

**“BABEȘ-BOLYAI” UNIVERSITY, CLUJ-NAPOCA
FACULTY OF ECONOMIC SCIENCES AND BUSINESS
ADMINISTRATION**

DOCTORATE FIELD: MARKETING

**A STUDY REGARDING CUSTOMERS’ SATISFACTION
WITH THE RELIGIOUS SERVICES DELIVERED BY THE
ROMANIAN ORTHODOX CHURCH**

-SUMMARY OF THE DOCTORAL THESIS-

SCIENTIFIC COORDINATOR:

PhD PROFESSOR IOAN PLĂIAȘ

PhD CANDIDATE:

DOBOCAN FLORIN CONSTANTIN

CLUJ-NAPOCA

2017

CONTENTS

CONTENTS OF THE DOCTORAL THESIS	4
KEY WORDS	3
INTRODUCTION	6
CHAPTER I. - THE MARKETING OF THE RELIGIOUS SERVICES	8
1.1. The actual context – challenges	8
1.2. The particularities of marketing in the religious services context	9
1.3. The ethic dimension of the religious services marketing	9
1.4. The mix of marketing and the behaviour of the religious services consumer.....	10
1.5. The importance of the satisfaction the religious services consumers have.....	11
Chapter II. - THE SATISFACTION OF THE RELIGIOUS SERVICES CONSUMERS	12
2.1. Defining the satisfaction of the religious services consumers	12
2.2. The determinants of the satisfaction of religious services consumers	13
2.3. The impact and the consequences of satisfaction on the behaviour the religious services consumers have	13
CHAPTER III. – MODELS OF MEASURING SATISFACTION	15
3.1. „The American Customer Satisfaction Index” (ACSI) Model	15
CHAPTER IV. – A STUDY REGARDING CONSUMERS’ SATISFACTION WITH RELIGIOUS SERVICES DELIVERED BY THE ROMANIAN ORTHODOX CHURCH.....	18
4.1. Reasons for choosing the proposed conceptual model.....	18
4.2. The presentation of the proposed conceptual model.....	19
4.3. Research methodology	20
4.3.1. The target market, sampling and data collection	20
4.3.2. Instruments for data collection.....	21
4.3.3. The after-research validation of collected data	21
CHAPTER V – RESEARCH RESULTS	22
CONCLUSIONS.....	23
Knowledge Contributions	23
Research limits and future research perspectives.....	26
BIBLIOGRAPHY.....	28

CONTENTS OF THE DOCTORAL THESIS

List of figures	4
Lista of tables	5
INTRODUCTION	6
CHAPTER I. – THE MARKETING OF THE RELIGIOUS SERVICES	11
1.1. The actual context – challenges	16
1.2. The particularities of marketing in the religious services context	18
1.3. The ethic dimension of the religious services marketing	25
1.4. The mix of marketing and the behaviour of the religious services consumer.....	26
1.5. The importance of the satisfaction the religious services consumers have.....	49
CHAPTER II. – THE SATISFACTION OF THE RELIGIOUS SERVICES CONSUMERS	55
2.1. Defining the satisfaction of the religious services consumers	55
2.2. The determinants of the satisfaction o religious services consumers.....	60
2.2.1. The expectances.....	64
2.2.2. The perceived value.....	70
2.2.3. The perceived quality	74
2.3. The impact and the consequences of satisfaction on the behaviour of the religious services consumers.....	80
2.3.1. Loyalty of the orhodox parishioner	87
2.3.2. The role of satisfaction in reconcilment of the complaints the religious services consumers have.....	97
CHAPTER III. – MODELS OF MEASURING SATISFACTION	103
3.1. General models of measuring the consumer’s satisfaction	103
3.2. Specific models of measuring consumer’s satisfaction.....	106
3.3. Models and theories of consumer’s satisfaction	107
3.4. Explicative models of the consumer’s satisfaction measuring indices	110
3.5. Adapting ACIDI Index to the satisfaction of the religious services consumers.....	115
3.5.1. ACSI Model.....	119

3.5.2. Efficiency, advantages and disadvantages of using ACSI model	123
CHAPTER IV. – A STUDY REGARDING CUSTOMERS’ SATISFACTION WITH THE RELIGIOUS SERVICES DELIVERED BY THE ROMANIAN ORTHODOX CHURCH	129
4.1. Reasons for choosing the proposed conceptual model.....	129
4.2. The presentation of the proposed conceptual model.....	133
4.3. The aplicability of the proposed conceptual model	135
4.4. The objectives and the hypoteses of the research	136
4.5. Research methodology	138
4.5.1. The target market, sampling and data collection.....	138
4.6. Instruments for data collection.....	143
4.7. The after-research validation of collected data	145
CHAPTER V – RESEARCH RESULTS	146
5.1. Evaluation of the measuring variables’ quality.....	147
5.2. Evaluation of the structural model’s reliability.....	151
5.3. Testing the proposed hypotheses.....	152
CONCLUSIONS.....	157
KNOWLEDGE CONTRIBUTIONS	160
RESEARCH LIMITS AND FUTURE RESEARCH PERSPECTIVES	163
BIBLIOGRAPHY.....	165
APPENDICES	178

KEY WORDS

Marketing, religious service, Romanian Orthodox Church, expectancies, perceived quality, satisfaction, loyalty, ACSI, structural equations, measuring model, structural model.

INTRODUCTION

Despite the fact that marketing has been implemented nowadays in the majority of the activity fields, the Orthodox religious services domain has not been yet approached from a marketing perspective and implicitly no researches have been developed on this subject. Although implementing marketing in the activity of the Romanian Orthodox Church (BOR) is a controversial subject, given the actual conjuncture in Romania, I have considered oportuna a research like this.

In the actual context, we notice that mass-media brings more and more in the public's eye the minuses it considers BOR generally has. Just or not, these pieces of information influence the behaviour of the faithful (actual or future) who take part at the religious services offered by BOR; they get to have different positive or negative attitudes towards them.

In a relatively contraintuitive way, although the number of people is large, those who participate effectively and constantly at the religious services are few (I.R.E.S. - *The perception regarding religion and morality*), compared to the number of persons assigned to a parish.

Starting from this acknowledgement, ***the reason*** for which I have chosen to make a research on this subject is related to *the continually smaller number of people who participate or look for the religious services offered by BOR*.

On the other side, the ***scope*** of this work is to *identify the conceptual context adequated for the study regarding the satisfaction the consumers of religious services offered by the Romanian Orthodox Church have*.

Once implemented the motivation and the scope of this study, we establish as well the ***objectives*** of the thesis as follows:

1. The impact of the expectances, perceived quality and perceived value on the satisfaction the consumers of religious services offered by the Romanian Orthodox Church have and testing them in an adequated conceptual context.

2. Finding the consequences which satisfaction has on the behaviour of the consumer of religious services offered by the Romanian Orthodox Church.

Regarding the *structure of the doctoral thesis*, it is composed of five chapters: *Marketing in the context of religious services, The satisfaction of the religious services consumers, The ways of measuring satisfaction, The study regarding customers' satisfaction with the religious services delivered by the Romanian Orthodox Church and The results of the research*; these are framed by an introduction which is meant to initiate us in the research subject and by a set of conclusions and directions of future research.

In the first chapter I have presented a vision on the religious service concept, following a set of its particularities.

In the second chapter I have made conceptual delimitations between satisfaction and its determinants, as follows: the expectancies, the perceived value and the perceived quality on the one side, but also the consequences of satisfaction (loyalty and complaints) on the behaviour of the consumers of religious services offered by BOR on the other side.

The third chapter describes some models of measuring the satisfaction which appear in studies published in the literature, where we expose the strenghts and weacknesses of each studied model.

In the forth chapter I have approached aspects regarding the reasons for which I have chosen the proposed conceptual model, with its detailed presentation and the research metodology used in this work.

Chapter five indicates the empirical results obtained after analizing the research data.

