of what customers consider a "satisfactory experience." Without such information, and without a clear understanding of what customers want retailers to provide, customer satisfaction is difficult to formulate.

Indiana University and The University of Tennessee are interested in helping retailers provide consumers with more satisfactory shopping experiences when purchasing apparel products. This research focuses on the characteristics people look for when shopping for apparel.

You are part of a carefully selected sample of consumers asked to give their opinion on these matters. I would greatly appreciate it if you would complete the questionnaire and return it within a week. In order that the results will truly represent the thinking of consumers nation wide, it is important that each questionnaire be completed and returned. The survey will take approximately 10 minutes to complete.

You are assured of complete confidentiality. The questionnaire has an identification number for mailing purposes only. This is so your name can be checked off of the mailing list when your questionnaire is returned. Your name will never be placed on the questionnaire.

If you would like a summary of the results please print clearly your name and address:

Thank you in advance for your help in this research project.

Sincerely,

Theresa Williams, Faculty
Apparel Merchandising
Indiana University
(812) 855-6188

BUSINESS REPLY MAIL

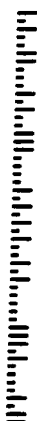
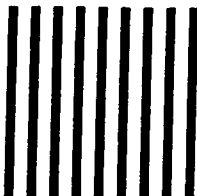
FIRST CLASS MAIL PERMIT NO. 126 BLOOMINGTON, IN

POSTAGE WILL BE PAID BY ADDRESSEE

APPAREL MERCHANDISING
MEMORIAL HALL E 224
1 INDIANA UNIVERSITY
BLOOMINGTON IN 47405-9919



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



APPENDIX D

INTRODUCTORY LETTER TO EXECUTIVES

INDIANA UNIVERSITY



February, 1994

DEPARTMENT
OF APPAREL
MERCHANDISING AND
INTERIOR DESIGN

Dear Retail Executive:

When considering the impact of consumer buying decisions on retail businesses, I believe it is important to question explicitly if perspectives of store executives differ significantly from those of customers when addressing customer satisfaction. However, it is unclear if differences exist and if differences affect consumer satisfaction. One objective of this research is to investigate retail executives' perception of "customer satisfaction" as opposed to their target consumers, in relation to various store types.

The cost of this project is jointly funded by Indiana University and The University of Tennessee. However the **quality** of this research will be lacking without input from concerned retailers and consumers. With your feedback (as well as other carefully selected executives of various store types) I may gain more accurate information concerning customer satisfaction and better assist the retail executive and the consumer.

I would greatly appreciate it if you would complete the questionnaire and return it with any comments within a week. The questionnaire is pre-addressed and postage is pre-paid. The questionnaire has an identification number for follow-up purposes. No individual names are requested.

With the end results of this research project I hope to give the retail executive more insight about customers who shop their particular type of store as well as consumers in the "market" or aggregate. Final analysis could also provide retailers with more accurate information to base strategic decisions which effect day-to-day business. If you would like results of the final national study (**at no cost to you**) please indicate such a request in the space provided when the questionnaire is returned.

Thank you in advance for your time and input.

Sincerely,

A handwritten signature in cursive script, appearing to read "Theresa D. Williams".

Theresa D. Williams, Faculty
Apparel Merchandising
Memorial Hall East #227
Indiana University
Bloomington, Indiana 47405
(812) 855-6188

Memorial Hall East 224
Bloomington, Indiana
47405-2201

812-855-5223

APPENDIX E
POSTCARD REMINDER

Feb., 1994

A few days ago a questionnaire seeking your opinion about customer satisfaction and purchasing apparel was mailed to you. Your name was drawn in a random sample of persons within the United States.

If you have already completed and returned it to us please accept our sincere thanks. If not, please do so today. Because it is desirable to collect a national sample it is extremely important that yours also be included in the study if the results are to accurately represent the opinions of concerned citizens of this country.

If by some chance you did not receive the questionnaire, or it got misplaced, please call me right now, collect (812-855-6188) and I will get another one in the mail to you today.

Sincerely,

Theresa Williams
Project Director

APPENDIX F
FREQUENCIES FOR SATISFACTION ATTRIBUTES FROM PART I
(CONSUMERS AND EXECUTIVES)

IMPORTANCE OF SATISFACTION ATTRIBUTES

Attribute	Consumer/ Executive Frequency	Consumer/ Executive Percent
fast check-out		
1	5/2	1.6/1.0
2	2/6	0.6/3.1
3	6/17	1.9/8.8
4	56/25	17.5/12.9
5	81/54	25.3/27.8
6	80/57	25.0/29.4
7	<u>90/33</u>	<u>28.1/17.0</u>
	n=320/194	100.0
regular sales and promotion		
1	6/1	1.9/0.5
3	14/5	4.4/2.6
4	37/16	11.5/8.2
5	76/34	23.7/17.5
6	83/55	25.9/26.8
7	<u>105/31</u>	<u>32.7/16.0</u>
	n=321/194	100.0
everyday low pricing		
1	3/4	0.9/2.1
2	4/8	1.3/4.1
3	8/20	2.5/10.4
4	14/36	4.4/18.7
5	66/56	20.7/29.0
6	93/35	29.2/18.1
7	<u>131/34</u>	<u>41.1/17.6</u>
	n= 319/193	100.0
personal service		
1	6/4	1.9/2.1
2	6/0	1.9/0
3	17/15	5.3/7.7
4	48/28	15.0/14.4
5	73/34	22.7/17.5
6	86/42	26.8/21.6
7	<u>85/71</u>	<u>26.5/36.6</u>
	n=321/194	100.0
color and/or size available		
1	1/0	0.3/0
2	2/1	0.6/0.5
3	1/2	0.3/1.0
4	13/13	4.1/6.7
5	26/35	8.1/17.9
6	103/67	32.2/34.4
7	<u>174/77</u>	<u>54.4/39.5</u>
	n=320/195	100.0

APPENDIX F
(Continued)

Attribute	Consumer/ Executive Frequency	Consumer/ Executive Percent
nationally branded clothing		
1	15/6	4.7/3.1
2	17/9	5.3/4.6
3	27/26	8.4/13.3
4	63/37	19.6/19.0
5	79/54	24.6/27.7
6	75/43	23.4/22.1
7	<u>45/20</u>	<u>14.0/10.3</u>
	<u>n=321/195</u>	<u>100.0</u>
unique or exclusive clothing		
1	44/9	13.8/4.6
2	31/20	9.7/10.3
3	37/30	11.6/15.4
4	54/44	16.9/22.6
5	73/16	22.8/8.2
6	51/44	15.9/22.6
7	<u>30/32</u>	<u>9.4/16.4</u>
	<u>n=320/195</u>	<u>100.0</u>
easy access to dressing rooms		
1	2/4	0.6/2.1
2	8/4	2.5/2.1
3	22/21	6.9/10.8
4	32/39	10.0/20.0
5	93/57	29.0/29.2
6	77/50	24.0/25.6
7	<u>87/20</u>	<u>27.1/10.3</u>
	<u>n=321/195</u>	<u>100.0</u>
roomy/uncrowded store interior		
1	1/1	0.3/0.5
2	2/12	0.6/6.2
3	22/20	6.8/10.3
4	33/51	10.2/26.2
5	83/61	25.8/31.3
6	97/37	30.1/19.0
7	<u>84/13</u>	<u>26.1/6.7</u>
	<u>n=322/195</u>	<u>100.0</u>
store reputation		
1	6/1	1.9/0.5
2	6/0	1.9/0
3	14/3	4.3/1.5
4	37/19	11.5/9.7
5	59/30	18.3/15.4
6	93/76	28.9/39.0
7	<u>107/66</u>	<u>33.2/33.8</u>
	<u>n=322/195</u>	<u>100.0</u>

APPENDIX F
(Continued)

Attribute	Consumer/ Executive Frequency	Consumer/ Executive Percent
limited but focused selection		
1	31/4	9.8/2.1
2	29/19	9.1/9.8
3	41/31	12.9/16.0
4	60/24	18.9/12.4
5	87/53	27.4/27.3
6	42/40	13.2/20.6
7	<u>27/23</u>	<u>8.5/11.9</u>
	<u>n=317/194</u>	<u>100.0</u>
a wide range of categories		
1	6/9	1.9/4.6
2	5/14	1.6/7.2
3	14/31	4.4/15.9
4	48/45	15.0/23.1
5	104/43	32.4/22.1
6	81/38	25.2/19.5
7	<u>63/15</u>	<u>19.6/7.7</u>
	<u>n=321/195</u>	<u>100.0</u>
friendly store personnel		
1	2/1	0.6/0.5
2	0/0	0/0
3	3/3	0.9/1.5
4	10/7	3.1/3.6
5	44/19	13.6/9.7
6	111/78	34.6/40.0
7	<u>151/87</u>	<u>47.0/44.6</u>
	<u>n=321/195</u>	<u>100.0</u>
helpfulness of store personnel		
1	1/0	0.3/0
2	0/1	0/0.5
3	4/0	1.3/0
4	13/13	4.1/6.7
5	50/19	15.6/9.7
6	99/70	30.9/35.9
7	<u>153/92</u>	<u>47.8/47.2</u>
	<u>n=320/195</u>	<u>100.0</u>
ease of returning purchases		
1	1/0	0.3/0
2	1/1	0.3/0.5
3	2/4	0.6/2.1
4	9/19	2.8/9.7
5	29/25	9.0/12.8
6	88/6	27.3/40.5
7	<u>192/67</u>	<u>59.6/34.4</u>
	<u>n=322/195</u>	<u>100.0</u>

APPENDIX F
(Continued)

