



Impact of employee efforts and expertise on customer surprise, delight and customer percent of budget spent: moderating role of shopping frequency

Impacto de los esfuerzos y la experiencia de los empleados en la sorpresa del cliente, el encanto y el porcentaje del cliente del gasto presupuestario: papel moderador de la frecuencia de compras

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(Recibido/received: 25-mayo-2023; aceptado/accepted: 25-julio-2023)

ABSTRACT

The primary objective of this study is to utilize the plethora of resources offered by companies to achieve customer satisfaction and to identify the resulting benefits for the customers. However, the findings of the study suggest that customer satisfaction does not always lead to the anticipated outcomes. Moreover, the research places a significant emphasis on customer delight, examining innovative outcomes and precursors that align with the interests of service companies. Study then proposed the conceptual framework and considered the links of employee expertise, employee effort to customer surprise which in turn leads to customer delight and percent of budget spent, shopping frequency is considered as moderating between customer surprise and customer delight. Data collection process were conducted in a grocery store. Study hypotheses and relationships were tested using SPSS (V.22). Findings of study shows all the considered variables are positively linked with each other.

Keywords: Surprise, Expertise, Delight, Employee efforts, Shopping frequency, Budget spent.

RESUMEN

El objetivo del presente estudio es buscar con los abundantes recursos proporcionados por las empresas para satisfacer al cliente y las consecuencias correspondientes que están a favor de los clientes. Sin embargo, los resultados del presente estudio indicaron que la satisfacción del cliente no necesariamente se encuentra en el resultado que se persuade. Además, el estudio se centró más en el deleite del cliente que exploró las consecuencias innovadoras y los antecedentes que son de interés para las empresas de servicios. Luego, el estudio propuso el marco conceptual y consideró los vínculos de la experiencia de los empleados, el esfuerzo de los empleados para sorprender al cliente, lo que a su vez conduce al deleite del cliente y el porcentaje del presupuesto gastado, la frecuencia de compras se considera como un moderador entre la sorpresa y el deleite del cliente. El proceso de recolección de datos se llevó a cabo en una tienda de abarrotes. Las hipótesis y relaciones del estudio se probaron con SPSS (V.22). Los resultados del estudio muestran que todas las variables consideradas están vinculadas positivamente entre sí.

Palabras claves: Sorpresa, experiencia, deleite, esfuerzos de los empleados, frecuencia de compras, presupuesto gastado.

1. INTRODUCTION

In the previous literature, satisfaction has been viewed as the primary indicator of business success. However, extensive research illustrates a direct link between satisfaction and various behavioral and significant outcomes, suggesting that the results of these studies aren't always clear-cut or straightforward. For example, research by Alflayeh & Haseebullah (2020), Jones & Sasser (1995), and Keaveney (1995) indicates that satisfied customers aren't necessarily loyal. While companies assume their satisfaction initiatives boost their profits, surprisingly, a very less percent can effectively quantify the enhancements, as shown by studies from Al-Mousa et al. (2022), Arnold et al. (2005), and Hepworth and Mateus (1994).

Regarding the evidence, further research indicates that satisfaction accounts for less than 1 percent of the total variance in the spending category share (Al-Mousa et al., 2022; Keiningham et al., 2014). This weak correlation between key metrics and satisfaction has been a significant driver in the development of the customer delight concept.

Term customer delight can be defined as a profoundly positive emotional state that resulting in generally from exceeding the expectations to the degree of surprising (Oliver et al., 1997). Contrary satisfaction which is viewed widely as meeting the customer's expectation, typically delight require level of surprise beyond the level of customer expectations (Oliver et al., 1997). In comparison to satisfaction, customer delight is seen to have a more robust association with significant outcomes. For example, previous research that contrasted customer satisfaction with customer delight found that outcomes were markedly improved when incorporating customer delight. Therefore, there should be a greater emphasis on customer delight rather than just customer satisfaction (Barnes et al., 2010).