CHAPTER I. - THE MARKETING OF THE RELIGIOUS SERVICES

At the present, non-profit organisations have a stronger and stronger impact in the society, being the agents of the human change which aim at the psychologice or physic confort. Their main objective is realising the social good (Gombos, 2009). In order to support tis objective, the organisations in the public service have adopted the approaches of marketing existent at the specific activities of the non-profit area, have decentralized the management and gave a special attention to making better the srvices they offer (Jamali, 2007).

1.1.The actual context – challanges

Identifying the needs and wishes people have in order to satisfy them as good and efficient as possible is realizable through the marketing activity which presupposes the study of the market and of the behaviour the consumers have. But applying marketing in the religious practice is a controversed subject, because some theologians have opposed and are still opposing to this idea (Dobocan, 2015). Marketing people close their yes to the large number of arguments of the clerical protestants and publish books and articles on this subject; they did not get to a common understanding yet (Wrenn, 2011). The discussions between the businessmen, economists and politicians on the one side, clerks and theologians on the other side about the justiciar and moral significances of the business and economical practices can be irritant. Each side supports its view point in a contradictory way, having the impression that what they affirm is evident, but, in fact, what they say is strange for the other side (Nixon, 2006).

In the literature there are also favorable opinios regarding using marketing in the religious field. Moreover, since 1970, in some American churches there have been implemented marketing strategies of the non-profit organizations (Webb et al., 1998). Applying marketing is oportune, because Church is a non-profit organization.

1.2. The particularities of marketing in the religious services context

There is a wrong view point among those who have not studied intensively the economic field, according to which marketing means only selling and promoting goods and services. More than sure, there is a certain reluctance among clerks and laymen regarding applying marketing to the religious services, because they fear not to transform the theologic field from a specific one, which is for indissoluble truths belonging to the soul and to the spiritual life, in a one which would aim at a financial profit. This fact is evident, especially if we put this subject in the context of the nowadays society, where there are few who consider Church being without *viciu* and trust the missionary priests; at least this is the message transmitted by media. Negative publicity has a major impact, because media is, in the majority of the situations, considered a credible source, being much more influent than other means of communication in marketing (Ahluwalia, 2003). In spite of all these, compared to other nations, there is a large number of Romanians, although the majority is not practisant, who still keep the traditions of the Church, transmitting them from a generation to another (Dobocan, 2013).

We now live times in which the man of the beginning of this millenium has left faith aside, but the mission of the Orthodox Church is not to let the man of this society remain where he is now, but it gives him the power and courage to go for perfection (Pop, 2011). Religious marketing is a process of making decisions about what could be made and what should not be made in order to make Church accomplish its mission (Shawchuck et al., 1992). The aim of Churches is to enrich the spiritual life of its members and to respond to the people's needs. The aim of marketing is to help the religious institutions survive and serve market (Johnson et al. (1995) were defining the concept as the totality of individuals who buy or consume a certain type of offered products or services), as efficiently as possible (Shawchuck et al., 1992).

Religious marketing refers at a "change of values" between priest and parishers.

1.3. The ethic dimension of the religious services marketing

All organizations and all citizens have activities in order to accomplish their mission and to reach the proposed aims in a way as responsible and ethical as possible. But the non-profit organizations have a special status, different, because they have special obligations, with high

standards to accomplish, do not make activities for their own profit, but answer to the needs of the society, using its resources and good intentions (Andreasen & Kotler, 2008).

Religious marketing helps the Orthodox Christian in reaching the proposed aim: “getting closer to God and obtaining the human perfection, meaning the saintly life”, but only when him, the contemporary Christian goes “axiologically” to God, in a way that all the marketing values unify “in a unitary vision” submitted to the religious value (Teleanu, 2005). The representatives of the religious cults have shown the wish to promote their ideas, values, faiths, programs, people etc.

Therefore, the religious organisations in Romania, although they still have some doubts and retainments, are interested in finding more about how they could use marketing in their activity. This is a need to which only marketing can answer (Strâmbu-Dima & Vegheş, 2008). Marketing plays an important role in the survival and the success of the Church, but the communication instruments must be well understood by the clerks and seriously put in practice, although in the majority of times the budget is small due to financial lacks.

1.4. The mix of marketing and the behaviour of the religious services consumer

Generally, the highest preoccupation of an organisation is related to the way in which its performance is interpreted and perceived by the consumers (Yelkur, 2000). In what concerns the Orthodox Church, it has been *constatat* that the theology and the doctrine of the church are still important for the Romanian faithfuls; still, the importance of the contents of this doctrine has diminished in time (Barna, 2002). The problem is that the services cannot be counted, measured, inventorized, tested or checked before provision and consumption in order to make the service provider able to assure their quality (Yelkur, 2000).

The mix of marketing is a business instrument synonymous with the 4 P's: price, product, promotion and place (Islam et al., 2013), but, in order to facilitate engaging the adequate marketing resources, Webb et al. (1998) support the idea of using the 7 P's of the marketing mix in the services field, meaning product, price, place, promotion, personal, process, physical evidence. It is absolutely indicated giving a special attention to the consumer's satisfaction, using representative and efficient means of determining satisfaction.

1.5. The importance of the satisfaction the religious services consumers have

Non-profit organisations have been created because the individuals, the corporations and sometimes the Government have considered that some social changings are necessary, especially in the areas presenting problems, where the presence of a parish, through the priest, can change the people's behaviour (Dobocan, 2013). Non-profit organisations try to help the drug addicts, prevent family beatings, offer education to the poors, provide them with adequated study contexts and guide people to God (Andreasen & Kotler, 2008). Andreasen și Kotler (2008) observe that the sector of the non-profit oranisations is growing and depeloping much more rapidly than the private one.

A large percentage of people declare themselves christians, but without actually participating to the church's life; for some reasons, they remain christians only by their name. Just like Peyrot & Sweeney, (2000), we put ourselves the question if the parishioners' satisfaction is due to their religiosity or the experimentation of some favorable conditions inside a parish, or both variants. After their researches, Peyrot & Sweeney, (2000) have reached the conclusion that, indifferently from the relation the parishiones have with the priest who guides them or their implication in the community's activities, the parishioners' satisfaction is determined by the prompt and efficient answer the chrch gives to their spiritual and moral needs. Therefore, the church has a special role, its activity being always focused on satisfying the parishioners. Orthodox parishioners are the only reason why the churches are built, the priests are prepared, religious activities are organized, the priests assume their obligations. By its definition, the priest is obliged to dedicate his work to the others. Without orthodox parishoners, Orthodox Church would not exist.

Chapter II. - THE SATISFACTION OF THE RELIGIOUS SERVICES CONSUMERS

For a church to be able to accomplish its mission, it is desirable to be frequented by as many as possible participants (Houglan & Wood, 1982). The small number of participant parishioners is generally interpreted as an incompetence of that church to attract and keep its members. However, the members who do not frequent church are not indifferent to it, but they do not engage in its activities for different reasons. The most significant factor which determines participation/non-participation of the faithfuls is the satisfaction/dissatisfaction they feel; a large amount of participants is associated to the satisfaction of the church's members and their attachment to the church's services (Houglan & Wood, 1982). The participation of the members of the church determines on the one side the general growing of engagements assumption for the well evolution of the religious services, and, on the other side, the growing of the church's capacity to be as efficient as possible in the activities carried on (Houglan & Wood, 1982).

2.1. Defining the satisfaction of the religious services consumers

Satisfaction is a rather vague concept (Cassel, 2006) and it indicates if the marketing strategy used has been efficient or not (Dudzevičiūtė & Peleckienė, 2010). Satisfaction can be explained only by approximating some meanings which refer, on the one side, to the notion of ideal (the level of confirmation of expectations) or, on the other side, to frustration (the level of invalidation of expectations) (Johnson et al., 1995).

In the marketing literature there are some distinctions in what concerns defining the satisfaction concept, but the majority of the definitions are constituted of the three common elements (Souca, 2013):

1. The satisfaction of the consumer is an “answer” (cognitive or emotional);
2. The answer is variable depending on the expectancies, product, consumption experience etc.
3. The answer is conditioned by the apparition of a “triggering phenomenon” for a “different period of time” .