Characteristic	Consumer/ Executive Frequency	Consumer/ Executive Percent
ease of finding things		
1	0/1	0/0.5
2	1/0	0.3/0
3	0/0	0/0
4	10/25	3.1/12.8
5	47/53	14.6/27.2
6	116/77	36.0/39.5
7	<u>148/39</u>	<u>46.0/20.0</u>
	<u>n=322/195</u>	100.0
prompt service		
1	2/1	0.6/0.5
2	1/0	0.3/0
3	3/2	0.9/1.0
4	9/15	2.8/7.7
5	48/42	15.0/21.5
6	119/74	37.1/37.9
7	<u>139/61</u>	<u>43.3/31.3.</u>
	<u>n=321/195</u>	100.0
knowledgeable salespeople		
1	1/1	0.3/0.5
2	0/0	0/0
3	4/3	1.21.5/
4	25/14	7.8/7.2
5	37/35	11.5/17.9
6	92/72	28.6/36.9
7	<u>163/70</u>	<u>50.6/35.9</u>
	<u>n=322/195</u>	100.0
credit and charge procedures		
1	14/2	4.3/1.0
2	8/11	2.5/5.7
3	13/15	4.0/7.8
4	55/41	17.1/21.2
5	70/56	21.7/29.0
6	76/39	23.6/20.2
7	<u>86/29</u>	<u>26.7/15.0</u>
	<u>n=322/193</u>	100.0
location to other stores		
1	17/4	5.3/2.1
2	12/20	3.7/10.3
3	33/29	10.3/14.9
4	63/53	19.6/27.3
5	106/37	33.0/19.1
6	57/36	17.8/18.6
7	<u>33/15</u>	<u>10.3/7.7</u>
	<u>n=321/194</u>	100.0

APPENDIX F
(Continued)

Characteristic	Consumer/ Executive Frequency	Consumer/ Executive Percent
good displays		
1	19/4	5.9/2.1
2	13/13	4.0/6.7
3	33/26	10.3/13.3
4	60/36	18.7/18.5
5	95/62	29.6/31.8
6	56/39	17.4/20.0
7	<u>45/15</u>	<u>14.0/7.7</u>
	<u>n=321/195</u>	<u>100.0</u>
value one gets for their money		
1	1/0	0.3/0
2	0/1	0/0.5
3	0/0	0/0
4	2/8	0.64/1/
5	17/26	5.3/13.3
6	78/71	24.2/36.4
7	<u>225/89</u>	<u>69.6/45.6</u>
	<u>n=323/195</u>	<u>100.0</u>
advertising that is seen and/or heard		
1	16/3	5.0/1.5
2	14/15	4.4/7.7
3	30/31	9.4/15.9
4	62/37	19.4/19.0
5	71/60	22.3/30.8
6	67/35	21.0/17.9
7	<u>59/14</u>	<u>18.5/7.2</u>
	<u>n=319/195</u>	<u>100.0</u>
layout of the store		
1	15/0	4.7/0
2	9/6	2.8/3.1
3	20/21	6.2/10.8
4	63/54	19.6/27.8
5	85/70	26.5/36.1
6	84/34	26.2/17.5
7	<u>45/9</u>	<u>14.0/4.6</u>
	<u>n=321/194</u>	<u>100.0</u>
cleanliness of the store		
1	0/0	0/0
2	1/2	0.31/0/
3	5/9	1.6/4.6
4	8/19	2.5/9.7
5	46/57	14.4/29.2
6	91/69	28.4/35.4
7	<u>169/39</u>	<u>52.8/20.0</u>
	<u>n=320/195</u>	<u>100.0</u>

APPENDIX F
(Continued)

Characteristic	Consumer/ Executive Frequency	Consumer/ Executive Percent
quality level of the clothing		
1	3/0	0.9/0
2	0/1	0/0.5
3	2/1	0.6/0.5
4	6/11	1.9/5.6
5	30/37	9.3/19.0
6	89/95	27.7/48.7
7	<u>191/50</u>	<u>59.5/25.6</u>
	$\bar{n}=321/195$	100.0
attractiveness of store interior		
1	4/0	1.2/0
2	4/3	1.2/1.5
3	22/18	6.9/9.2
4	47/34	14.6/17.4
5	100/71	31.2/36.4
6	102/46	31.8/23.6
7	<u>42/23</u>	<u>13.1/11.8</u>
	$\bar{n}=321/195$	100.0
fashionable clothing		
1	6/2	1.9/1.0
2	7/1	2.2/0.5
3	11/14	3.4/7.2
4	28/27	8.7/13.8
5	72/49	22.4/25.1
6	108/57	33.5/29.2
7	<u>90/45</u>	<u>28.0/23.1</u>
	$\bar{n}=322/195$	100.0

APPENDIX G

**FREQUENCIES FOR BENEFIT ITEMS
(CONSUMERS AND EXECUTIVES)**

JUDGING BENEFITS OF CLOTHING STORES

Benefit	Consumer/ Executive Frequency	Consumer/ Executive Percent
... buy at stores that have been in business longer		
1	29/25	9/12.8
2	31/45	9.6/22.5
3	31/27	9.6/13.5
4	39/30	12.1/15.0
5	106/39	32.9/19.5
6	61/27	18.6/13.5
7	<u>26/7</u>	<u>8.1/3.5</u>
	<u>n=322/200</u>	<u>100.0</u>
...like to buy where it is more fun to shop		
1	17/4	5.3/2.0
2	8/7	2.5/3.5
1	31/18	9.7/9.0
4	43/28	13.4/14.0
5	92/60	28.8/30.0
6	71/57	22.2/28.5
7	<u>58/26</u>	<u>18.1/13.0</u>
	<u>n=320/200</u>	<u>100.0</u>
...would rather buy at stores that save me time		
1	1/5	0.3/2.5
2	7/10	2.2/5.0
3	21/11	6.5/5.5
4	46/22	14.3/11.0
5	89/57	27.6/28.5
6	89/69	27.6/34.5
7	<u>69/26</u>	<u>21.4/13.0</u>
	<u>n=322/200</u>	<u>100.0</u>

Appendix G.
(Continued)

Benefit	Consumer/ Executive Frequency	Consumer/ Executive Percent
...prefer to shop where I do not feel rushed		
1	5/1	1.6/0.5
2	1/5	0.3/2.5
3	7/7	2.2/3.5
4	7/25	2.2/12.5
5	61/57	18.9/28.5
6	90/64	28.0/32.0
7	<u>151/41</u>	<u>46.9/20.5</u>
	n=322/200	100.0
...favorite stores are ones that are not limited in choice of merchandise		
1	3/8	0.9/4.0
2	5/10	1.6/5.1
3	10/16	3.1/8.1
4	26/32	8.2/16.2
5	66/45	20.8/22.7
6	103/59	32.4/29.8
7	<u>105/28</u>	<u>33.0/14.1</u>
	n=318/200	100.0
...usually shop in stores that saves me money, so I spend less		
1	8/14	2.5/7.0
2	8/15	2.5/7.5
3	13/36	4.0/18.0
4	17/31	5.3/15.5
5	68/43	21.2/21.5
6	81/31	25.2/15.5
7	<u>126/30</u>	<u>39.3/15.0.</u>
	n=321/200	100.0
...have less time,so I shop less often		
1	23/11	7.1/5.6
2	14/18	4.3/9.1
3	42/34	13.0/17.2
4	29/21	9.0/10.6
5	69/47	21.4/23.7
6	63/51	19.6/25.8
7	<u>82/16</u>	<u>25.5/8.1</u>
	n=322/198	100.0

Appendix G
(Continued)

Benefit	Consumer/ Executive Frequency	Consumer/ Executive Percent
...buy where items are easier to compare (mall, shopping ctrs)		
1	26/17	8.2/8.5
2	19/37	6.0/18.6
3	38/42	11.9/21.1
4	47/35	14.8/17.6
5	78/33	24.5/16.6
6	67/28	21.1/14.1
7	<u>43/7</u>	<u>13.5/3.5</u>
	n=318/199	100.0
...buy more often at stores where I do not feel ignored		
1	14/2	4.3/1.0
2	13/4	4.0/2.0
3	40/10	12.4/5.0
4	44/13	13.7/6.5
5	74/52	23.0/26.0
6	63/80	19.6/40.0
7	<u>74/39</u>	<u>23.0/19.5</u>
	n=322/200	100.0
...purchase clothing more often in stores that stay interesting		
1	13/1	4.0/0.5
2	12/3	3.7/1.5
3	26/6	8.1/3.0
4	55/13	17.1/6.5
5	83/51	25.8/25.5
6	75/79	23.3/39.5
7	<u>58/47</u>	<u>18.0/23.5</u>
	n=322/200	100.0
...acquire most of my clothing from stores that are in touch with the latest styles		
1	18/3	5.6/1.5
2	22/17	6.8/8.5
3	30/13	9.3/6.5
4	23/11	7.1/5.5
5	81/45	25.2/22.5
6	80/71	24.8/35.5
7	<u>68/40</u>	<u>21.1/20.0</u>
	n=322/200	100.0
...usually buy from stores where I feel important		
1	39/3	12.1/1.5
2	23/4	7.2/2.0
3	46/7	14.3/3.5
4	53/20	16.5/10.0
5	83/58	25.9/29.0

Appendix G
(Continued)

Benefit	Consumer/ Executive Frequency	Consumer/ Executive Percent
...usually buy from stores where I feel important cont.		
6	39/53	12.1/26.5
7	<u>38/55</u>	<u>11.8/27.5</u>
	n=321/200	100.0
...stores I purchase from are well thought of in the community, or better than other stores...		
1	18/5	5.6/2.5
2	20/13	6.2/6.5
3	36/16	11.2/8.0
4	51/41	15.8/20.5
5	55/46	17.1/23.0
6	87/45	27.0/22.5
7	<u>55/34</u>	<u>17.1/17.0</u>
	n=322/200	100.0
...stores I buy from provide clothing that make it easier to socialize and fit in with my friends		
1	47/2	14.6/1.0
2	35/10	10.95/0/
3	28/24	8.7/12.0
4	74/40	23.0/20.0
5	53/50	16.5/25.0
6	52/56	16.1/28.0
7	<u>33/18</u>	<u>10.2/9.0</u>
	n=322/200	100.0
...stores I most often purchase clothing from make me feel good about myself		
1	17/0	5.3/0
2	7/2	2.2/1.0
3	12/9	3.8/4.5
4	33/10	10.4/5.0
5	94/52	29.6/26.0
6	82/70	25.8/35.0
7	<u>73/57</u>	<u>23.0/28.5</u>
	n=318/200	100.0
...buy more often at stores who advertise their items on sale rather than stores who advertise every day low prices		
1	18/4	5.7/2.0
2	14/23	4.4/11.5
3	27/19	8.5/9.5
4	54/45	17.0/22.5
5	57/33	17.9/16.5