Numerous companies have presented case studies that highlight the advantages of delighting customers. Prominent brands such as Toys R Us and Mercedes Benz from the USA have documented the increased probability of delighted and satisfied customers returning to lease and purchase again. Statistical reports clearly demonstrate that delighted customers are more inclined to stay loyal and committed compared to merely satisfied customers (Keiningham and Vavra, 2001).

There remain unanswered questions about customer delight. One might wonder: Is the element of surprise essential for customer delight? Additionally, what are the underlying causes of this delight? While qualitative studies have previously outlined the antecedents and outcomes, there are limited empirical investigations specifically centered on customer delight. Though "delight" may seem like a simple term, its implications are profound, making it essential for professionals to grasp its true significance. Furthermore, prior research primarily focused on a singular dependent variable (re-purchasing intentions), leaving questions about the broader impacts and other outcomes stemming from customer delight. To address these research gaps, this study introduces a conceptual framework and offers the following insights. Preliminary evaluations suggest that customer delight might arise from unexpected customer surprises.

It's crucial to note that continuously surprising customers might only be feasible in certain environments, such as exceptional experiential service settings (Al Mousa, 2022; Keiningham and Vavra, 2001). The research also indicates that customer delight influences the percentage of budget expenditure, a variable that's highlighted because of its unique attributes.

1.1. Background

In the theory that was presented by (Oliver, 1980) called a disconfirmation theory, previous studies suggested a prevailing theory to assess customer satisfaction and delight. At the heart of this theory is the comparison of customers' expectations with their perceived experiences. The term "expectation" varies in meaning and can encompass prior experiences of customers (McNeilly and Barr, 2006). Customers will tolerate both slightly negative and positive performance deviations (Zeithaml et al., 1993). However, when performance deviates significantly from expectations, it falls outside the acceptable range, leading to either customer delight or dissatisfaction (Keiningham and Vavra, 2001). In the current research, the concept of disconfirmation is explored, particularly in the context of exceeding customer expectations to such an extent that it induces delight. This suggests scenarios where employees go above and beyond, such as returning to work outside of their shift to aid a client, or when their exceptional expertise and dedication significantly surpass a customer's anticipations, thereby resulting in customer delight.

1.2. Study framework and Hypotheses

From a conceptual standpoint, customer delight can be effectively orchestrated. This study establishes a connection, considering both the precursors and outcomes of customer delight. It began by exploring how the notion of customer surprise could culminate in customer delight. The study further assessed the factors leading to surprise to grasp the elements of experiences customers might encounter. Two precursors, namely employee effort and employee expertise (Rust and Oliver, 1994), were selected as they epitomize high-quality service.

The rationale behind selecting these variables is their foundational connection to service quality, which is inherently linked to customer delight. Furthermore, these actions are shaped by managerial interventions. To delve deeper into the concept of customer delight, we also sought to investigate the proportion of the total budget expended. While prior research has focused on customer intentions (Bartl et al., 2013; Finn, 2005, 2012), the current study probes into the influence of customer delight on spending patterns. Therefore, this study examines how shopping frequency mediates the relationship between customer delight and customer surprise.

Employee Effort: Effort encompasses elements such as energy, friendliness, empathy, time devoted, appeal, adaptability, and diligence (Specht et al., 2007). Mohr and Bitner (1995), define employee effort as "the energy an observer perceives an actor to have dedicated to an action." The significance of employee effort during service interactions cannot be emphasized enough. In scenarios where a tangible product is absent, employees embody the company's image, serving dual roles of conveying information and representing the firm (Hoffman and Bateson, 2011). Employees view themselves as the physical representation of their workplace, and as such, customers assess them accordingly. Numerous past research works have validated the correlation between employee efforts and customer satisfaction (Al-Meshal, 2020; Mohr and Bitner, 1995; Specht et al., 2007). However, only a select few studies have linked employee efforts to customer delight (Arnold et al., 2005; Barnes et al., 2011; Barnes et al., 2016). Concrete quantitative or qualitative proofs are sparse, with only a handful of instances indicating the influence of employee efforts on customer delight. This study, therefore, aims to empirically explore the impact of employee effort on customer delight in two distinct dimensions: firstly, it posits that employee effort influences customer surprise; and secondly, it asserts that such effort positively affects customer joy. Consequently, the following hypothesis is proposed: **H₁**: Employee effort positively correlates with customer surprise.