2.2. The determinants of the satisfaction of religious services consumers

Although the perceptions of the consumer regarding price, quality or value are considered to be the fundamental determinants of the consumer's behaviour (Zeithaml, 1988), literature data at the end of the 20th century has not paid enough attention to them. Starting with 1994, a series of articles and researches regarding the conceptualization of satisfaction and its framing in a specific model appear. The scope of these researches has been developing and testing the approach of this conceptual model which, in time, establishes a connection between the market's expectancies, the performance or the perceived value and the consumers's satisfaction (Johnson et al., 1995).

Consumer's satisfaction is constituted of cognitive elements and emotional components. The cognitive components imply the estimation of the qualitative dimensions the service has (which is based on objective and subjective pieces of information), while the emotional components are related to emotions, competences and equity perception; therefore, the consumer's satisfaction is determined firstly by a cognitive comparison between expectancies and perceptions regarding the qualitative dimension of the services. This estimation is than subjectively interpreted by the consumer through the involvement of the emotional processes, including emotions and competences (Jamali, 2007).

In the context of satisfaction of the orthodox faithful, the satisfaction feeling appears when there exists a report between expectancies and invalidations; firstly, the expectancies regarding the priest's and the church's mission appear; than, after participating to a religious service, a certain level of quality is perceived, which is influenced by the expectancies. The perceived quality can grow or decrease. Thirdly, the perceived quality will confirm or invalidate the expectancies prior to participation. Fourthly, the satisfaction is positively influenced by expectancies and by the perceived level of invalidation.

2.3. The impact and the consequences of satisfaction on the behaviour the religious services consumers have

Marketing studies regarding satisfaction/dissatisfaction of consumers have developed approximately in paralell with the marketing philosophy centered on the consumer's behaviour

(Korkofingas, 2010). Zeithaml et al. (2006) were supporting the idea that it is necessary to analyse the relation between satisfaction and behaviour in order to understand the relationship between satisfaction and the results obtained by an organization. But, on the other side, Fornell et al. (2010) were affirming that the consumer's satisfaction influences his choices and behaviour.

Having in mind the complexity and instability of the consumer's behaviour, it is difficult to determine those exact factors which can positively influence him. However, I have noticed that, generally, the personnel's competence influences the consumer's behaviour. This reaction can be explained through the limited access the parishioner has at the religious doctrine.

An intense satisfaction determines the best results and a lower risk (Kotler & Keller, 2012). However, the aim of the church should not be only determining as much satisfaction as possible for its parishioners, but determining a satisfaction which shall happen after understanding and accepting the indissoluble truths supported by the Orthodox Church. This is explained by the wish to avoid some complaints the parishioners may have regarding the interpretation of some truths of the Orthodox Church, truths which exist according to an old Tradition and which cannot and must not be changed only in order to be on these parishioners' liking.

CHAPTER III. – MODELS OF MEASURING SATISFACTION

Over the years, marketing literature was mainly concerned with customer satisfaction, whereas marketing researchers' activities and efforts focused on finding a magical solution to the problems each institution faces. Nowadays, the unobservable can be measured and included in equating systems, since there are a series of instruments and techniques of measuring customer satisfaction. The role of this concoction is to reduce error occurrence in measuring important variables when determining satisfaction and to determine various clear connections with other variables, such as purchase intention or loyalty (Anderson, 1996).

Therefore, the concept has become operational over time, so that it could be measured (Hom, 2000). Although customer satisfaction cannot be directly observed, there are representative (imperfect) indices which can be used, being based on customer experience (Anderson & Fornell, 2000); this fact resulted in the generation of certain general and specific models (Hom, 2000). The various existing models try to explain the impact on satisfaction of certain important variables, such as customer expectations, attitudes, emotions and purchase intentions (Korkofingas, 2010), needs, experiences and perceptions.

3.1. „The American Customer Satisfaction Index” (ACSI) Model

The ACSI Model is used to evaluate overall purchasing and overall customer experience in a market (Johnson & Fornell, 1991; Fornell, 1992; Anderson et al., 2004); it revolves around customer satisfaction, providing extremely relevant and valuable information (Fornell et al, 2009). This model was conceived so as to be representative of the whole economy of one country (Fornell et al., 2010). Generally speaking, this index was created to measure the relationship between the antecedents of satisfaction and the consequences of satisfaction (Fornell, 1992; Denga, Yehb, & Sungc, 2013), so as to emphasise the cause and effect relationship (Fornell et al., 1996).

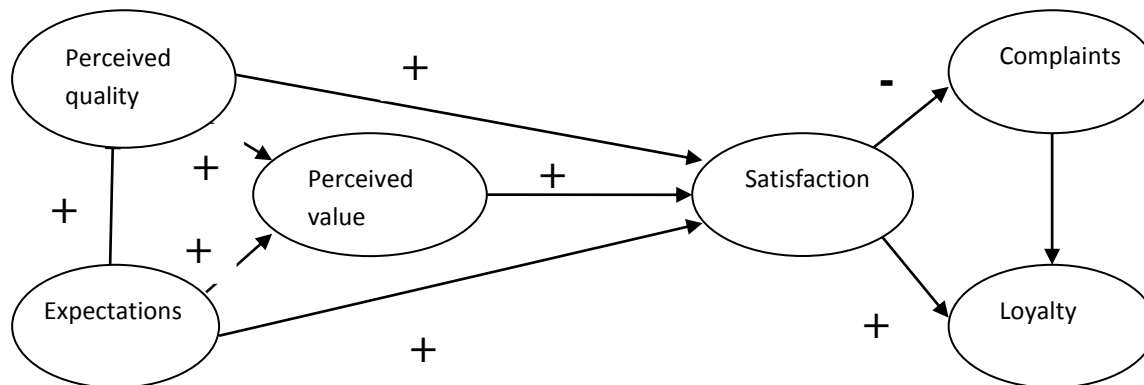


Figure 1. The American Customer Satisfaction Index - ACSI

Source: Fornell et al, 1996

The ACSI Model underlines the following aspects:

- ✓ The first factor affecting customer satisfaction is perceived quality or performance; the perception of quality represents „consumers’ overall judgement on the superiority or excellence of a product” (Zeithaml, 1988) and this should have a direct and positive impact on customer satisfaction. In 1996, The ACSI Model was expanded, emphasising two types of perceived quality, namely: quality of services and quality of products (Bruhn & Grund, 2000). As far as quality of services is concerned, it is well-known that this is a strategic tool used to achieve efficiency and performance, taking into consideration the fact that the benefits gained by consumers go back to service providers (Angelova & Zekiri, 2011). Moreover, quality represents an abstract concept (Zeithaml, 1988), since the interpretation of service quality differs from one consumer to another; consequently, measuring quality is difficult. However, quality is of utmost importance because „it defines the standard of living and competitiveness established on a national level” (Anderson & Fornell, 2000).
- ✓ The second major factor is perceived value or the rating of the quality received for the price paid. The model also contains information about pricing of services and leads to increasing possibilities to compare results of firms, institutions, sectors: „What I get in exchange for what I offer!” (Zeithaml, 1988). Adding perceived value to the calculation

of the CSI index value is significant, since it increases the possibility to compare the results of companies, industries and sectors; in addition, the model includes information about the price (Awwad, 2012).

- ✓ The third key factor consists of market expectations, which represent both prior consuming experience of the market served by the provider – it includes information available from different sources, such as publicity or word-of-mouth – and the service provider's ability to provide quality in the future.

