

Customer Loyalty: A New Approach to An Old Concept

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Tüketici Sadakati: Eski Kavrama Yeni Yaklaşım	Customer Loyalty: A New Approach to An Old Concept
Özet <i>Bu kavramsal makalede, tüketici sadakati kavramına yönelik farklı kavramsallaştırma pratikleri ele alınmıştır. İlk olarak, tüketici sadakati kavramının bugüne değin nasıl kavramsallaştırıldığına dair bir tartışma ele alınmıştır. Daha sonra farklı kavramsallaştırma yaklaşımları entegre edilerek, tüketici sadakati kavramının nomolojik konumlandırması ortaya konmuştur. Son olarak, tüketici sadakati yapısının operasyonelleştirmesine dair metodolojik öneriler geliştirilmiştir.</i>	Abstract <i>This paper aims to capture the past practices on different conceptualization approaches toward the construct of customer loyalty. First, different conceptualization approaches toward the construct of customer loyalty will be discussed. Following to integrating of past definitions of customer loyalty, common aliases of customer loyalty construct will be positioned around the focal construct of customer loyalty. At long last, some methodological improvements will be offered based on the patterns of previous operationalization practices of customer loyalty.</i>
Anahtar Kelimeler: Tüketici, Sadakat, Tüketici Sadakati	Keywords: Customer, Loyalty, Customer Loyalty
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1. Introduction

Since marketing discipline has experienced a paradigmatic shift from marketing as an exchange mindset to the relationship marketing mindset (El-Ansary et al., 2018), customer loyalty has drawn the considerable attention of marketing researchers (Oliver, 1999; Palmatier et al., 2007; Watson et al., 2015; Zeithaml et al., 1996). Although a growing body of research on customer loyalty has considerably contributed to our understanding of customer loyalty, some concerns on the conceptualization and operationalization of recently been raised by researchers (Watson et al., 2015). These concerns are mainly based on the previous practices on how customer loyalty construct is defined, how customer

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loyalty is measured, and whether there are any patterns within the nomological net of customer loyalty.

This paper aims to capture the past practices on the abovementioned three issues. First, different conceptualization approaches toward the construct of customer loyalty will be discussed. Following to integrating of past definitions of customer loyalty, common aliases of customer loyalty construct will be positioned around the focal construct of customer loyalty. At long last, some methodological improvements will be offered based on the patterns of previous operationalization practices of customer loyalty.

2. Consumer Loyalty As A Construct

Customer loyalty is not a new construct for marketing discipline; however, there is still no agreement on its definition (Oliver, 1999; Sirdeshmukh et al., 2002; Steinhoff & Palmatier, 2016; Watson et al., 2015; Zeithaml et al., 1996). As depicted in Table 1 (see Appendices), three different definitions have emerged from the literature.

Table 1: Definitions of Customer Loyalty

Representative paper(s)	Definition
Sirdeshmukh, Singh, & Sabol (2002)	intention to perform a diverse set of behaviors that signal a motivation to maintain a relationship with the focal firm.
Oliver (1999)	a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or samebrand-set purchasing, <i>despite</i> situational influences and marketing efforts having the potential to cause switching behavior.
Zeithaml et al. (1996)	Customer loyalty is a customer’s expressed preference for a company and intention to continue to purchase from it and to increase business with it in the future.

According to Table 1, it is safe to argue that these definitions are discriminated from each other due to three main reasons. First, Zeithaml et al. (1996) define customer loyalty with an action-based future or forward-looking orientation. That is to say, this definition does not capture the past commitment of the customer to the brand or firm. Thus, measurement tools based on this operationalization might suffer from the lack of construct validity. Unfortunately, the customer loyalty definition of Oliver (1999) also holds a biased temporal orientation towards the focal construct. However, the latter definition seems more comprehensive to consider the situational factors in the customer loyalty development process. Although Sirdeshmukh et al. (2002) do not explicitly express any time orientation in their definition of customer loyalty, the definition mostly captures the behavioral part of customer loyalty.

These definitions, which seem to fall short on content validity, were followed by more focused definitions (see Table 2). However, these latter definitions did not have a customer loyalty label, thereby, a proliferation of different labels that

mostly capture customer loyalty had begun. In this paper, I refer to those concepts as common aliases. Table 2 provides a bird’s-eye view on these common aliases.