1.3. Employee Expertise

The idea has been put forward that businesses can attain customer delight through the prowess of their employees (Barnes et al., 2016). Historical literature defines employee expertise as customers' perception of frontline employees possessing the requisite skills and ample knowledge to meet and address customer needs (Hennig-Thurau, 2004). Expertise refers to the demonstrated abilities of employees in providing

solutions tailored to needs (Liu and Leach, 2001). Previous studies have highlighted the significant correlation between perceived expertise and outcomes such as customer satisfaction and trust (Busch and Wilson, 1976; Evanschitzky et al., 2012; Harcharanjit et al., 2019; Liu and Leach, 2001; Moorman et al., 1993). Delight-focused research has also underscored the positive connection between customer delight and employee proficiency. For example, a study by McNeilly & Barr (2006) in an accounting firm revealed that employee expertise is a domain where customer expectations can be surpassed. Moreover, expertise is frequently recognized as a primary driver of customer delight. Kumar et al. (2001) suggested that various facets of expertise can distinguish between customer delight and satisfaction. Similarly, Barnes et al. (2011) identified employee skills as one of the top categories influencing customer delight. Analogous to the influence of employee efforts, it's posited that employee expertise can leave an imprint on customer surprise. Given this discourse, the subsequent hypothesis is presented: **H₂**: Employee expertise positively correlates with customer surprise.

1.4. Surprise

Businesses and service industries might adopt strategies designed to astonish their clientele. The term 'surprise' is often described as a neutral, fleeting emotion which gains valence from the subsequent emotions it triggers (Vanhamme & Snelders, 2003). It arises when customers encounter the unexpected (Gyung Kim & Mattila, 2013). Surprise has been intricately linked with pivotal constructs. For instance, past studies have suggested that a sense of surprise is essential to craft and sustain memorable experiences (Pine & Gilmore, 1998). Supporting this idea, prior research has identified both direct and indirect influences of surprise on satisfaction, which ultimately leads to customer delight (Haseebullah & Saad Alflayyeh, 2021; Vanhamme & Snelders, 2003; Wu et al., 2015).

The rationale behind viewing surprise as a precursor to customer delight stems from the notion of 'surprise boosts'. This suggests that customers are thrilled when services surpass their anticipations (Keiningham and Vavra, 2001; Wu et al., 2015). From a theoretical lens, surprise is viewed as a positive cognitive discrepancy, potentially culminating in heightened delight (Gyung Kim & Mattila, 2013). This perspective is bolstered by research from Haseebullah, 2017 and Westbrook & Oliver, 1991, which highlights that peak satisfaction correlates with customers who've encountered the most pronounced positive deviations. Additionally, past works have identified delight as an aspect of surprise, positioning it as a direct precursor to customer delight (Finn, 2005; Oliver et al., 1997). From the vantage of loyalty incentives, surprise rewards have been demonstrated to be more potent than discounts in inducing customer delight (Wu et al., 2015).

Given the aforementioned discussion and evidence, this study proposes the following hypothesis: **H₃**. Employee surprise positively influences customer delight.

1.5. Outcomes of Customer Delight

In the preliminary framework of this research, we probed a pivotal query:

does customer delight enhance profitability? Several facets underscore the need to address this question. Primarily, the need to explore delight arises due to the observed weak correlation between customer satisfaction and other primary outcomes in prior research. Consequently, there's a necessity to allocate resources to achieve delight and to provide evidence that delight correlates with favorable outcomes.

Furthermore, while much of the existing literature has focused on a single consequence, namely repurchase intentions (as highlighted by Bartl et al., 2013; Finn, 2005, 2012; Hicks et al., 2005; Oliver et al., 1997), this emphasis exposes gaps in our understanding. Introducing a novel construct into the delight discourse, this study delves into the "percentage of spent budget," as discussed in works by Barnes et al., 2016 and Kokku et al., 2014.