CHAPTER IV. – A STUDY REGARDING CONSUMERS’ SATISFACTION WITH RELIGIOUS SERVICES DELIVERED BY THE ROMANIAN ORTHODOX CHURCH

4.1. Reasons for choosing the proposed conceptual model

The proposed model interprets satisfaction from two perspectives: as an effect of perceived quality, expectations and perceived values and as an antecedent of the concepts of ‘loyalty’ and ‘dissatisfaction’. Furthermore, results indicate that relationships between these components are established and improving one of them automatically leads to an increase in value of the other components (Mohajerani, 2013). Consequently, there is a direct and accurate relationship between quality perceived by customers, customer satisfaction and customer loyalty (Yang, 2003).

The arguments which support the proposed model conceptualization will be discussed further below.

Firstly, the present study tackles the concept of ‘satisfaction’ from a multidimensional perspective (see chapter 2). Moreover, according to Anderson & Kotler (1994), church goers’ satisfaction fundamentally indicates past, present and future performance of an institution, playing a key role in the relational model (Yang, 2003). The author of this paper believes that customer behaviour is generally caused by different variables, with multiple ways of manifestation. This can be measured to determine the level of satisfaction of religious services consumers and, implicitly, to improve the services provided by The Orthodox Church and to increase Orthodox believers’ loyalty.

Secondly, taking into account the multidimensional character of satisfaction, it is necessary to provide insights into the components which shape the generation and maintenance of this concept and the relationships established between these phenomena.

Thirdly, as a result of adopting an overall approach of the concept of ‘satisfaction’, the author of the present study proposes the identification and study of the consequences caused by experiencing the feeling of satisfaction.

Fourthly, the author tackles the identification and measurement of the intensity of influence over the relationships established between these six concepts in the frame of The Orthodox Church. Therefore, each component will be explained both separately and as a whole, considering the combination of the other components. This approach was chosen due to the necessity of establishing and better explaining both satisfaction causes and effects.

4.2. The presentation of the proposed conceptual model

Each institution should systematically measure the extent to which it manages to satisfy its customers, identifying satisfaction leading factors and changing the approach, if necessary (Kotler & Keller, 2012). As we showed in the previous chapters, in our country there has been a general lack of interest in measuring customer satisfaction. Although these instruments for measuring satisfaction have generated lots of opposing opinions, they have extended applicability in many fields of activity. Even though its efficiency has been demonstrated until recently by many researchers, this index (ACSI) was not used in any Romanian market field. Regarding The Orthodox Church customer satisfaction, no relevant studies have been encountered, since there has been no interest in it. So, religious institutions' offer will be assessed through this index.

Consequently, we will apply The ACSI Model to the context of religious services and activities experienced by different types of Orthodox church goers (active and less active), who practise their faith frequently or less frequently, quantifying the quality of religious services and activities. Although it does not necessarily refer to the evaluation of a certain person's specific church participation, measuring specific satisfaction of a church goer can provide enough information to observe a religious service or activity at a certain moment. This index represents the cumulative assessment of all attendances and actual and anticipated implications of church goers, so it also has a predictive value.

Following the present research, it was found out that there is little or even no interest, at least on a theoretical level, in this segment of The Romanian Orthodox Church consumers. We believe that The Orthodox Church has always been concerned with its believers, since this is its role. However, The Orthodox Church should pay more attention to its consumers, to 'survive' on the competitive market, not to lose believers' trust and loyalty, to stand out in bold relief and to

maintain its ideology and religious doctrines. Thus, this research is of great help to The Romanian Orthodox Church through the employment of instruments already used in other countries, since it efficiently measures customer satisfaction in order to discover and emphasise the pluses and minuses of The Orthodox Church missionary, from the parishioners' perspective.

4.3. Research methodology

This subchapter outlines and defends the methodological approach proposed by the author of the present thesis. In the previous chapters, we underlined the main ideas debated in the speciality literature, which lead to the birth of this model. Starting from this theoretical background, the target market, sampling, the sampling method and features, the research instrument and data validation after research will be next defined.

4.3.1. The target market, sampling and data collection

The target market – identifying consumers

Our study is oriented towards the target market represented by the Orthodox people in Cluj and Bistrița-Năsăud counties, in 2016. Our objective is to investigate the concept of 'satisfaction' and the relationships established with the other concepts involved in the model.

The representativeness of the target group and the motivation for this choice

The target market we selected is the population of the Archiepiscopate of Vad, Feleac and Cluj, namely Cluj and Bistrița-Năsăud counties.

We decided on this segment because the two counties have a population of 977.331 inhabitants (according to the 2011 Census), being the Archiepiscopate with the highest number of inhabitants in North-Western Romania (according to the same Census), out of which 699.762 are Orthodox, approximately 71.60 % of the population of the two counties.

4.3.2. Instruments for data collection

Research data was collected through the use of a questionnaire. This questionnaire relies on measurement scales, namely satisfaction 10-point rating scales, whose extremes are 1 and 10 points.

The variables of the researched model are reflective latent variables. This type of variables facilitates a complex and much easier analysis, since statistical instruments mostly generate efficient results.

4.3.3. The after-research validation of collected data

As far as data preparation for analysis is concerned, the questionnaires were checked to avoid completion or omission errors. Moreover, 319 questionnaires out of the 480 which had been filled in were validated after this examination. Hence, valid questionnaires were used to create a data base with SPSS statistics tool and the obtained data base was processed with the software Smart Pls designed for statistics analysis.

CHAPTER V – RESEARCH RESULTS

Data analysis will be performed through the technique named structural equation modelling. It has been chosen due to the indications provided by Hair et. al (2010) for choosing the analysing technique of statistical hypothesis proposed in subchapter 4.4.

From the ways in which modelling can be performed with the help of structural equations, we chose the modelling based on construct variants, used by the model proposed to be tested. This variant (based on variance) was chosen because, as stated in subchapter 4.4., we actually aim to test out the model proposed by Fornell et.al (1996) in the framework of religious services rendered by The Romanian Orthodox Church.

The data analysis software used for statistical processing is Smart PLS, version 3.0. It enables a relatively easy presentation of obtained results, unlike other statistical software such as Graph PLS or R.

Regarding the conceptual model proposed after data processing, it can be stated that from the point of view of the measuring model quality, it is a model which fulfils all the requirements – level of trust, validity (both convergent and discriminant), respectively the correlation between measuring variables and the construct which needs to be measured.

After the analysis of collected research data, the results of this research confirm seven research hypotheses which had been aimed at. These are completely accepted.

Concerning hypothesis H8 and H9, they were also tested out in the frame of alternative models. Taking into account the quality of the data corresponding to the question Q14 (the degree of dissatisfaction), these hypotheses have not been confirmed from a statistical point of view, although they are theoretically valid.

To sum up, the results obtained for hypotheses H1, H2, H3, H4, H5, H6 and H7 confirm the validity of the model proposed and tested out by Fornell et al. (1996), even if it had to be adapted to the religious services field.

CONCLUSIONS

Taking into consideration the obtained results, the present research focused on the study of believers' satisfaction, as a key variable in influencing their loyalty. The study supports evidence that religious-services-generated satisfaction is influenced by consumers' expectations, by their perceived value and perceived quality. The immediate consequence of this situation lays in the fact that it is imperative for the management of the Romanian Orthodox Church to pay more attention to these important issues both on the macro- and on the micro-level (the religious service recipients' expectations, perceived value and perceived quality); only in this manner the consistent loyalty of religious services consumers can be obtained on the medium and long-term.

Knowledge Contributions

The present research embraces quite a thorny topic for the general public, as attention is directed towards subtle aspects concerning the degree of satisfaction of religious services consumers. As this phenomenon is breaking new ground in Romania and, generally speaking, in the field of Orthodox religious services, the topic supposed inventorying and synthesizing a rich specific universal literature, even if studies do not make direct reference to Orthodox religious services, but to religious services of other denominations.

To our knowledge, similar studies have not been performed in Orthodox countries worldwide and the present research is relevant for the Orthodox denomination not only in Romania, but also in Central and Eastern Europe, whose population is prevalingly Orthodox. The information displayed from speciality literature was useful for the present research, but it can also be valuable for other potential future research and it can also represent a starting point for that research.