Appendix G
(Continued)

Benefit	Consumer/ Executive Frequency	Consumer/ Executive Percent
...buy more often at stores who advertise their items on sale rather than stores who advertise everyday low prices cont.		
6	88/54	27.7/27.0
7	<u>60/22</u>	<u>18.9/11.0</u>
	n 318/200	100.0

APPENDIX H

CONSUMERS' RESPONSE TO STORE ORGANIZATION ITEMS

Consumer store organization items

13:36 Wednesday, April 20, 1

item49

C43_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	139	43.4	139	43.4
2	14	4.4	153	47.8
3	49	15.3	202	63.1
4	80	25.0	282	88.1
5	27	8.4	309	96.5
6	11	3.4	320	100.0

Frequency Missing = 2

item50

C43_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	229	72.5	229	72.5
2	12	3.8	241	76.3
3	24	7.6	265	83.9
4	23	7.3	288	91.1
5	20	6.3	308	97.5
6	5	2.5	313	100.0

Frequency Missing = 6

item51

C43_3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	207	64.7	207	64.7
2	8	2.5	215	67.2
3	19	5.9	234	73.1
4	31	9.7	265	82.8
5	32	10.0	297	92.8
6	23	7.2	320	100.0

Frequency Missing = 2

Consumer store organization items

13:36 Wednesday, April 20,

item51

C43_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	234	74.3	234	74.3
2	8	2.6	242	77.3
3	21	6.7	263	84.0
4	13	5.3	281	89.6
5	21	7.0	303	95.8
6	10	3.2	313	100.0

Frequency Missing = 3

item53

C43_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	57	17.9	57	17.9
2	24	7.5	81	25.4
3	63	19.7	144	45.1
4	85	26.6	229	71.8
5	45	13.5	272	85.3
6	47	14.7	319	100.0

Frequency Missing = 3

item54

C43_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	219	59.1	219	59.1
2	12	3.3	231	72.9
3	19	6.0	250	78.9
4	31	9.8	281	88.6
5	27	8.5	308	97.2
6	9	2.3	317	100.0

Frequency Missing = 5

Consumer store organization items

13:30 wednesday, April 20

item55

CQ3_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	15	4.7	15	4.7
2	18	5.6	33	10.3
3	60	18.3	93	29.1
4	112	35.0	205	64.1
5	78	24.4	283	88.4
6	37	11.0	320	100.0

Frequency Missing = 2

item56

CQ3_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	171	53.9	171	53.9
2	3	0.9	174	54.9
3	26	8.2	200	63.1
4	47	14.8	247	77.9
5	53	16.7	300	94.6
6	17	5.4	317	100.0

Frequency Missing = 5

item57

CQ3_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	242	75.9	242	75.9
2	2	0.6	244	76.5
3	7	2.2	251	78.7
4	15	4.7	266	83.4
5	24	7.5	290	90.9
6	29	9.1	319	100.0

Frequency Missing = 3

Consumer store organization items
13:35 Wednesday,

item58

C43_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	253	83.0	253	83.0
2	1	0.3	254	83.3
3	3	2.5	272	85.8
4	19	6.0	291	91.8
5	10	3.2	301	95.0
6	16	5.0	317	100.0

Frequency Missing = 5

item59

C43_11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	201	63.2	201	63.2
2	3	0.9	204	64.2
3	10	3.1	214	67.3
4	37	11.6	251	78.9
5	40	12.6	291	91.5
6	27	8.5	318	100.0

Frequency Missing = 4

item60

C43_12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	251	78.9	251	78.9
2	3	2.5	259	81.4
3	25	7.9	284	89.3
4	27	8.5	311	97.8
5	7	2.2	318	100.0

Frequency Missing = 4

Consumer store organization items
13:30 Wednesday

item01

C43_13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	207	64.7	207	64.7
2	72	12.5	279	87.2
3	13	4.1	292	91.3
4	8	2.5	300	93.8
5	10	3.1	310	96.9
6	4	1.3	314	98.1
7	6	1.9	320	100.0

Frequency Missing = 2

item02

C43_14	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	257	80.3	257	80.3
2	7	8.5	264	89.3
3	9	2.8	273	92.1
4	13	4.1	306	96.2
5	5	1.6	311	97.8
6	2	0.6	313	98.4
7	5	1.6	318	100.0

Frequency Missing = 4

item03

C43_15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	236	74.0	236	74.0
2	41	12.9	277	86.8
3	15	4.7	292	91.5
4	7	2.2	299	93.7
5	5	2.8	308	96.6
6	3	0.9	311	97.5
7	8	2.5	319	100.0

Frequency Missing = 3

consumer store organization items
13:35 Wednesday

item64

C.3_15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	276	86.8	276	86.8
2	11	3.5	287	90.3
3	9	2.8	296	93.1
4	9	2.8	305	95.9
5	7	2.2	312	98.1
6	1	0.3	313	98.4
7	5	1.6	318	100.0

Frequency Missing = 4

item65

C.3_17	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	105	32.9	105	32.9
2	47	14.7	152	47.6
3	41	12.9	193	60.5
4	26	8.2	219	68.7
5	32	10.0	251	78.7
6	17	5.3	268	84.0
7	51	15.0	319	100.0

Frequency Missing = 3

item66

C.3_16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	267	84.0	267	84.0
2	44	13.3	311	97.3
3	2	0.6	313	97.9
4	2	0.6	315	98.5
5	1	0.3	316	98.8
6	1	0.3	317	99.1

Frequency Missing = 4

Consumer store organization items
13:30 Wednesday

item07

C43_19	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	59	18.4	59	18.4
2	69	21.5	128	39.9
3	55	16.5	183	56.4
4	53	17.1	236	73.5
5	32	10.0	268	83.5
6	16	5.0	284	88.5
7	37	11.5	321	100.0

Frequency Missing = 1

item08

C43_20	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	232	72.7	232	72.7
2	49	15.4	281	88.1
3	18	5.6	299	93.7
4	11	3.4	310	97.1
5	3	0.9	313	98.1
6	1	0.3	314	98.4
7	5	1.5	319	100.0

Frequency Missing = 3

item09

C43_21	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	266	83.1	266	83.1
2	13	4.2	279	87.3
3	17	5.3	306	92.6
4	7	2.2	313	94.8
5	4	1.3	317	96.1
7	3	0.9	320	100.0

Frequency Missing = 2

Consumer store organization items
13:36 Wednesday

item70

C43_22	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	287	90.0	287	90.0
2	27	8.5	314	98.4
3	1	0.3	315	98.7
4	1	1.3	319	100.0

Frequency Missing = 3

item71

C43_23	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	251	78.7	251	78.7
2	52	16.3	303	95.0
3	5	1.6	309	96.9
4	5	1.6	314	98.4
5	2	0.6	316	99.1
6	3	0.9	319	100.0

Frequency Missing = 3

item72

C43_24	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	263	88.4	263	88.4
2	23	7.2	306	95.6
3	4	1.3	310	96.9
4	2	0.6	312	97.5
5	3	0.9	315	98.4
6	4	1.3	319	99.7
7	1	0.3	320	100.0

Frequency Missing = 2

means of ideal store						
11:38 Friday, May 27, 1994						
Variable	Label	N	Mean	Std Dev	Minimum	Maximum
003-1	item 49	321	2.60433614	1.5317305	1.0000000	6.0000000
003-2	item 50	317	1.7917981	1.4234237	1.0000000	6.0000000
003-3	item 51	321	1.1900312	1.7637036	1.0000000	6.0000000
003-4	item 52	321	1.7707006	1.4625140	1.0000000	6.0000000
003-5	item 53	314	1.5406250	1.622125	1.0000000	6.0000000
003-6	item 54	318	1.9308175	1.5365967	1.0000000	6.0000000
003-7	item 55	321	1.0342679	1.2407446	1.0000000	6.0000000
003-8	item 56	318	1.5597484	1.8098515	1.0000000	6.0000000
003-9	item 57	320	1.9437500	1.7607596	1.0000000	6.0000000
003-10	item 58	318	1.6100623	1.4271453	1.0000000	6.0000000
003-11	item 59	319	1.3542320	1.4272485	1.0000000	6.0000000
003-12	item 60	319	1.7335423	1.4755354	1.0000000	6.0000000
003-13	item 61	321	1.6391277	1.2795875	1.0000000	6.0000000
003-14	item 62	313	1.4576803	1.1590208	1.0000000	6.0000000
003-15	item 63	320	1.5968750	1.3213901	1.0000000	7.0000000
003-16	item 64	319	1.3730408	1.2233366	1.0000000	7.0000000
003-17	item 65	320	1.2718750	1.2165994	1.0000000	7.0000000
003-18	item 66	319	1.2031661	1.6181345	1.0000000	7.0000000
003-19	item 67	322	1.4037267	1.9136453	1.0000000	6.0000000
003-20	item 68	320	1.5156307	1.1027493	1.0000000	6.0000000
003-21	item 69	322	1.3483037	1.0469063	1.0000000	7.0000000
003-22	item 70	320	1.1406250	0.5272270	1.0000000	7.0000000
003-23	item 71	320	1.3187500	0.7828240	1.0000000	5.0000000
003-24	item 72	321	1.2336449	0.8355682	1.0000000	5.0000000