Several reasons motivated the choice of this construct. First, it acts as a surrogate indicator of actual behavior, in contrast to mere intentions, as noted by Pan and Zinkhan, 2006. Second, emerging studies suggest that similar rankings are a potent way to gauge customer attitudes (Keiningham et al., 2015). Thus,

our research sought to discern the impact of delight on the construct concerning the same spending bracket (Barnes et al., 2016). Lastly, previous research indicates that a delighted customer might sideline other options deemed less significant (Keiningham and Vavra, 2001). This implies that with an uptick in delight, the percentage of the budget expended might also rise.

Given the above discourse, we propose the following hypothesis: **H₄**. Customer delight positively influences the percentage of budget spent.

1.6. Shopping Frequency as Moderator

Shopping frequency is described as "the number of times a customer visits a specific retailer over a set period" (Pan & Zinkhan, 2006). This construct is primarily explored in retail industry research as it reflects a customer's intent (Pan & Zinkhan, 2006). In this study, however, shopping frequency is viewed as a mediator between customer surprise and customer delight. The assumptions of this study are grounded in the widely accepted notion that expectations serve as performance benchmarks (Boulding et al., 1993; Singh et al., 2019). Consequently, customers who shop more frequently are likely to have a richer understanding of what to expect. As a result, it appears that surprising frequent shoppers, as opposed to those who shop less often, could be more challenging. Given this reasoning, the study proposes the following hypothesis (refer to Figure 1): **H₅**. Shopping frequency influences the connection between customer surprise and customer delight.

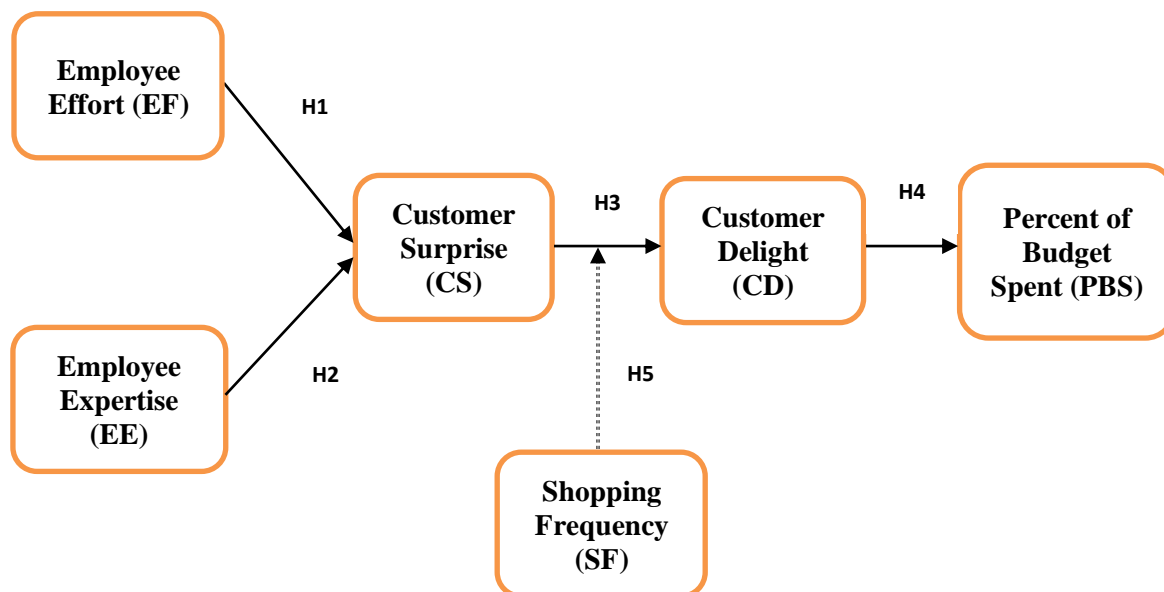


Figure1: Diagram of research design

2. METHOD

In order to assess the study framework, authors of the study then developed a questionnaire (survey) for measuring all the constructs. Grocery store was the research setting based on few reasons. Firstly, due to its competitive environment, since the link between customer satisfaction leads to loyalty has been questioned. Secondly, past studies argued that in firms where strength-full brands and parity of level exists, and delighting of customer may be different form of representations. Thirdly, "percentage of budget spent" as dependent variable represents importance especially from metric perspectives in settings of competition.