The present study combines in a common approach specific knowledge of religious services with knowledge from the marketing field and represents a practical application of marketing to this type of services. To our knowledge, the present research is the first approach to Orthodox religious services from the marketing point of view. Using marketing as a research tool for this type of services opens new ways for understanding the phenomenon. It is common knowledge now that service consumers' loyalty, including the religious ones, depends on the degree of

satisfaction generated by the contracted services. The demonstration of the validity of this statement in the case of Orthodox religious services, too, draws the providers' attention (in the present study, The Orthodox Romanian Church) to the importance of the quality of this type of services, emphasizing at the same time the antecedents of high quality.

The fact of introducing marketing as an approach instrument in religious services has a great potential of finding new ways of increasing the quality of this type of services, which will implicitly lead to a higher consumer satisfaction, respectively, to a higher degree of loyalty.

Another important issue which defines the present research is the fact of adapting and testing out the model of Fornell et al. (1996) for the first time in the field of religious services.

The originality of this study resides in the fact that it is the only marketing approach in our country regarding the Orthodox denomination and the first study within Orthodoxy which uses a model of measuring consumer satisfaction regarding the religious services rendered by The Orthodox Church, in general.

The analysis of expectation impact, perceived value and perceived quality on consumer satisfaction represents a new direction in the approach of religious services delivered by The Romanian Orthodox Church. Similar studies were conveyed only in the framework of other denominations, and the majority of the studies belong to the American research field.

Moreover, the use of a sampling covering all ages over 15 years old resulted in more accurate conclusions when compared to existing studies in the speciality literature, which, for the easiness of research, were based on research done on samples consisting only of students. Therefore, the results obtained from the present research are more conclusive for the whole market segment which was studied regarding certain variables (expectations, perceived quality, perceived quality), which are decisive factors of the satisfaction of consumers of religious services provided by The Romanian Orthodox Church.

Managerial Contributions

The present study points out the relationship between religious services consumers' expectations and perceived quality, on the one hand, and perceived value and consumer satisfaction, on the other hand. It shows how important it is for the representatives of The Romanian Orthodox Church to attach to the interest in the expectations of religious services potential customers. In other words, with the increase of potential customers' expectations, an increase in service quality is also necessary to achieve consumer satisfaction. There will always be a permanent direct relationship between provided services quality and expectations. Increasing expectations requires quality increase and the quality increase of the offer will lead to an increase of expectations for the following period. This type of relationship means that religious services consumers can be attracted and maintained on the long term on condition that there would be permanent improvement of the quality of delivered services.

At the same time, perceived value also depends on service quality; this value also has a direct and positive relationship with the experienced satisfaction.

Also important for Orthodox religious services providers is the direct and positive relationship between the satisfaction experienced by Orthodox religious services consumers and the degree of loyalty towards their providers, as displayed by the research. This means that each parish, district of archbishops, bishopric, metropolitan church or patriarchate that want loyal consumers must understand that this is possible only through high quality services, through increased value. In other words, through knowing and meeting consumers' needs.

The conceptual model which was tested in the context of religious services can generally be a handy good tool for providers in order to analyse the relationship between expectations, quality, perceived value, satisfaction and consumers' loyalty. In the case of certain specific religious services, the approach could be more analytical. The offer of The Romanian Orthodox Church contains a variety of services, from the specific spiritual ones to the philanthropic ones.

What should be remembered is the fact that the relationship between believers and the Church is the most significant aspect regarding the fact of maintaining them in The Romanian Orthodox Church. This relationship can be enhanced through a careful openness and availability of The

Romanian Orthodox Church representatives towards the believers, whose aim is to maintain and even to increase the number of church goers.

Another recommendation to the representatives of The Romanian Orthodox Church, outlined by the present research, is the fact that one of the starting points for a good offer should be the analysis of the consumers' perception of the provided religious services. These both positive and negative facts should be the base for re-elaborating articulated strategies, which should lead to offer improvement.

Concerning the assessment of perceived value, we sought to identify the connection between benefits and sacrifices. In order to maintain a high degree of value, apart from the gained benefits (i.e. well-being, spiritual condition, fulfilling a desire, belonging to a moral group), we should also pay attention to the sacrifices made, namely:

- The believer's comfort level in church,
- the length of religious services,
- location and distance to church.

From the point of view of expectations, the believer expects to receive the religious service in a way similar to his personal experience in relation to the Church and especially to be a dialogue and continuous transparency between the Church and the believer. As long as the Church intimates that if "you come to us", you will get what you want, expectations are met by The Romanian Orthodox Church.

Research limits and future research perspectives

The objective of the research was to determine the specific relationship between the antecedents of satisfaction of Orthodox religious services consumers and their loyalty to providers. Although research objectives were achieved, it is worth mentioning that certain limits were eventually observed; they may also represent research perspectives which could improve the present research.

Firstly, the present research gravitates around a non-random, non-probabilistic sampling method, i.e. quota sampling. We estimate that the use of a probabilistic sampling method could lead to better representativeness.

Secondly, the present study investigates only expectations, perceived quality and perceived value, but the degree of satisfaction is not influenced only by these; as we have seen, satisfaction is influenced by the three factors only by 81.5%, so there are other deciding factors. A future research could also display the factors which stand for the percent difference.

Thirdly, the present research relies on an overall approach, and not on one based on market segmentation (e.g. the age group 15-24 years old). The segmentation approach could lead to interesting and useful results from the managerial point of view.

Fourthly, the use of alternative methods of data collecting and the improvement of the focus and attention in choosing the respondents could lead to a higher response rate in the future.

BIBLIOGRAPHY

- 1) Anderson, E. W., & Fornell, C. (2000). Foundations of the American Customer Satisfaction Index. *Total Quality Management*, 11(7), 869–882. doi:10.1080/09544120050135425
- 2) Anderson, E. W., Fornell, C., & Mazvancheryl, S. K. (2004). Customer Satisfaction and Shareholder Value. *Journal of Marketing*, 68(October), 172–185.
- 3) Anderson, W. E., & Sullivan, W. M. (1998). The antecedents and consequences of customer satisfaction for firms. *Marketing Science*, 13(2), 125–145.
- 4) Andreasen, A. R., & Kotler, P. (2008). *Strategic marketing for nonprofit organizations* (Seventh., pp. 1–485). New Jersey: Pearson Education.
- 5) Angelova, B., & Zekiri, J. (2011). Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model (ACSI Model). *International Journal of Academic Research in Business and Social Sciences*, 1(3), 27. doi:10.6007/ijarbss.v1i2.35
- 6) Angheluță, A. V., Dima-Strâmbu, A., & Zaharia, R. (2009). Church Marketing – Concept and Utility. *Journal for the Study of Religions & Ideologies*, 22(Spring), 171–197.
- 7) Athanassopoulos, A., Gounaris, S., & Stathakopoulos, V. (2001). Behavioural responses to customer satisfaction: an empirical study. *European Journal of Marketing*, 35(5/6), 687–707. doi:10.1108/03090560110388169
- 8) Awwad, M. S. (2012). An application of the American Customer Satisfaction Index (ACSI) in the Jordanian mobile phone sector. *The TQM Journal*, 24(6), 529–541. doi:10.1108/17542731211270098
- 9) Baker, D. A., & Crompton, J. L. (2000). Quality, satisfaction and behavioral intentions. *Annals of Tourism Research*, 27(3), 785–804. doi:10.1016/S0160-7383(99)00108-5
- 10) Balmer, J. M. T., & Gray, E. R. (2003). Corporate brands: what are they? What of them? *European Journal of Marketing*, 37(7/8), 972–997. doi:10.1108/03090560310477627
- 11) Barna, G. (2002). *Grow your church from outside* (pp. 1–140). California: Regal.
- 12) Berné, C., Múgica, J. M., & Jesús Yagüe, M. (2001). The effect of variety-seeking on customer retention in services. *Journal of Retailing and Consumer Services*, 8(6), 335–345. doi:10.1016/S0969-6989(01)00002-9