APPENDIX I
EXECUTIVES' RESPONSE TO STORE ORGANIZATION ITEMS

Store types of retail exectutive
10:26 Wednesday

item52

EQ3_4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	88	43.8	88	43.8
2	67	33.3	155	77.1
3	12	6.0	167	83.1
4	2	1.0	169	84.1
5	20	10.0	189	94.0
6	1	0.5	190	94.5
7	11	5.5	201	100.0

Frequency Missing = 1

item53

EQ3_5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	142	70.6	142	70.6
2	34	16.9	176	87.6
3	9	4.5	185	92.0
5	3	1.5	188	93.5
6	3	1.5	191	95.0
7	10	5.0	201	100.0

Frequency Missing = 1

item54

EQ3_6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	32	16.1	32	16.1
2	44	22.1	76	38.2
3	43	21.6	119	59.8
4	7	3.5	126	63.3
5	36	18.1	162	81.4
6	25	12.6	187	94.0
7	12	6.0	199	100.0

Frequency Missing = 3

store types of retail executives
10:26 Wednesday

item55

EQ3_7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	106	53.3	106	53.3
2	41	20.6	147	73.9
3	22	11.1	169	84.9
4	13	6.5	182	91.5
5	5	2.5	187	94.0
6	5	2.5	192	96.5
7	7	3.5	199	100.0

Frequency Missing = 3

item56

EQ3_8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	105	52.2	105	52.2
2	47	23.4	152	75.6
3	22	10.9	174	86.6
4	4	2.0	178	88.6
5	8	4.0	186	92.5
6	4	2.0	190	94.5
7	11	5.5	201	100.0

Frequency Missing = 1

item57

EQ3_9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	79	39.3	79	39.3
2	43	21.4	122	60.7
3	36	17.9	158	78.6
4	3	1.5	161	80.1
5	18	9.0	179	89.1
6	14	7.0	193	96.0
7	8	4.0	201	100.0

Frequency Missing = 1

Store types of retail exectutuve
10:26 wednesday

item58

EQ3_10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	50	24.9	50	24.9
2	25	12.4	75	37.3
3	35	17.4	110	54.7
4	14	7.0	124	61.7
5	34	16.9	158	78.6
6	31	15.4	189	94.0
7	12	6.0	201	100.0

Frequency Missing = 1

item59

EQ3_11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	37	18.4	37	18.4
2	38	18.9	75	37.3
3	35	17.4	110	54.7
4	14	7.0	124	61.7
5	39	19.4	163	81.1
6	24	11.9	187	93.0
7	14	7.0	201	100.0

Frequency Missing = 1

item60

EQ3_12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	1	0.5	1	0.5
2	3	1.5	4	2.0
3	5	2.5	9	4.5
4	29	14.5	38	19.0
5	74	37.0	112	56.0
6	78	39.0	190	95.0
7	10	5.0	200	100.0

Frequency Missing = 2

means for exec organ, satis, and target cust
11:46 Friday, May 27, 1994

Variable	Label	N	Mean	Std Dev	Minimum	Maximum
63-4	item52	201	2.2338308	1.6852447	1.0000000	7.0000000
63-5	item53	201	1.6915423	1.5114159	1.0000000	7.0000000
63-6	item54	199	3.4723618	1.8743322	1.0000000	7.0000000
63-7	item55	199	2.0603015	1.5558238	1.0000000	7.0000000
63-8	item56	201	2.0955025	1.6613397	1.0000000	7.0000000
63-9	item57	201	2.5621891	1.8020442	1.0000000	7.0000000
63-10	item58	201	3.4875622	1.9977724	1.0000000	7.0000000
63-11	item59	201	3.5373134	1.9208984	1.0000000	7.0000000

APPENDIX J

MEAN SCORES OF CONSUMER BEHAVIOR ITEMS

means of ideal store		11:38 Friday, May 27, 1994			
variable	Label	N	Mean	Std Dev	Minimum Maximum
003-1	item 49	321	2.6043614	1.5317305	1.0000000 6.0000000
003-2	item 50	317	1.7917981	1.4234237	1.0000000 6.0000000
003-3	item 51	321	2.1900312	1.7637036	1.0000000 6.0000000
003-4	item 52	314	1.77707006	1.4625140	1.0000000 6.0000000
003-5	item 53	320	3.54062250	1.62222125	1.0000000 6.0000000
003-6	item 54	318	1.93408176	1.5365967	1.0000000 6.0000000
003-7	item 55	321	1.40342679	1.2407446	1.0000000 6.0000000
003-8	item 56	318	2.5597484	1.8098615	1.0000000 6.0000000
003-9	item 57	320	1.5537500	1.7607533	1.0000000 6.0000000
003-10	item 58	319	1.6100623	1.42714851	1.0000000 6.0000000
003-11	item 59	319	2.354223	1.87224851	1.0000000 6.0000000
003-12	item 60	319	1.77354277	1.4755354	1.0000000 6.0000000
003-13	item 61	321	1.67912803	1.2795875	1.0000000 7.0000000
003-14	item 62	319	1.4576803	1.1590208	1.0000000 7.0000000
003-15	item 63	320	1.59687508	1.3213901	1.0000000 7.0000000
003-16	item 64	319	1.3730408	1.2233394	1.0000000 7.0000000
003-17	item 65	319	1.52181661	2.061813+5	1.0000000 7.0000000
003-18	item 66	322	1.40372267	1.9136463	1.0000000 7.0000000
003-19	item 67	320	1.5156037	1.10277493	1.0000000 7.0000000
003-20	item 68	321	1.5406250	0.9469063	1.0000000 7.0000000
003-21	item 69	320	1.1406250	0.5272270	1.0000000 5.0000000
003-22	item 70	320	1.3197500	0.7828240	1.0000000 5.0000000
003-23	item 71	321	1.233644	0.835682	1.0000000 5.0000000
003-24	item 72	321	1.233644	0.835682	1.0000000 5.0000000

APPENDIX K
FACTOR STRUCTURES FOR ATTRIBUTE, BENEFIT,
AND SATISFACTION ITEMS

Consumer attribute factor analysis
 07:24 Monday, July 18, 1994⁵
 Rotation Method: Varimax

	FACTUR1	FACTUR2	FACTUR3	FACTUR4	
1	0.25577	-0.002120	-0.02009	0.12472	item5
1	0.00668	0.00915	-0.00905	0.61101	item6
1	0.18324	0.12455	-0.04715	0.22281	item7
1	0.52958	0.20430	0.14177	-0.19748	item8
1	0.16887	0.020432	0.60426	-0.02738	item9
1	-0.08024	0.21177	0.27430	0.07627	item10
1	-0.11441	0.13434	0.47808	-0.04420	item11
1	0.02942	0.38838	0.5240	0.02329	item12
1	0.30119	0.55354	0.47838	-0.03179	item13
1	0.19937	0.49572	0.20849	-0.09995	cql_10 item14
1	-0.14011	0.28727	0.06833	-0.00248	item15
1	-0.16659	0.09225	0.18347	0.73369	item16
1	0.83368	0.01455	0.10317	0.13369	item17
1	0.86274	0.04270	0.06377	0.06185	item18
1	0.45766	0.03221	0.00429	0.13226	item19
1	0.51652	0.18321	0.16100	0.32277	item20
1	0.75590	0.10531	0.17899	0.08063	item21
1	0.5648	0.08883	0.09483	0.05239	item22
1	0.3116	0.07096	0.06265	-0.02613	item23
1	0.45765	0.37096	0.17163	0.15361	item24
1	0.12821	-0.11036	0.17753	0.17030	item25
1	0.28734	0.23784	0.01037	0.07439	item26
1	0.03720	0.73863	0.04692	0.71041	item27
1	0.30270	0.30962	0.10747	0.16613	item28
1	0.44234	0.02561	-0.68173	0.33146	item29
1	0.20573	0.52893	0.12709	0.12080	item30
1		0.07765	0.173622	0.18841	item31
1				0.13908	item32

Rotation Method: Varimax
Consumer benefit factor analysis
07:24

Orthogonal Transformation Matrix

	1	2	3	4
1	0.81311	0.39241	0.42977	-0.01293
2	-0.36545	0.78896	-0.01410	0.49375
3	-0.01123	-0.46610	0.46939	0.74987
4	-0.45296	0.07943	0.77122	-0.44016

Rotated Factor Pattern

	FACTOR1	FACTOR2	FACTOR3	FACTOR4	
CQ2-1	0.29439	-0.05650	0.66108	0.13665	item33
CQ2-2	0.32338	0.48179	0.30522	-0.29104	item34
CQ2-3	0.11020	0.48253	-0.15878	0.47853	item35
CQ2-4	0.33669	0.64221	-0.03574	-0.07447	item36
CQ2-5	0.05443	0.78134	0.04604	0.01067	item37
CQ2-6	-0.26822	0.52481	0.44486	-0.21433	item38
CQ2-7	-0.05625	-0.01233	0.11341	0.80788	item39
CQ2-8	0.30591	0.12257	0.47428	0.23013	item40
CQ2-9	0.63074	0.13454	0.09494	0.28144	item41
CQ2-10	0.53646	0.34597	0.30930	-0.12356	item42
CQ2-11	0.53255	0.16483	0.39245	-0.24039	item43
CQ2-12	0.82512	0.02660	0.09896	0.05390	item44
CQ2-13	0.77048	0.00728	0.17555	0.04425	item45
CQ2-14	0.67264	0.00833	0.16306	-0.08797	item46
CQ2-15	0.54914	0.27309	0.12519	-0.14380	item47
CQ2-16	0.16371	0.02751	0.69240	-0.15683	item48

Variance explained by each factor

	FACTOR1	FACTOR2	FACTOR3	FACTOR4
	3.594769	2.057346	1.915485	1.299742

Final Communality Estimates: Total = 8.767342

	CQ2-2	CQ2-3	CQ2-4	CQ2-5	CQ2-6	CQ2-7	CQ2-8
0.545537	0.514560	0.499189	0.532622	0.615688	0.591193	0.670076	0.389583
0.499627	0.635710	0.522603	0.694228	0.626773	0.486846	0.412481	0.531573