Scales for employee effort and employee expertise were adapted from (Parasuraman et al., 1991; Brady & Cronin, 2001; Mohr & Bitner, 1995). Constructs and scale items for joy and delight were adapted from (Oliver et al., 1997; Soderlund & Rosengren, 2004; Finn, 2005). However, four categories were provided for the shopping budget i.e. small; 0%-25%, some; 26%-50%, half and more; 51%-75%, almost all; 76%-100% (Barnes et al., 2016). Five-point scale was used for shopping frequency ranged from “I do shopping once a week” to “I do shopping less than once a year”. At the end of questionnaire, the demographics of respondents also added, that includes gender, nationality, age etc. Pretest was conducted in order to determine the scale measures and validity. University masters level students with the track of marketing were asked to participate in the pretest and answer the questions about the grocery-store which they frequently visit. After small changes and modification, the questionnaire then took the final shape and ready to be distributed. However, pretest participants were 75, whereas, 5 questionnaires were discarded due to incompleteness and leaving valid responses 70. Cronbach’s alpha test was conducted in order to assess the reliability among the constructs. Combined Cronbach’s alpha test result shows the significant relationships among the construct items. Thus, data was found in a right form and no items were deleted or changed for the main process of data collection. In continuation with the data collection process, three different grocery stores located in the capital city of Saudi Arabia Riyadh has been chosen. Three helpers were hired to help in distributing the questionnaires among the respondents. A total of three hundred (300) questionnaires were distributed, where valid responses were recorded as two hundred ninety-one (291), the difference between distributed and valid responses were discarded due to incomplete information, thus nine (9) responses were excluded. Respondents were the regular customers of these three grocery stores, this was confirmed while handing over the questionnaires to them.

3. DATA ANALYSIS

3.1. Measurements

Three different grocery stores were targeted to obtain data from their footfalls. Respondents of the survey were the regular customers of that particular stores. Regular footfalls were confirmed before handing over the survey questionnaire to the respondents. Valid and ready for statistical purposes the total valid responses were recorded as (291). Total of twenty-five (25) items were considered for six (6) variables, consequently five (5) hypotheses were developed. The initial plan includes 100 respondents from each store, however different circumstances couldn’t predict in the earlier stages, thus two hundred ninety-one (291) valid responses were obtained. In order to justify the sample size, the recommendations of (Hair et al., 2010) were followed, they recommended 5 times higher of the total study constructs, which means (25*5), which total makes one hundred twenty-five (125) respondents. However, this is considered as the minimum criteria. Construct items were measured through 5 point Likert scale from (1) strongly Disagree to (5) strongly Agree.

4. DESCRIPTIVE ANALYSIS

Descriptive analysis includes the demographics of respondents, which represents the respondent’s gender, age group, nationality, education level, marital status, monthly income and occupation. Valid responses were recorded as 291 where 196 were recorded as male and 95 were recorded as female respondents. Similarly, 176 respondents were recorded as Saudi’s and 115 were recorded as non-Saudi’s. Maximum respondents were from the age group between 31-40, and they were recorded as 118. Married respondents were 243, and maximum respondents were graduated and recorded as 159. Mostly the respondents were a full time employee, and their income was recorded in between 10000-15000 a month. Table below shows all the demographic characteristics of respondents.

Table 1: Respondents Demographics.