- 13) Boonlertvanich, K. (2011). Effect of customer perceived value on satisfaction and customer loyalty in banking service: The moderating effect of main-bank status. *International Journal of Business Research*, 11(6), 40–55.
- 14) Boonlertvanich, K. (2013). The role of perceived competitive advantage, corporate image, switching barriers and main-bank status in the relationship between customer perceived value, satisfaction and customers' loyalty in retail banking industry. *International Journal of Business Research*, 13(4), 19–43.
- 15) Boulding, W., Kalra, A., Staelin, R., & Zeithaml, Valerie A. (1993). A Dynamic Process Model of Service Quality- From Expectations to Behavioral Intentions. *Journal of Marketing Research*, 30, 7–27.
- 16) Boulding, W., & Kirmani, A. (1993). A Consumer-Side Experimental Examination of Signaling Theory: Do Consumers Perceive Warranties as Signals of Quality? *Journal of Consumer Research*, 20(June), 111–123.
- 17) Bruhn, M., & Grund, M. a. (2000). Theory, development and implementation of national customer satisfaction indices: The Swiss Index of Customer Satisfaction (SWICS). *Total Quality Management*, 11(7), 1017–1028. doi:10.1080/09544120050135542
- 18) Cadotte, E. R., Woodruff, R. B., & Jenkins, R. L. (1987). Expectations and Norms in Models of Consumer Satisfaction. *Journal of Marketing Research*, 24(3), 305. doi:10.2307/3151641
- 19) Cambra-Fierro, J. J., & Polo-Redondo, Y. (2008). Creating satisfaction in the demand-supply chain: the buyers' perspective. *Supply Chain Management: An International Journal*, 13(3), 211–224. doi:10.1108/13598540810871253
- 20) Cassel, C. (2006). *Measuring Customer Satisfaction, a methodological guidance* (pp. 1–16).
- 21) Cassel, C., & Eklöf, J. a. (2001). Modelling customer satisfaction and loyalty on aggregate levels: Experience from the ECSI pilot study. *Total Quality Management*, 12(7-8), 834–841. doi:10.1080/09544120100000004
- 22) Chan, L. K., Hui, Y. V., Lo, H. P., Tse, S. K., Tso, G. K. F., & Wu, M. L. (2003). Consumer satisfaction index: new practice and findings. *European Journal of Marketing*, 37(5/6), 872–909. doi:10.1108/03090560310465189
- 23) Chang, C., & Dibb, S. (2012). Reviewing and conceptualising customer - perceived value. *The Marketing Review*, 12(3), 253–274.

- 24) Clements, B. (2013). Religion and the Sources of Public Opposition to Abortion in Britain: The Role of “Belonging”, “Behaving” and “Believing.” *Sociology*, 1–18. doi:10.1177/0038038513490354
- 25) Coulter, K. S., & Coulter, R. A. (2002). Determinants of trust in a service provider : The moderating role of length of relationship. *The Journal of Services Marketing*, 16(1), 35–50.
- 26) Davis, M. M., & Heineke, J. (1998). How disconfirmation, perception and actual waiting times impact customer satisfaction. *International Journal of Service Industry Management*, 64–73.
- 27) Deng, W. J., Yeh, M. L., & Sung, M. L. (2013). A customer satisfaction index model for international tourist hotels: Integrating consumption emotions into the American Customer Satisfaction Index. *International Journal of Hospitality Management*, 35, 133–140. doi:10.1016/j.ijhm.2013.05.010
- 28) Dholakia, U. M., Bagozzi, R. P., & Klein, L. (2004). A social influence model of consumer participation in network- and small-group-based virtual communities, 21, 241–263. doi:10.1016/j.ijresmar.2003.12.004
- 29) Dijkstra, E. M., & Goedhart, M. J. (2012). Development and validation of the ACSI: measuring students’ science attitudes, pro-environmental behaviour, climate change attitudes and knowledge. *Environmental Education Research*, 18(6), 733–749. doi:10.1080/13504622.2012.662213
- 30) Dobocan, F. C. (2013). A new approach of Religious Marketing : The Theory of Planned Behavior. In *International Conference “ Marketing - from information to decision”*, 6, 81–92.
- 31) Dobocan, F. C. (2014) Antecedents of the Loyalty of Religious Service Consumers. *Marketing From Information to Decision*, 7, 81–90.
- 32) Dobocan, F. C. (2015). Religious Marketing – a Means of Satisfying Parishioners’ Needs and Determining Their Loyalty. *Journal for the Study of Religions and Ideologies*, 14(40), 112–130.
- 33) Dudzevičiūtė, G., & Peleckienė, V. (2010). Marketing Strategy Process: Quantitative Analysis of the Customers’ Satisfaction. *Business: Theory and Practice*, 11(4), 345–352. doi:10.3846/btp.2010.37

- 34) Eggert, A., & Ulaga, W. (2002). Customer perceived value: a substitute for satisfaction in business markets? *Journal of Business & Industrial Marketing*, 17(2/3), 107–118. doi:10.1108/08858620210419754
- 35) Erevelles, S., & Leavitt, C. (1992). A comparison of current models of consumer satisfaction / dissatisfaction. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 5, 104–114.
- 36) Fornell, C. (1992). A National Customer Satisfaction Barometer: The Swedish Expe. *Journal of Marketing*, 56(1), 6–21.
- 37) Fornell, C., Johnson, M. D., Anderson, E. W., Cha, J., & Bryant, B. E. (1996). The American Customer Satisfaction Index: Nature, Purpose, and Findings. *Journal of Marketing*, 60, 7–18.
- 38) Fornell, C., Larcker, D.F., 1981. Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research* 18 (1), 39-50.
- 39) Fornell, C., Mithas, S., & Krishnan, M. S. (2006). Customer Satisfaction and Stock Prices : High Returns , Low Risk. *Journal of Marketing*, 70(January), 3–14.
- 40) Fornell, C., Mithas, S., Morgeson, F., Sullivan, D. O., Hutchinson, M. C., & Connell, V. O. (2009). The statistical significance of portfolio returns. *International Journal of Research in Marketing*, 26(2), 164–165. doi:10.1016/j.ijresmar.2009.03.003
- 41) Fornell, C., Rust, R. T., & Dekimpe, M. G. (2010). The Effect of Customer Satisfaction on Consumer Spending Growth. *Journal of Marketing Research*, XLVII(February), 28–35.
- 42) Frey, R.-V., Bayon, T., & Totzek, D. (2013). How Customer Satisfaction Affects Employee Satisfaction and Retention in a Professional Services Context. *Journal of Service Research*, 16(4), 503–517. doi:10.1177/1094670513490236
- 43) Gallagher, S. K., & Newton, C. (2009). Defining Spiritual Growth: Congregations, Community, and Connectedness. *Sociology of Religion*, 70(3), 232–261. doi:10.1093/socrel/srp039
- 44) Gallarza, M. G., & Saura, I. G. (2006). Value dimensions, perceived value, satisfaction and loyalty: an investigation of university students' travel behaviour. *Tourism Management*, 27, 437–452.