Consumer satisfaction factor analysis
07:24

Rotation Method: Varimax

Orthogonal Transformation Matrix

	1	2	3	4	5	6
1	0.622202	0.48865	0.34533	0.34205	0.26245	0.46237
2	-0.73360	-0.48222	0.33937	-0.01181	0.12455	0.30275
3	-0.01500	0.09292	0.32780	-0.28650	0.70350	-0.55368
4	-0.01455	-0.50251	-0.11981	-0.05153	0.50360	-0.68672
5	-0.20218	-0.43520	0.37199	0.77599	-0.04817	-0.18333
6	-0.15739	0.27954	-0.71200	0.44268	0.39951	-0.18568

Rotated Factor Pattern

FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	
0.53528	0.29871	-0.20149	0.12379	0.37097	0.05078	item80
0.18379	0.19431	0.23731	-0.22070	0.63926	0.19796	item81
0.07361	-0.10723	0.14249	-0.05293	0.81877	-0.06890	item82
0.86967	0.08333	0.13174	0.02090	0.06767	0.09124	item83
-0.00232	0.22520	-0.06235	0.22172	0.35854	0.06422	item84
0.03358	-0.20697	0.03743	0.14756	-0.21460	0.80973	item85
0.05149	-0.11697	0.03743	0.49370	0.06174	0.33307	item86
0.12109	0.04397	0.18527	0.37141	0.06274	0.33307	item87
0.27499	0.03652	0.38643	-0.24907	0.02177	0.29118	item88
0.23191	0.09438	0.21806	0.15014	-0.03852	0.67430	item89
0.87228	0.13730	0.45427	0.03852	0.15330	0.34295	item90
0.38501	0.19914	0.19356	0.06775	0.10052	0.55011	item91
0.30579	0.14142	0.16771	0.15189	0.06822	0.06338	item92
0.53438	0.22688	0.18871	0.53353	0.03192	-0.02628	item93
0.82320	0.14142	0.22940	0.32300	0.30709	0.01476	item94
0.78498	0.26181	0.02413	0.36339	0.17768	0.07291	item95
0.15840	0.24749	0.13545	0.15533	0.01787	0.13840	item96
0.18656	0.21449	0.05573	0.33039	-0.01123	0.16500	item97
0.13333	0.36221	0.05934	0.37036	-0.00812	0.06050	item98
0.12190	0.39055	0.31958	0.37036	0.01533	0.06050	item99
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item100
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item101
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item102
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item103
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item104
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item105
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item106
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item107
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item108
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item109
0.12071	0.39587	0.31958	0.37036	0.59871	0.03061	item110

Executive attributes factor analysis
 07:38 Monday, July 18, 1994
 Rotation Method: Varimax

Orthogonal Transformation Matrix

	1	2	3	4	5	6	7
1	0.54328	0.51444	0.37473	0.19462	0.34905	0.04094	0.13399
2	-0.44580	0.24974	-0.06890	0.02982	0.09885	0.52793	-0.14646
3	-0.12237	-0.32576	-0.06072	0.60607	0.19421	-0.57999	-0.36501
4	-0.58211	-0.23670	0.53638	-0.22057	0.34552	-0.37877	-0.07669
5	-0.03751	-0.67513	0.58652	0.10219	0.13546	0.38509	0.14717
6	-0.12740	0.09116	0.21034	0.37167	-0.54976	-0.29616	0.63493
7	-0.12597	-0.13848	-0.41856	0.02993	0.62476	-0.06073	0.62837

Rotated Factor Pattern

	FACTOR1	FACTOR2	FACTOR3	FACTOR4	
1	0.06296	0.04265	0.06513	0.49158	item5
2	-0.11061	-0.00735	0.07285	0.42196	item6
3	-0.32207	0.13921	-0.06210	0.75090	item7
4	0.06642	0.02825	0.14532	-0.03357	item8
5	0.08755	0.07655	0.48207	0.36701	item9
6	0.16477	0.05483	0.10451	0.05145	item10
7	0.30350	0.17523	0.79153	-0.09975	item11
8	0.50291	0.21077	0.14163	-0.00456	item12
9	0.00971	0.24026	0.11344	-0.10317	item13
10	0.01008	0.17236	0.23940	0.10081	item14
11	0.44100	0.22571	0.13283	0.08465	item15
12	0.49337	0.09081	0.43594	0.02875	item16
13	0.18999	0.16284	0.04308	-0.05809	item17
14	0.43515	0.12798	0.34132	0.15717	item18
15	0.69021	0.22641	0.27420	0.45535	item19
16	0.18346	0.21817	0.20346	-0.00078	item20
17	0.06119	0.46067	0.49810	0.02702	item21
18	0.23575	0.83369	0.07534	0.13609	item22
19	0.30418	0.72493	0.18972	0.10455	item23
20	0.06175	0.11497	0.01037	0.72875	item24
21	0.36587	0.63572	0.04116	0.06196	item25
22	0.51156	0.72027	0.03563	0.14672	item26
23	0.50393	0.43625	0.05402	0.09723	item27
24	0.41113	0.03365	0.33960	0.09450	item28
25	0.31178	0.02681	0.35038	0.01075	item29
26			0.72486	0.05015	item30
27					item31
28					item32

Executive Attributes factor analysis
07:38

Rotation Method: Varimax

		Rotated Factor Pattern		
		FACTOR5	FACTOR6	FACTOR7
1	item5	0.47702	0.26999	-0.33307
1	item6	-0.12803	0.43529	0.03794
1	item7	0.06537	-0.06354	-0.07821
1	item8	0.03722	-0.08085	0.44645
1	item9	0.35153	0.08980	0.06801
1	item10	0.05632	0.33405	0.67956
1	item11	0.07042	-0.12271	0.20297
1	item12	0.71463	-0.00997	-0.03172
1	item13	0.70629	-0.06425	0.19766
1	item14	0.27690	-0.04392	0.20540
1	item15	0.26520	-0.62864	0.04790
1	item16	0.10112	0.73022	0.21850
1	item17	0.10831	0.12672	-0.21850
1	item18	0.10008	0.01381	-0.08004
1	item19	0.37837	0.22632	-0.04784
1	item20	0.35525	0.02166	-0.03474
1	item21	0.12470	-0.12304	0.00001
1	item22	0.21353	-0.10433	0.10558
1	item23	0.07027	0.31621	-0.13032
1	item24	0.17721	0.00885	-0.10264
1	item25	-0.17782	0.00070	-0.01499
1	item26	-0.00667	0.06055	-0.04371
1	item27	0.24349	0.47195	0.15453
1	item28	0.21597	0.06102	0.18068
1	item29	0.11263	-0.18094	0.18168
1	item30	0.14862	-0.08512	0.09191
1	item31	0.07214	-0.15741	0.42296
1	item32		0.05041	-0.07934
				-0.04115

Variance explained by each factor

FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	FACTOR7
4.743647	3.520971	2.454245	2.203530	2.174984	1.833869	1.413346

Executive benefits Factor Analysis
07:38 Monday

otation Method: Varimax

Orthogonal Transformation Matrix

	1	2	3	4	5
1	0.70708	0.70034	-0.00943	0.06626	0.07141
2	-0.14736	0.07970	0.76718	0.51135	0.30075
3	-0.43458	0.40974	-0.54534	0.47247	0.27691
4	0.27036	-0.35237	-0.16763	-0.12150	0.87171
5	0.41264	-0.45548	-0.23407	0.70422	-0.26056

Rotated Factor Pattern

	FACTJ1	FACTJ2	FACTJ3	FACTJ4	FACTJ5
1	0.40699	0.04239	-0.39403	0.40486	0.35456
2	0.68739	0.23576	0.19146	0.06347	0.01540
3	0.50504	0.01311	0.59495	-0.09544	-0.01411
4	0.52105	0.37879	0.14889	-0.28177	0.36110
5	0.00220	0.41085	0.14201	-0.45804	0.33275
6	-0.23337	-0.18657	0.74257	0.28405	0.33655
7	0.04060	-0.08328	0.23587	0.25389	0.33307
8	0.01563	-0.01000	-0.10365	0.76875	-0.14927
9	0.76664	0.00258	0.02025	0.10709	-0.07648
10	0.37955	0.99716	-0.02025	-0.15234	-0.03368
11	0.06715	0.95421	0.27018	-0.06015	-0.02147
12	0.77094	0.39438	-0.01240	-0.09780	-0.02022
13	0.46122	0.41332	-0.34874	0.09038	-0.01558
14	0.08313	0.67361	-0.24347	-0.38795	0.18315
15	0.24155	0.72357	-0.11087	-0.01391	0.06230
16	-0.05685	-0.00791	0.04569	-0.04515	0.81890

Variance explained by each factor

	FACTJ1	FACTJ2	FACTJ3	FACTJ4	FACTJ5
1	2.835251	2.770949	1.702057	1.411141	1.305281

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item33
item34
item35
item36
item37
item38
item39
item40
item41
item42
item43
item44
item45
item46
item47

Executive Satisfaction Factor Analysis
07:33
Rotation Method: Varimax

Orthogonal Transformation Matrix

	1	2	3	4	5	6	7
1	0.62907	0.43041	0.32551	0.13415	0.32534	0.12778	0.12523
2	-0.56048	0.19273	0.28368	0.62804	0.37335	0.34980	0.24233
3	0.23166	-0.19731	-0.69305	0.10407	0.32266	0.59554	0.31152
4	0.28353	-0.64082	0.53567	0.05584	-0.34108	-0.31761	-0.03532
5	-0.25218	-0.13347	-0.25334	0.71759	-0.23449	-0.43959	-0.08292
6	-0.01144	0.02156	-0.10346	0.17473	-0.21042	0.23319	-0.89908
7	0.00281	0.52789	-0.03211	-0.09127	-0.80329	0.23413	-0.10528