Demographics	Options (if any)	Frequency Total = 291	Percentage %
Gender	Male	196	67.4
	Female	95	32.6
		N=291	100%
Nationality	Saudi Nationals	176	60.5
	Non- Saudi Nationals	115	39.5
		N=291	100%
Age Group	Up to 20 Years	10	3.4
	21-30	47	16.2
	31-40	118	40.5
	41-50	94	32.3
	50 & above	22	7.6
		N=291	100%
Marital Status	Married	243	83.5
	Non-Married	48	16.5
		N=291	100%
Education Level	Diploma/Certificate/etc.	23	7.9
	Undergraduate	64	22
	Graduate	159	54.6
	PhD	45	15.5
	None of them	0	0
		N=291	100%
Occupation	Full time Employee	161	55.3
	Part Time Employee	36	12.4
	Own Business	42	14.4
	Retired	15	5.2
	Un-employed	37	12.7
		N=291	100%
Monthly Income	Less than 1000 SR	42	14.4
	1001-5000	22	7.6
	5001-10000	48	16.5
	10001-15000	82	28.2
	15001-20000	64	22
	20001 & Above	33	11.3
		N=291	100%

4.1. Measurement validity and reliability analysis

Composite reliability and Cronbach alpha test are considered the most popular among researchers in social sciences. Therefore, present study also considered Cronbach alpha test in order to check the validity and reliability among the construct items (Cronbach, 1951). The required and minimum criteria in Cronbach alpha test is supposed to be greater than (0.70), (Vinzi *et al.*, 2010). SPSS was utilized to conduct the reliability test among the construct items. Table below shows all the values of Cronbach alpha, where the values are fulfilling the minimum and required criteria.

Table 2: Cronbach's Alpha values

Constructs	Value of Cronbach Alpha
Employee Effort (EF)	0.822
Employee Expertise (EE)	0.779
Customer Surprise (CS)	0.831
Customer Delight (CD)	0.780
Percent of Budget Spent (PBS)	0.789
Shopping Frequency (SF)	0.776

4.2. Standard deviation and mean value

Standard deviation is the average dataset and amount of variability. It tells basically the average and how far away all the values from the mean, however, deviation with low standards are designated with the clustered values and also close to the mean level (Pritha Bhandari, 2023). Table below shows the calculated values of standard deviation, mean, and mean level. Value of mean for (EF) calculated as 4.292, value of standard deviation is 0.733, and considered as middle to the mean level. (EE) mean value calculated as 4.282, standard deviation is 0.757 and also recorded as middle to the mean level. Mean value of (CS) recorded as 4.247, where the standard deviation value recorded as 0.760 and considered as middle to the mean level. Similarly, mean value for (CD) calculated as 4.076, standard deviation 0.792, that also considered middle to the mean level. Mean value for (PBS) calculated as 2.495, where value for standard deviation calculated as 0.788 and thus considered middle to the mean level. (SF) mean value calculated as 3.801, and standard deviation is calculated as 1.185 and consequently considered as middle to the mean level.

Table 3: Means & Standard Deviation

Constructs	Mean	Standard Deviation	Mean Level
Employee Effort (EF)	4.292	0.733	Middle
Employee Expertise (EE)	4.282	0.757	Middle
Customer Surprise (CS)	4.247	0.760	Middle
Customer Delight (CD)	4.076	0.792	Middle
Percent of Budget Spent (PBS)	2.495	0.788	Middle
Shopping Frequency (SF)	3.801	1.185	Middle

4.3. Hypotheses and correlation test

In purpose to test the correlation and association among and between constructs, the Pearson correlation test which is significant at two tailed conducted. Results however for the considered constructs can be seen in table below. All the constructs including employee effort, employee expertise, customer surprise, customer delight, percent of budget spend and shopping frequency were tested using SPSS for correlation. Outcomes in the table below are according to the rule of thumb should be 0.01 significant at level 2 tailed.