- 45) Gandhi, S., & Kang, L. S. (2011). Customer satisfaction, its antecedents and linkage between employee satisfaction and customer satisfaction: a study. *Asian Journal of Business and Management Sciences*, 1(1), 129–137.
- 46) Giese, J. L., & Cote, J. A. (2000). Defining Consumer Satisfaction. *Academy of Marketing Science Review*, 2000(1), 1–27.
- 47) Gronholdt, L., Martensen, A., & Kristensen, K. (2000). The relationship between customer satisfaction and loyalty: Cross-industry differences. *Total Quality Management*, 11(4-6), 509–514. doi:10.1080/09544120050007823
- 48) Gronroos, C. (1994). From marketing mix to relationship marketing: Towards a paradigm shift in marketing. *Management Decision*, 32(2), 4–15.
- 49) Han, H., & Back, K. (2007). Assessing Customers ' Emotional Experiences Influencing Their Satisfaction in the Lodging Industry. *Journal of Travel & Tourism Marketing*, 23(1), 37–41. doi:10.1300/J073v23n01
- 50) Hansemark, O. C., & Albinsson, M. (2004). Customer satisfaction and retention: the experiences of individual employees. *Managing Service Quality*, 14(1), 40–57. doi:10.1108/09604520410513668
- 51) Holbrook, M. B. (1993). The Intellectual Structure of Consumer Research : A Bibliometric Study of Author Cocitations in the First 15 Years of the, 19(March), 505–518.
- 52) Hom, W. (2000). An Overview of Customer Satisfaction Models. In *RP Group Proceedings* (pp. 100–108). California.
- 53) Homburg, C., & Giering, A. (2001). Personal Characteristics as Moderators of the Relationship Between Customer Satisfaction and Loyalty — An Empirical Analysis. *Psychology and Marketing*, 18(January 2001), 43–66.
- 54) Houglund, J., & Wood, J. (1982). Participation in Local Churches An Exploration of its Impact on Satisfaction.pdf. *Journal for the Scientific Study of Religion*, 21(4), 338–353.
- 55) Houston, J. D., & Todd, N. R. (2013). Religious congregations and social justice participation: a multilevel examination of social processes and leadership. *American Journal of Community Psychology*, 52(3-4), 273–87. doi:10.1007/s10464-013-9593-3
- 56) Hsu, S. (2008). Developing an index for online customer satisfaction: Adaptation of American Customer Satisfaction Index. *Expert Systems with Applications*, 34(4), 3033–3042. doi:10.1016/j.eswa.2007.06.036

- 57) Hsu, S.-H., Tsai, M.-H., & Wang, Y.-C. (2013). Developing a decomposed customer satisfaction index: An example of the boutique motel industry. *Total Quality Management & Business Excellence*, 24(9-10), 1124–1140. doi:10.1080/14783363.2011.637806
- 58) Islam, M., Yang, Y., Hu, Y., & Hsu, C. (2013). Marketing mix , service quality and loyalty — in perspective of customer-centric view of balanced scorecard approach. *Accounting, Accountability & Performance*, 18(1), 1–18.
- 59) Jamali, D. (2007). A study of customer satisfaction in the context of a public private partnership. *International Journal of Quality & Reliability Management*, 24(4), 370–385. doi:10.1108/02656710710740545
- 60) Johnson, J. T., Griffeth, R. W., & Griffin, M. (2000). Factors discriminating functional and dysfunctional salesforce turnover. *Journal of Business & Industrial Marketing*, 15(6), 399–415. doi:10.1108/08858620010349493
- 61) Joo, B.-K. (Brian), & Ready, K. J. (2012). Career satisfaction: The influences of proactive personality, performance goal orientation, organizational learning culture, and leader-member exchange quality. *Career Development International*, 17(3), 276–295. doi:10.1108/13620431211241090
- 62) Kang, C. (2013). Disconfirmation and Customer Satisfaction of Impulse Buying Behavior. *The Journal of American Business Review, Cambridge*, 1(2), 269–275.
- 63) Kanning, U. P., & Bergmann, N. (2009). Predictors of customer satisfaction: testing the classical paradigms. *Managing Service Quality*, 19(4), 377–390. doi:10.1108/09604520910971511
- 64) Kemery, E. R. (2006). Clergy Role Stress and Satisfaction: Role Ambiguity Isn't Always Bad. *Pastoral Psychology*, 54(6), 561–570. doi:10.1007/s11089-006-0024-3
- 65) Kim, D.J. (2012). An investigation of the effect of online consumer trust on expectation, satisfaction, and post-expectation. *Inf Syst E-Bus Manage*, 10: 219. doi:10.1007/s10257-010-0136-2
- 66) Knight Johnson, L. M. (2011). Models of Clergy Spouse Involvement in Protestant Christian Congregations. *Review of Religious Research*, 54(1), 19–44. doi:10.1007/s13644-011-0038-x
- 67) Korkofingas, C. (2010). The impact of satisfaction on future choices. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 23, 31–51.

- 68) Kotler, P., & Keller, K. L. (2012a). *Marketing Management* (14th ed., pp. 123–140). new jersey: Prentice Hall. doi:10.4135/9781452229669.n2040
- 69) Kotler, P., & Keller, K. L. (2012b). *Marketing Management*. (N. J. P. Hall, Ed.) (14th ed., pp. 123–142). new jersey: new jersey.
- 70) Krindatch, A. D. (2008). The Orthodox Church Today A National Study of Parishioners and the Realities of Orthodox Parish Life in the USA. <http://www.orthodoxinstitute.org/files/OrthChurchFullReport.pdf>.
- 71) Krindatch, A. D., & Hoge, D. R. (2006). Satisfaction and Morale Among Parish Clergy : What American Catholic and Orthodox Priests Can Learn from Each Other. *Journal for the Scientific Study of Religion*, 49(1), 179–187.
- 72) Kristensen, K., & Eskildsen, J. (2012). The Relationship Between SERVQUAL , National Customer Satisfaction Indices , and Consumer Sentiment. *The Quality Management Journal*, 19(2), 47–61.
- 73) Kristensen, K., Martensen, A., & Gronholdt, L. (2000). Customer satisfaction measurement at Post Denmark: Results of application of the European Customer Satisfaction Index Methodology. *Total Quality Management*, 11(7), 1007–1015. doi:10.1080/09544120050135533
- 74) Kumar, P. (2002). The Impact of Performance, Cost, and Competitive Considerations on the Relationship between Satisfaction and Repurchase Intent in Business Markets. *Journal of Service Research*, 5(1), 55–68. doi:10.1177/1094670502005001006
- 75) Lam, S. Y., Shankar, V., Erramilli, M. K., & Murthy, B. (2004). Customer Value , Satisfaction , Loyalty , and Switching Costs : An Illustration From a Business-to-Business Service Context. *Academy of Marketing Science Journal*, 32(3), 293–311.
- 76) Lee, J., & Lee, H. (2013). Does Satisfaction Affect Brand Loyalty ? *Academy of Marketing Studies Journal*, 17(2), 133–148.
- 77) Li-hua, Y. (2012). Customer satisfaction antecedents within service recovery context: Evidences from “Big 4” banks in China. *Nankai Business Review International*, 3(3), 284–301. doi:10.1108/20408741211264585
- 78) Lovelock, C., & Wirtz, J. (2010). *Services Marketing* (7th ed., pp. 1–620). PH Professional. doi:10.1037/e567912011-001

- 79) Manaf, N. H. A. (2012). Inpatient satisfaction: an analysis of Malaysian public hospitals. *International Journal of Public Sector Management*, 25(1), 6–16. doi:10.1108/09513551211200258
- 80) Manolitzas, P., & Yannacopoulos, D. (2013). Citizen Satisfaction: A Multicriteria Satisfaction Analysis. *International Journal of Public Administration*, 36(9), 614–621. doi:10.1080/01900692.2013.774416
- 81) McColl-Kennedy, J., & Schneider, U. (2000). Measuring customer satisfaction: Why, what and how. *Total Quality Management*, 11(7), 883–896. doi:10.1080/09544120050135434
- 82) McMullen, M. (2008). Attracting and keeping congregational members. *Faith Communities Today*.
- 83) Mohajerani, P. (2013). Customer Satisfaction : A Structural Equation Modeling Analysis. *Australian Journal of Business and Management Research*, 3(03), 1–11.
- 84) Mohr, J., & Nevin, J. R. (1990). Communication Strategies in Marketing Channels: A Theoretical Perspective. *Journal of Marketing*, 54(4), 36–51. doi:10.2307/1251758
- 85) Mueller, C. W., & McDuff, E. (2004). Clergy-Congregation Mismatches and Clergy Job Satisfaction. *Journal for the Scientific Study of Religion*, 43(2), 261–273. doi:10.1111/j.1468-5906.2004.00231.x
- 86) Mulyanegara, R. C. (2011). The Role of Brand Orientation in Church Participation: An Empirical Examination. *Journal of Nonprofit & Public Sector Marketing*, 23(3), 226–247. doi:10.1080/10495142.2011.590724
- 87) Nixon, M. G. (2006). Satisfaction for Whom? Freedom for What? Theology and the Economic Theory of the Consumer. *Journal of Business Ethics*, 70(1), 39–60. doi:10.1007/s10551-006-9078-5
- 88) O’Loughlin, C., & Coenders, G. (2004). Estimation of the European Customer Satisfaction Index: Maximum Likelihood versus Partial Least Squares. Application to Postal Services. *Total Quality Management & Business Excellence*, 15(9-10), 1231–1255. doi:10.1080/1478336042000255604
- 89) Oh, H. (1999). Service quality, customer satisfaction, and customer value: A holistic perspective. *International Journal of Hospitality Management*, 18(1), 67–82. doi:10.1016/S0278-4319(98)00047-4