Rotated Factor Pattern

	FACTOR1	FACTOR2	FACTOR3	FACTOR4
1	0.32677	0.18808	-0.00140	0.51273
2	-0.13965	-0.08255	-0.04070	0.15567
3	0.81204	-0.23739	0.04070	0.02211
4	0.34354	0.26123	0.37567	0.31636
5	0.08757	-0.08366	-0.77372	-0.08235
6	0.23213	0.38206	0.55746	-0.08536
7	0.16525	0.83711	0.10526	-0.03742
8	0.37409	0.60641	0.00367	0.02532
9	0.31115	0.04122	0.37740	0.24966
10	0.02674	0.38566	0.03927	0.24938
11	0.83440	0.03380	0.53427	0.11738
12	0.83608	0.03372	0.11572	0.00499
13	0.45333	0.33671	0.12418	-0.00465
14	0.73607	0.60433	0.00218	-0.00157
15	0.10358	0.57043	0.01205	0.02335
16	-0.02926	0.21034	0.07521	0.05450
17	-0.20224	0.47329	0.07112	0.24447
18	0.09340	0.42376	0.10767	0.27477
19	0.31008	0.09234	0.10898	0.23105
20	0.35018	-0.03674	0.04273	0.78537
21	0.55147	0.33725	0.09072	-0.00537
22	0.32678	0.22520	0.13419	0.11334
23	0.32661	0.12307	0.06541	0.04592
24	0.16889	0.40047	0.29789	0.20050
25		0.52320	0.58071	0.20583

APPENDIX L

T-TEST PROCEDURES: RESPONDENTS AND ATTRIBUTES

TEST PROCEDURE

Variable: C41_1 item5

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	321	5.51401869	1.29202713	0.07211392	1.00000000	7.00000000
2	194	5.19587529	1.36680995	0.09813124	1.00000000	7.00000000

Variances I JF Prob>I|J

Unequal	2.6125	349.3	0.0033
Equal	2.6410	513.0	0.0083

For H0: Variances are equal, F* = 1.12 DF = (193,320) Prob>F* = 0.3752

Variable: C41_2 item6

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	5.63875155	1.32577043	0.07388230	1.00000000	7.00000000
2	195	5.15897436	1.31225743	0.09397271	1.00000000	7.00000000

Variances I JF Prob>I|J

Unequal	4.0219	412.7	0.0001
Equal	4.0118	515.0	0.0001

For H0: Variances are equal, F* = 1.02 DF = (321,194) Prob>F* = 0.8820

Variable: C41_3 item7

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	320	5.94687500	1.20617127	0.06742702	1.00000000	7.00000000
2	194	4.92793505	1.48042441	0.10628628	1.00000000	7.00000000

Variances I JF Prob>I|J

Unequal	8.0959	345.7	0.0001
Equal	8.5082	512.0	0.0000

For H0: Variances are equal, F* = 1.51 DF = (193,319) Prob>F* = 0.0012

TTEST PROCEDURE

```

Variable: CQ1_4      item8
RESPOND      N      Mean      Std Dev      Std Error      Minimum      Maximum
-----
1      322      5.41304348      1.40987308      0.07856916      1.00000000      7.00000000
2      195      5.56410256      1.46425280      0.10465804      1.00000000      7.00000000

Variances      F      DF      Prob>|F|
-----
Unequal      -1.1523      397.3      0.2497
Equal      -1.1637      515.0      0.2451

For H0: Variances are equal, F* = 1.08      DF = (194,321)      Prob>F* = 0.5482

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*****
Variable: CQ1_5      item9
RESPOND      N      Mean      Std Dev      Std Error      Minimum      Maximum
-----
1      321      6.33333333      0.94096582      0.05251959      1.00000000      7.00000000
2      196      6.03061224      1.00719546      0.07134253      2.00000000      7.00000000

Variances      F      DF      Prob>|F|
-----
Unequal      3.3986      390.6      0.0007
Equal      3.4549      515.0      0.0006

For H0: Variances are equal, F* = 1.15      DF = (195,320)      Prob>F* = 0.2830

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*****
Variable: CQ1_6      item10
RESPOND      N      Mean      Std Dev      Std Error      Minimum      Maximum
-----
1      322      4.80745342      1.58660879      0.08841825      1.00000000      7.00000000
2      196      4.68877551      1.49874359      0.10735511      1.00000000      7.00000000

Variances      F      DF      Prob>|F|
-----
Unequal      0.8547      430.2      0.3932
Equal      0.8430      516.0      0.3996

For H0: Variances are equal, F* = 1.12      DF = (321,195)      Prob>F* = 0.3833

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TTEST PROCEDURE

```

Variable: CQ1_7      item11
RESPOND      N      Mean      Std Dev      Std Error      Minimum      Maximum
-----
1      321      4.10591900      1.65438564      0.10350171      1.00000000      7.00000000
2      196      4.53061224      1.77852766      0.12703769      1.00000000      7.00000000

Variances      T      DF      Prob>|T|
-----
Unequal      -2.5918      425.5      0.0099
Equal      -2.5657      515.0      0.0106

For H0: Variances are equal, F* = 1.09      DF = (320,195)      Prob>F* = 0.5242

```

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*****
Variable: CQ1_8      item12
RESPOND      N      Mean      Std Dev      Std Error      Minimum      Maximum
-----
1      322      5.44409938      1.35054366      0.07526286      1.00000000      7.00000000
2      196      4.90306122      1.34194303      0.09585509      1.00000000      7.00000000

Variances      T      DF      Prob>|T|
-----
Unequal      4.4395      414.0      0.0001
Equal      4.4326      516.0      0.0000

For H0: Variances are equal, F* = 1.01      DF = (321,195)      Prob>F* = 0.3292

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*****
Variable: CQ1_9      item13 cql_10 item14
RESPOND      N      Mean      Std Dev      Std Error      Minimum      Maximum
-----
1      323      5.55108359      1.23347099      0.06863216      1.00000000      7.00000000
2      196      4.66326531      1.29253381      0.09232384      1.00000000      7.00000000

Variances      T      DF      Prob>|T|
-----
Unequal      7.7175      396.7      0.0001
Equal      7.8065      517.0      0.0000

For H0: Variances are equal, F* = 1.10      DF = (195,322)      Prob>F* = 0.4584

```

TTEST PROCEDURE

Variables: C.I_10

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	5.62538700	1.41165493	0.07854058	1.00000000	7.00000000
2	196	5.90816327	1.07738272	0.07695591	1.00000000	7.00000000

Variances	T	DF	Prob> T
Unequal	-2.5716	490.5	0.0104
Equal	-2.4103	517.0	0.0163

For H0: Variances are equal, F* = 1.72 DF = (322,195) Prob>F* = 0.0000

TTEST PROCEDURE

Variable: CQ1_11 item15

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	318	4.13182390	1.70863931	0.09570352	1.00000000	7.00000000
2	195	4.62051282	1.58588807	0.11356780	1.00000000	7.00000000

Variances	T	DF	Prob> T
Unequal	-2.8865	433.6	0.0041
Equal	-2.8361	511.0	0.0047

For H0: Variances are equal, F* = 1.16 DF = (317,194) Prob>F* = 0.2028

Variable: CQ1_12 item16

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	5.29132547	1.31438128	0.07324761	1.00000000	7.00000000
2	196	4.40816327	1.55142108	0.11081579	1.00000000	7.00000000

Variances	T	DF	Prob> T
Unequal	6.6530	360.8	0.0001
Equal	6.9250	516.0	0.0000

For H0: Variances are equal, F* = 1.39 DF = (195,321) Prob>F* = 0.0084

Variable: CQ1_13 item17

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	6.21118012	0.96292608	0.05366177	1.00000000	7.00000000
2	196	6.20408163	0.95497814	0.06821272	1.00000000	7.00000000

Variances	T	DF	Prob> T
Unequal	0.0818	414.6	0.9343
Equal	0.0316	516.0	0.9350

For H0: Variances are equal, F* = 1.02 DF = (321,195) Prob>F* = 0.9057

TTEST PROCEDURE

Variable: C41_14 item18

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	321	6.19003115	0.97693414	0.05452715	1.00000000	7.00000000
2	136	6.21938776	0.93250786	0.06660770	2.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	-0.3410	427.1	0.7332
Equal	-0.3372	515.0	0.7361

For H0: Variances are equal, F* = 1.10 DF = (320,195) Prob>F* = 0.4774

Variable: C41_15 item19

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	6.40527276	0.90524690	0.05036923	1.00000000	7.00000000
2	196	5.93877551	1.06039496	0.07574250	2.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	5.1318	362.7	0.0001
Equal	5.3332	517.0	0.0000

For H0: Variances are equal, F* = 1.37 DF = (195,322) Prob>F* = 0.0124

Variable: C41_16 item20

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	6.24148607	0.85094775	0.04734800	2.00000000	7.00000000
2	136	5.64795918	0.99410876	0.07100777	1.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	6.9544	363.4	0.0001
Equal	7.2226	517.0	0.0000

For H0: Variances are equal, F* = 1.36 DF = (195,322) Prob>F* = 0.0140

TTEST PROCEDURE

Variable: CQ1_17 Item21

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	6.15838509	0.98100741	0.05486939	1.00000000	7.00000000
2	196	5.83775510	1.02163924	0.07297423	1.00000000	7.00000000

Variances	F	DF	Prob> F
Unequal	2.9881	399.0	0.0032
Equal	2.9975	516.0	0.0029

For H0: Variances are equal, F' = 1.08 DF = (195,321) Prob>F' = 0.5196

Variable: CQ1_18 Item22

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	6.18575851	1.04384396	0.05808103	1.00000000	7.00000000
2	196	5.96428571	1.04452173	0.07480869	1.00000000	7.00000000

Variances	F	DF	Prob> F
Unequal	2.3424	411.5	0.0196
Equal	2.3427	517.0	0.0195

For H0: Variances are equal, F' = 1.00 DF = (195,322) Prob>F' = 0.9835

Variable: CQ1_19 Item23

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	5.27244582	1.57624521	0.06770463	1.00000000	7.00000000
2	194	4.91752577	1.41545945	0.10162407	1.00000000	7.00000000