Table 4: Hypotheses Correlation Test

Correlation of Variables							
		Employee Effort	Employee expertise	Customer surprise	Customer delight	Percent of budget spent	Shopping frequency
Employee Effort	Pearson Correlation	.718**	.212**	.414**	.672**	.312**	.435**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	291	291	291	291	291	291
Employee expertise	Pearson Correlation	.351**	.430**	.312**	.358**	.378**	.488**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	291	291	291	291	291	291
Customer surprise	Pearson Correlation	.376**	.401**	.581**	.488**	.373**	.414**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	291	291	291	291	291	291
Customer delight	Pearson Correlation	.435**	.523**	.578**	.481**	.336**	.589**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	291	291	291	291	291	291
Percent of budget spent	Pearson Correlation	.581**	.592**	.527**	.941**	.589**	.581
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	291	291	291	291	291	291
Shopping frequency	Pearson Correlation	.693**	.401**	.519**	.846**	.571**	.527**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	291	291	291	291	291	291

***Correlations are significant at 0.01 level (2-tailed)

5. RESULTS

Table 5 below shows all the considered hypotheses results for the present study. H₁ which links (EF) and (CS) are significant at 0.000 and recorded with the t-value with 9.723, thus positive links has been recorded. Link between (EE) and (CS) tested and found significant at 0.000 and recorded with the t-value of 8.874, thus positive link has been recorded. Similarly, the link between (CS) and (CD) found significant at 0.000, where t-values recorded as 7.825, thus link between constructs has been found positive. Link between (CD) and (PBS) is found significant at 0.000, where t-value recorded as 9.213, and thus link between these two constructs found positive. Similarly, (SF) that moderates between (CS) and (CD) are found significant at 0.000 and found t-value 7.787 and thus found the moderation between the constructs.

Table 5: Hypotheses Results

	Constructs	t-value	Significant	Result
H ₁	Employee Effort → Customer Surprise	9.723	0.000	Positive
H ₂	Employee Expertise → Customer Surprise	8.874	0.000	Positive
H ₃	Customer Surprise → Customer Delight	7.825	0.000	Positive
H ₄	Customer Delight → Percent of Budget Spent	9.213	0.000	Positive
H ₅	Customer Surprise*Shopping Frequency → Customer Delight	7.787	0.000	Positive

6. DISCUSSION

Aiming to enrich the discussion about the effectiveness of customer delight as a valuable managerial strategy, the model in this research examines the influence of management-controlled variables. Specifically, it looks at how employee effort (EF) affects customer surprise (CS), the effect of employee expertise (EE) on customer surprise (CS), the relationship between customer surprise (CS) and customer delight (CD), and the subsequent influence of customer delight (CD) on the percent of budget spent (PBS). Additionally, the role of shopping frequency (SF) as a moderator between customer surprise (CS) and customer delight (CD) is also explored.

This study differs from past research. While earlier studies directly evaluated the influence of employee expertise and effort on customer delight, this research introduces the intermediary role of customer surprise (CS) on customer delight (CD) and also considers the moderation effect of shopping frequency (SF). Furthermore, this model introduces both managerial and theoretical perspectives.

This research primarily centers on the implications and effects of customer delight, viewing it as a managerial instrument. However, past studies have debated whether delight is always an appropriate strategy in all contexts (Rust and Oliver, 2000). For instance, Dixon et al. (2010) argued that service providers and retailers should refrain from prioritizing customer delight, as it could detract from core services and potentially reduce profit focus. Many of these researchers have concentrated on customer satisfaction rather than customer delight. Moreover, McNeilly & Barr (2006) believed that customer delight is an elusive concept and challenging for service firms to implement.

7. CONCLUSION

However, present study is the contrary evidence of all these assumptions and empirical studies. Contemporarily, customer satisfaction is important concept, however, customer delight is also important in order to obtain and achieve the right goal services industries. Moreover, present study is more on needs and value of delight to be evaluated grounded on the conditions of market which can be managed carefully.

Study Limitations and Future Direction: Research always comes with limitations. Likewise, this research also has some limitations which should be acknowledged. Firstly, data collected from a single city, future studies can get data from multiple cities, that could present the results in different dimensions. Secondly, data were collected physically, future studies can obtain data using social media channels and through emails, that could easy to manage and reduce the chances of errors during feeding data. Thirdly, doubt can overcome by considering customer surprise as the antecedent of future studies. Fourthly, need to focus on female respondents, since female respondents are very few comparatively male respondents, this could also change the consequences of the future studies. Fifthly, this study was limited only to three variables that are under the control of management, thus future studies introduces new variable in order to get new and debatable findings.

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