- 90) Oliva, T. A., Oliver, R. L., & Macmillan, C. (1992). A Catastrophe Model for Developing Service Satisfaction Strategies. *Journal of Marketing*, 56(July), 83–95.
- 91) Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17(4), 460–469.
- 92) Oliver, R. L. (1999). Whence Consumer Loyalty? *Journal of Marketing*, 63, 33. doi:10.2307/1252099
- 93) Olson, D. V. A. (2008). Why do small religious groups have more committed members? *Review of Religious Research*, 49(4), 353–379.
- 94) Osarenkhoe, A., & Komunda, M. B. (2013). Redress for Customer Dissatisfaction and Its Impact on Customer Satisfaction and Customer Loyalty University of Gävle. *Journal of Marketing Development and Competitiveness*, 7(2), 102–115.
- 95) Owen, R. S. (2004). Consumer Warranties and Satisfaction Guarantees. *Services Marketing Quarterly*, 26(2), 37–41. doi:10.1300/J396v26n02
- 96) Pantouvakis, A., & Bouranta, N. (2013). The interrelationship between service features, job satisfaction and customer satisfaction: Evidence from the transport sector. *The TQM Journal*, 25(2), 186–201. doi:10.1108/17542731311299618
- 97) Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12–40.
- 98) Peyrot, M., & Sweeney, F. M. (2000). Determinants of Parishioner Satisfaction among Practicing Catholics. *Sociology of Religion*, 61(2), 209–221. doi:10.2307/3712286
- 99) Prabhakar, G. V, & Ram, P. (2013). SERVQUAL and Customer Satisfaction : The Mediating influence of Communication in the Privatized Telecom Sector. *International Journal of Academic Research in Business and Social Sciences*, 3(3), 135–151.
- 100) Rai, A. K., & Srivastava, M. (2013). Investigating The Mediating Effect Of Customer Satisfaction In The Service Quality - Customer Loyalty Relationship. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 26, 95–109.
- 101) Ramseook-munhurrun, P., Lukea-bhiwajee, S. D., & Naidoo, P. (2010). Service quality in the public service. *International Journal of Management and Marketing Research*, 3(1), 37–50.

- 102) Sampson, S. E., & Froehle, C. M. (2006). Foundations and Implications of a Proposed Unified Services Theory. *Production and Operations Management*, 15(2), 329–343. doi:10.1111/j.1937-5956.2006.tb00248.x
- 103) Shawchuck, N., Kotler, P., Wrenn, B., & Rath, G. (1992). *Marketing for Congregations* (pp. 1–419). Nashville: Press Abingdon.
- 104) Sheth, J. N., Newman, B. I., & Gross, B. I. (1991). Why we buy what we buy: A Theory of Consumption Values. *Journal of Business Research*, 22, 159–170.
- 105) Shukla, P. (2010). Effects of Perceived Sacrifice, Quality, Value, and Satisfaction on Behavioral Intentions in the Service Environment. *Services Marketing Quarterly*, 31(4), 466–484. doi:10.1080/15332969.2010.510730
- 106) Sparks, R. E., & Legault, R. D. (1993). A definition of quality for total customer satisfaction: The bridge between manufacturer and customer. *Advanced Management Journal*, 58(1), 16–27.
- 107) Srivastava, R. K., Shervani, T. A., & Fahey, L. (1998). Market - Based Assets Shareholder Value: A Framework for Analysis. *Journal of Marketing*, 62(January), 2–19.
- 108) Terblanche, N. S. (2006). The relationship between customer satisfaction and loyalty: An application of the American Customer Satisfaction Index in the South African fast food industry. *Management Dynamic*, 15(2), 31–42.
- 109) The American Customer Satisfaction Index Home. <http://www.theacsi.org/the-american-customer-satisfaction-index>. accesat la 23/9/2014.
- 110) Van Oostenbrugge, J. S. (2013). Customer Satisfaction and Corporate Reputation: A Correlation Study. Capella University.
- 111) Van Ryzin, G. G., Muzzio, D., Immerwahr, S., Gulick, L., & Martinez, E. (2004). Drivers and Consequences of Citizen Satisfaction: An Application of the American Customer Satisfaction Index Model to New York City. *Public Administration Review*, 64(3), 331–341.
- 112) Vorzsak, A., Paina, N., Pop, M. C., & Pop, M. D. (2004). *Services marketing* (II- a., pp. 1–425). Cluj-Napoca: Presa Universitara Clujana.
- 113) Wang, C.-Y., & Wu, L.-W. (2012). Customer loyalty and the role of relationship length. *Managing Service Quality*, 22(1), 58–74. doi:10.1108/09604521211198119

- 114) Webb, M. S., Joseph, W. B., Dba, K. S., & Moberg, C. (1998). Church Marketing : Strategies for Retaining and Attracting Members. *Journal of Professional Services Marketing, 17*(2), 1–16.
- 115) Wielhouwer, P. W. (2004). The Impact of Church Activities and Socialization on African-American Religious Commitment. *Social Science Quarterly, 85*(3), 767–792. doi:10.1111/j.0038-4941.2004.00244.x
- 116) Wollschleger, J. (2012). Interaction Ritual Chains and Religious Participation. *Sociological Forum, 27*(4), 896–912. doi:10.1111/j.1573-7861.2012.01361.x
- 117) Woodruff, R. B., Cadotte, E. R., & Jenkins, R. L. (1986). Modeling consumer satisfaction processes using experience-based norms. *Journal of Marketing Research, 20*(3), 296–304.
- 118) Wrenn, B. (2011). Religious Marketing is Different. *Services Marketing Quarterly, 32*(1), 44–59. doi:10.1080/15332969.2011.533095
- 119) Wu, L.-W. (2011). Beyond satisfaction The relative importance of locational convenience, interpersonal relationships, and commitment across service types. *Managing Service Quality, 21*(3), 240–263.
- 120) Yang, C.-C. (2003). Improvement actions based on the customers' satisfaction survey. *Total Quality Management & Business Excellence, 14*(8), 919–930. doi:10.1080/1478336032000090842
- 121) Yang, Z., & Peterson, R. T. (2004). Customer perceived value, satisfaction, and loyalty: The role of switching costs. *Psychology and Marketing, 21*(10), 799–822. doi:10.1002/mar.20030
- 122) Yelkur, R. (2000). Customer Satisfaction and the Services Marketing Mix Customer Satisfaction and the Services Marketing Mix. *Journal of Professional Services Marketing, (April 2014)*, 37–41. doi:10.1300/J090v21n01
- 123) Zeithaml, A., Berry, L., & Parasuraman, A. (1996). Behavioral Consequences of Service Quality. *Journal of Marketing, 60*(2), 31–46.
- 124) Zeithaml, V. A. (1988). Consumer Perceptions of Price, Quality and Value: A Means-End Model and Synthesis of Evidence. *Journal of Marketing, 52*(July), 2–22.
- 125) Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1993). The Nature and Determinants of Customer Expectations of Service. *Journal of the Academy of Marketing Science, 21*(1), 1–12. doi:10.1177/0092070393211001