Variances	F	DF	Prob> F
Unequal	2.6440	440.9	0.0085
Equal	2.5741	515.0	0.0103

For H0: Variances are equal, F' = 1.24 DF = (322,193) Prob>F' = 0.1004

TEST PROCEDURE

Variable: Cw1_21 item25

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	4.70496894	1.59923273	0.08912176	1.00000000	7.00000000
2	156	4.62755102	1.42110687	0.10150763	1.00000000	7.00000000

Variances	I	DF	Prob> T
Unequal	0.5731	449.3	0.5668
Equal	0.5569	516.0	0.5778

For H0: Variances are equal, F* = 1.27 DF = (321,195) Prob>F* = 0.0707

Variable: Cw1_22 item26

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	6.61609907	0.68795377	0.03927877	1.00000000	7.00000000
2	196	6.22448980	0.88902842	0.06350203	2.00000000	7.00000000

Variances	I	DF	Prob> T
Unequal	5.2815	335.6	0.0001
Equal	5.6171	517.0	0.0000

For H0: Variances are equal, F* = 1.67 DF = (195,322) Prob>F* = 0.0000

Variable: Cw1_23 item27

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	320	4.87187500	1.64740403	0.09209269	1.00000000	7.00000000
2	156	4.51020408	1.42681210	0.10191513	1.00000000	7.00000000

Variances	I	DF	Prob> T
Unequal	2.6330	457.1	0.0087
Equal	2.5440	514.0	0.0113

For H0: Variances are equal, F* = 1.33 DF = (319,195) Prob>F* = 0.0282

TTEST PROCEDURE

Variable: Cyl_24 item28

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	4.95341615	1.50627063	0.08394118	1.00000000	7.00000000
2	195	4.68205128	1.11754328	0.08002894	2.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	2.3398	474.2	0.0197
Equal	2.1784	515.0	0.0298

For H0: Variances are equal, F* = 1.82 DF = (321,194) Prob>F* = 0.0000

Variable: Cyl_25 item29

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	321	8.27414330	0.94185549	0.05256981	2.00000000	7.00000000
2	196	5.53571429	1.11573823	0.07969559	2.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	7.7342	360.1	0.0001
Equal	8.0556	515.0	0.0003

For H0: Variances are equal, F* = 1.40 DF = (195,320) Prob>F* = 0.0075

Variable: Cyl_26 item30

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	5.39751553	0.94575295	0.05270475	1.00000000	7.00000000
2	195	5.92346939	0.89403293	0.06385735	2.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	5.7253	430.0	0.0001
Equal	5.5474	516.0	0.0000

For H0: Variances are equal, F* = 1.12 DF = (321,195) Prob>F* = 0.3893

TTEST PROCEDURE

Variable: C-1_20 item24

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	4.62838509	1.20432643	0.08383283	1.00000000	7.00000000
2	196	4.37435397	1.49513264	0.10706867	1.00000000	7.00000000

Variances T DF Prob>|T|

Unequal	2.0887	411.3	0.0374
Equal	2.0855	515.0	0.0375

For H0: Variances are equal, F* = 1.01 DF = (321,194) Prob>F* = 0.9326

Variable: C-1_27 item31

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	5.20436894	1.23862054	0.06902562	1.00000000	7.00000000
2	196	5.06632653	1.17699695	0.08407121	1.00000000	7.00000000

Variances T JF Prob>|T|

Unequal	1.2746	428.3	0.2032
Equal	1.2598	516.0	0.2087

For H0: Variances are equal, F* = 1.11 DF = (321,195) Prob>F* = 0.4353

Variable: C-1_28 item32

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	5.59133127	1.35368800	0.07532122	1.00000000	7.00000000
2	196	5.41326551	1.29600077	0.09257148	1.00000000	7.00000000

Variances T UF Prob>|T|

Unequal	1.4921	425.7	0.1304
Equal	1.4762	517.0	0.1405

For H0: Variances are equal, F* = 1.03 DF = (322,195) Prob>F* = 0.5050

Executive Satisfaction Factor Analysis
07:38

Rotation Method: Varimax

Rotated Factor Pattern

	FACTOR5	FACTOR6	FACTOR7	
EE03-12	-0.35360	0.09155	0.23632	item60
EE03-13	0.02879	0.79991	0.05794	item61
EE03-14	0.13324	0.04945	-0.12316	item62
EE03-15	0.12987	0.03882	-0.04827	item63
EE03-16	-0.04072	-0.08769	0.02088	item64
EE03-17	0.04382	-0.12444	0.06551	item65
EE03-18	0.15553	-0.13316	-0.04782	item66
EE03-19	0.04261	-0.00088	0.15550	item67
EE03-20	0.19382	-0.00936	0.13919	item68
EE03-21	0.22972	-0.04893	-0.09600	item69
EE03-22	0.27795	-0.11448	0.00553	item70
EE03-23	-0.27453	-0.57763	-0.00553	item71
EE03-24	0.00793	-0.00273	-0.13784	item72
EE03-25	0.05207	0.06533	-0.03271	item73
EE03-26	0.11204	0.15830	0.45912	item74
EE03-27	0.11256	0.22020	0.03395	item75
EE03-28	0.13999	0.06850	-0.06024	item76
EE03-29	0.15145	0.01851	0.03021	item77
EE03-30	0.17642	0.00151	0.79921	item78
EE03-31	0.18098	0.18460	0.19015	item79
EE03-32	0.46124	0.24053	0.16150	item80
EE03-33	0.10310	0.15336	0.19240	item81
EE03-34	0.40313	0.67545	0.05075	item82
EE03-35	0.65302	0.21123	0.14970	item83
EE03-36	0.48555	0.07208	0.13026	item84
EE03-37	0.26437	-0.07231	0.13462	item85
EE03-38	0.56632	-0.19731	0.00473	item86
EE03-39	0.12228	-0.07154	-0.00217	item87

Variance explained by each factor

FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	FACTOR7
5.691509	3.267239	2.576001	2.118979	2.049319	1.791031	1.430627

APPENDIX M

T-TEST PROCEDURE: RESPONDENTS AND BENEFITS

APPENDIX M

T-TEST PROCEDURE: RESPONDENTS AND BENEFITS

Item 42 through Q10 for both ¹⁴09:48 Monday, July 18, 1994

TEST PROCEDURE

Variable: C42_1 Item33

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	4.39009288	1.71841352	0.09561509	1.00000000	7.00000000
2	201	3.60199005	1.75236859	0.12360256	1.00000000	7.00000000

Variances	F	DF	Prob> F
Unequal	5.0433	418.0	0.0001
Equal	5.0653	522.0	0.0000

For H0: Variances are equal, $F^* = 1.04$ DF = (200, 322) Prob>F* = 0.7509

Variable: C42_2 Item34

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	321	4.97507788	1.59863284	0.08922698	1.00000000	7.00000000
2	201	5.04975124	1.39311130	0.09868570	1.00000000	7.00000000

Variances	F	DF	Prob> F
Unequal	-0.5613	466.0	0.5749
Equal	-0.5444	520.0	0.5864

For H0: Variances are equal, $F^* = 1.31$ DF = (320, 200) Prob>F* = 0.0390

Variable: C42_3 Item35

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	5.35913313	1.29060215	0.07181102	1.00000000	7.00000000
2	201	5.13432836	1.42368033	0.10041867	1.00000000	7.00000000

Variances	F	DF	Prob> F
Unequal	1.8210	313.0	0.0694
Equal	1.8630	522.0	0.0630

For H0: Variances are equal, $F^* = 1.22$ DF = (200, 322) Prob>F* = 0.1180

Item #2 through Q10 for Dots 13
09:43 Monday, July 18, 1994

TEST PROCEDURE

Variable: C-2_4 item36

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	6.0049536	1.17148724	0.06518429	1.00000000	7.00000000
2	201	5.43781095	1.23181297	0.08689559	1.00000000	7.00000000

Variances

	F	UF	Prob> F
Unequal	5.9163	408.2	0.0001
Equal	5.9860	522.0	0.0000

For H0: Variances are equal, F' = 1.11 DF = (200,322) Prob>F' = 0.4232

Variable: C-2_5 item37

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	319	2.75548589	1.25508763	0.07027142	1.00000000	7.00000000
2	199	4.294974874	1.56588873	0.11100291	1.00000000	7.00000000

Variances

	F	UF	Prob> F
Unequal	6.1331	353.2	0.0001
Equal	6.4512	516.0	0.0000

For H0: Variances are equal, F' = 1.56 DF = (198,318) Prob>F' = 0.0004

Variable: C-2_6 item38

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	5.72670907	1.45968706	0.08134318	1.00000000	7.00000000
2	201	4.44776119	1.77158332	0.12495785	1.00000000	7.00000000

Variances

	F	UF	Prob> F
Unequal	6.3770	304.5	0.0001
Equal	8.9668	521.0	0.0000

For H0: Variances are equal, F' = 1.47 DF = (200,321) Prob>F' = 0.0020

TTEST PROCEDURE

Variable: CQ2_7 Item39

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	4.34117647	1.83297839	0.10199076	1.00000000	7.00000000
2	199	4.48241206	1.67827539	0.11896979	1.00000000	7.00000000

Variances	F	DF	Prob> F
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Unequal	2.3276	447.4	0.0036
Equal	2.5669	520.0	0.0043

For H0: Variances are equal, F* = 1.13 DF = (322,198) Prob>F* = 0.1741

Variable: CQ2_8 Item40

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	319	4.58307210	1.74970570	0.09796477	1.00000000	7.00000000
2	200	3.72500000	1.64710039	0.11646759	1.00000000	7.00000000

Variances	F	DF	Prob> F
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Unequal	5.6382	441.8	0.0001
Equal	5.5605	517.0	0.0000

For H0: Variances are equal, F* = 1.13 DF = (318,199) Prob>F* = 0.3523

Variable: CQ2_9 Item41

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	4.93142415	1.67914551	0.09343016	1.00000000	7.00000000
2	201	5.52736316	1.22302239	0.08668860	1.00000000	7.00000000

Variances	F	DF	Prob> F
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Unequal	-4.2435	508.4	0.0001
Equal	-3.9914	522.0	0.0001

For H0: Variances are equal, F* = 1.87 DF = (322,200) Prob>F* = 0.0000

TTEST PROCEDURE

Variables: C42_10 item42

RESPON-		N	Mean	Std Dev	Std Error	Minimum	Maximum
1		323	4.99071207	1.55935579	0.08676489	1.00000000	7.00000000
2		201	5.66159204	1.13494910	0.08005314	1.00000000	7.00000000

Variances	F	DF	Prob> F
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Unequal	-5.9523	509.3	0.0001
Equal	-5.4467	522.0	0.0000

For H0: Variances are equal, F* = 1.89 DF = (322,200) Prob>F* = 0.0000

TTEST PROCEDURE

Variable: C42_11 item43

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	4.97832817	1.74886680	0.09730355	1.00000000	7.00000000
2	201	5.25373134	1.55251361	0.10950587	1.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	-1.8800	461.7	0.0607
Equal	-1.9287	522.0	0.0680

For H0: Variances are equal, F* = 1.27 DF = (322,200) Prob>F* = 0.0058

Variable: C42_12 item44

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	322	4.20186335	1.81537127	0.10116669	1.00000000	7.00000000
2	201	5.52736318	1.32306368	0.09332172	1.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	-9.6305	508.6	0.0001
Equal	-8.9697	521.0	0.0000

For H0: Variances are equal, F* = 1.88 DF = (321,200) Prob>F* = 0.0000

Variable: C42_13 item45

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	4.82352941	1.72750959	0.09612120	1.00000000	7.00000000
2	201	4.90049751	1.55243349	0.10950022	1.00000000	7.00000000

Variances

	T	DF	Prob> T
Unequal	-0.5283	458.1	0.5976
Equal	-0.5153	522.0	0.6066

For H0: Variances are equal, F* = 1.24 DF = (322,200) Prob>F* = 0.0980

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variable	Label	N	Mean	Std Dev	Minimum	Maximum
003-1	1tem+9	321	2.6043614	1.5917305	1.0000000	6.0000000
003-2	1tem50	317	1.7917981	1.4234237	1.0000000	6.0000000
003-3	1tem51	321	2.1900312	1.7637036	1.0000000	6.0000000
003-4	1tem52	314	1.7707006	1.4622514	1.0000000	6.0000000
003-5	1tem53	322	3.5406250	1.6222125	1.0000000	6.0000000
003-6	1tem54	318	1.9308176	1.5365997	1.0000000	6.0000000
003-7	1tem55	322	4.0342679	1.2407446	1.0000000	6.0000000
003-8	1tem56	321	2.5297484	1.8098615	1.0000000	6.0000000
003-9	1tem57	320	1.5437500	1.7607536	1.0000000	6.0000000
003-10	1tem58	319	1.6100629	1.4271133	1.0000000	6.0000000
003-11	1tem59	319	2.3354232	1.8724851	1.0000000	6.0000000
003-12	1tem60	319	1.7235423	1.4715535	1.0000000	6.0000000
003-13	1tem61	321	1.6179127	1.2195875	1.0000000	7.0000000
003-14	1tem62	319	1.4576803	1.1590208	1.0000000	7.0000000
003-15	1tem63	320	1.5968750	1.3213901	1.0000000	7.0000000
003-16	1tem64	319	3.7730408	1.2239664	1.0000000	7.0000000
003-17	1tem65	319	3.7730408	1.2239664	1.0000000	7.0000000
003-18	1tem66	321	3.2118750	1.2165994	1.0000000	6.0000000
003-19	1tem67	322	3.2118750	1.2165994	1.0000000	6.0000000
003-20	1tem68	322	1.5156250	1.5139463	1.0000000	7.0000000
003-21	1tem69	322	1.1406250	1.0927270	1.0000000	5.0000000
003-22	1tem70	322	1.1406250	1.0927270	1.0000000	5.0000000
003-23	1tem71	322	1.1406250	1.0927270	1.0000000	5.0000000
003-24	1tem72	322	1.2336442	0.8335866	1.0000000	7.0000000
003-25	1tem73	322	4.5975232	1.1922208	1.0000000	6.0000000
003-26	1tem74	322	4.6160931	1.1957433	1.0000000	6.0000000
003-27	1tem75	322	2.5937189	0.9656400	1.0000000	4.0000000
003-28	1tem76	321	1.6760125	0.7911726	1.0000000	4.0000000
003-29	1tem77	322	3.5541776	1.3066978	1.0000000	5.0000000
003-30	1tem78	322	3.5541776	1.3066978	1.0000000	5.0000000
003-31	1tem79	322	3.5541776	1.3066978	1.0000000	5.0000000
003-32	1tem80	322	3.5541776	1.3066978	1.0000000	5.0000000
003-33	1tem81	322	5.5202492	1.0996354	1.0000000	7.0000000
003-34	1tem82	322	5.5202492	1.0996354	1.0000000	7.0000000
003-35	1tem83	322	5.5202492	1.0996354	1.0000000	7.0000000
003-36	1tem84	322	5.5202492	1.0996354	1.0000000	7.0000000
003-37	1tem85	322	5.5202492	1.0996354	1.0000000	7.0000000
003-38	1tem86	322	5.5202492	1.0996354	1.0000000	7.0000000
003-39	1tem87	322	5.5202492	1.0996354	1.0000000	7.0000000
003-40	1tem88	322	5.5202492	1.0996354	1.0000000	7.0000000
003-41	1tem89	322	5.5202492	1.0996354	1.0000000	7.0000000
003-42	1tem90	322	5.5202492	1.0996354	1.0000000	7.0000000
003-43	1tem91	322	5.5202492	1.0996354	1.0000000	7.0000000
003-44	1tem92	322	5.5202492	1.0996354	1.0000000	7.0000000
003-45	1tem93	322	5.5202492	1.0996354	1.0000000	7.0000000
003-46	1tem94	322	5.5202492	1.0996354	1.0000000	7.0000000
003-47	1tem95	322	5.5202492	1.0996354	1.0000000	7.0000000
003-48	1tem96	322	5.5202492	1.0996354	1.0000000	7.0000000
003-49	1tem97	322	5.5202492	1.0996354	1.0000000	7.0000000
003-50	1tem98	322	5.5202492	1.0996354	1.0000000	7.0000000
003-51	1tem99	322	5.5202492	1.0996354	1.0000000	7.0000000
003-52	1tem100	322	5.5202492	1.0996354	1.0000000	7.0000000
003-53	1tem101	322	5.5202492	1.0996354	1.0000000	7.0000000
003-54	1tem102	322	5.5202492	1.0996354	1.0000000	7.0000000

TTEST PROCEDURE

Variable: CQ2_14 item46

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	323	4.04334365	1.89588743	0.10548997	1.00000000	7.00000000
2	201	4.84079602	1.38727336	0.09785072	1.00000000	7.00000000

Variances	T	DF	Prob> T
Unequal	-5.5423	508.5	0.0001
Equal	-5.1640	522.0	0.0000

For H0: Variances are equal, $F^* = 1.87$ $DF = (322, 200)$ $Prob>F^* = 0.0000$

Variable: CQ2_15 item47

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	319	5.25078370	1.56005292	0.08734619	1.00000000	7.00000000
2	201	5.75621891	1.12038995	0.07902621	2.00000000	7.00000000

Variances	T	DF	Prob> T
Unequal	-4.2710	509.2	0.0001
Equal	-3.9899	518.0	0.0001

For H0: Variances are equal, $F^* = 1.94$ $DF = (318, 200)$ $Prob>F^* = 0.0000$

Variable: CQ2_16 item48

RESPOND	N	Mean	Std Dev	Std Error	Minimum	Maximum
1	319	4.35237806	1.68632557	0.09441611	1.00000000	7.00000000
2	201	4.64676617	1.59674732	0.11252567	1.00000000	7.00000000

Variances	T	DF	Prob> T
Unequal	2.0435	442.5	0.0378
Equal	2.0579	518.0	0.0401

For H0: Variances are equal, $F^* = 1.12$ $DF = (318, 200)$ $Prob>F^* = 0.4003$

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Variable	Label	N	Mean	Std Dev	Minimum	Maximum
03-55	item103	321	5.2118380	1.1146579	2.0000000	7.0000000
03-56	item104	321	5.6728972	1.1217312	2.0000000	7.0000000
03-57	item105	320	5.7625000	0.9676815	2.0000000	7.0000000
03-58	item106	321	5.3925234	1.1409180	1.0000000	7.0000000
03-59	item107	320	5.6125000	0.9857130	3.0000000	7.0000000
03-60	item108	322	5.8416149	0.8591134	3.0000000	7.0000000

VITA

Theresa D. Williams was born in Detroit, Michigan, on December 11, 1956. She is the daughter of Frank and Jackie Duncan of Erwin, Tennessee. In 1978, she received a Bachelor of Science in Home Economics from The University of Tennessee, Knoxville, majoring in Merchandising.

During the years of 1979 to 1989 she was employed by three East Tennessee department stores as a misses sportswear buyer, where she applied her knowledge of merchandising, marketing and consumer economics. In the Summer of 1991, she received a Master's of Science, from The University of Tennessee, Knoxville, with a major in Textiles and Apparel. Remaining at UTK, she was accepted into the doctoral program and in the Summer of 1994 she received a Doctorate of Philosophy from the College of Human Ecology.

Currently, Theresa resides with her son Duncan and husband Tony in Bloomington, IN. where she holds an Assistant Professor position with Indiana University. Her area of research is in retailing and customer satisfaction.