Table 2: Common Aliases of Customer Loyalty

Common alias	Representative paper(s)	Definition
Commitment	Garbarino & Johnson (1999)	Commitment is defined as customer psychological attachment, loyalty, concern for future welfare, identification, and pride in being associated with the organization.
	Gundlach, Achrol, & Mentzer (1995)	Commitment is defined as an input or instrumental component, an affirmative action taken by one party that creates a self-interest stake in the relationship and demonstrates something, more than a mere promise.
	Han, Kwortnik, & Wang (2008)	Commitment captures the relationship strength or “stickiness” even in the face of dissatisfaction (Gustafsson, Johnson, and Roos 2005).
	Fullerton (2003)	“Frequently, commitment is defined as a desire to maintain a relationship (Moorman, Zaltman, and Deshpande 1992; Morgan and Hunt 1994).” “More recently, commitment has been defined as a resistance to change (Pritchard, Havitz, and Howard 1999) and a type of attitude strength (Ahluwalia 2000).”
	Davis-Sramek, Droge, Mentzer, & Myers (2009)	“Loyalty is defined by Oliver (1997, p. 392) as “a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.
	Pritchard, Havitz, & Howard (1999)	Commitment is conceptualized as a process in this paper. The process model includes five constructs: Informational processes, identification processes, volitional processes, resistance to change, and loyalty.
Commitment to the relationship & Relationship commitment	Morgan & Hunt (1994)	Commitment to the relationship is defined as an enduring desire to maintain a valued relationship (Moorman, Zaltman, & Deshpande, 1992, p. 316).
	Moorman, Zaltman, & Deshpande (1992)	Commitment to the relationship is defined as an enduring desire to maintain a valued relationship (Dwyer, Schurr, & Oh, 1987).
	Anderson & Weitz (1992)	Commitment refers a desire to develop a stable relationship, a willingness to make short-term sacrifices to maintain the relationship, and a confidence in the stability of the relationship.
	Jap & Ganesan (2000)	Commitment refers to the supplier’s desire to develop a stable relationship with the retailer, a willingness to make short-term sacrifices to maintain the relationship, and confidence in the stability of the relationship (Anderson and Weitz 1992; Morgan and Hunt 1994).

	Ross, Anderson, & Weitz (1997)	Commitment is conceptualized as a complex of attitudes and behaviors that reflect a relationship between counter- parts so close that they approximate one party.
	Gustaffson, Johnson, & Roos (2005)	Calculative commitment is the colder, or more rational, economic-based dependence on product benefits due to a lack of choice or switching costs (Anderson and Weitz 1992; Dwyer, Schurr, and Oh 1987; Heide and John 1992). Affective commitment is a hotter, or more emotional, factor that develops through the degree of reciprocity or personal involvement that a customer has with a company, which results in a higher level of trust and commitment (Garbarino and Johnson 1999; Morgan and Hunt 1994).
Behavioral loyalty	De Wulf, Odeberken-Schroder, & Iacobucci (2001)	a composite measure based on a consumer's purchasing frequency and amount spent at a retailer compared with the amount spent at other retailers from which the consumer buys.
	Auh, Bell, McLeod, & Shih (2007)	Behavioral loyalty, in the financial services context, is an objective measure of the amount of brokerage the client paid to the firm in the year following the administration of the questionnaire
Attitudinal loyalty	Chaudhuri & Holbrook (2001)	Attitudinal loyalty is the level of commitment of the average consumer toward the brand.
	Auh, Bell, McLeod, & Shih (2007)	Attitudinal loyalty refers to a measure of clients' intentions to stay with and level of commitment to the organization.
Organizational commitment	Harrison-Walker (2001)	Affective and high-sacrifice commitment labels are used to refer the two different facets of organizational commitment. According to Porter et al. (1974), organizational commitment is the strength of an individual's identification with, and involvement in, a particular organization (p. 604). -->affective Becker (1960) described organizational commitment as the tendency to engage in consistent lines of activity because of the perceived costs of doing otherwise (p. 33). -->high-sacrifice
Brand loyalty	Chaudhuri & Holbrook (2001)	Purchase loyalty is defined as the willingness of the average consumer to repurchase the brand. Attitudinal loyalty is the level of commitment of the average consumer toward the brand.
Loyalty intentions	Gruen, Osmonbekov, & Czaplowski (2007)	the repurchase of the firm's offering as well as word of mouth surrounding the offering (encouraging others to purchase the firm's offering).

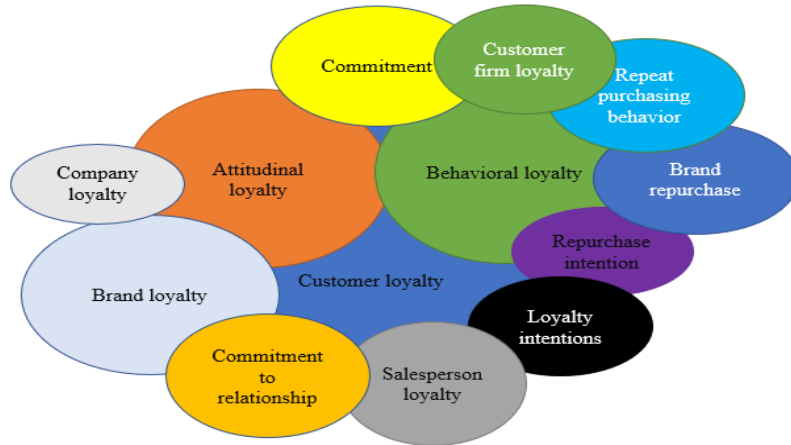
One of these common aliases is commitment, which broadly refers the psychological attachment of customers to the firm or brand. Past research on commitment builds their theoretical background on the applied psychology

literature focusing on employees' attachment to their organizations (O'Reilly & Chatman, 1986). Commitment captures a part of the customer loyalty meanings in terms of temporal perspective (Gundlach et al., 1995; Garbarino & Johnson, 1999; Han et al., 2008; Davis-Sramek et al., 2009). That is, both commitment and customer loyalty have been measured with scale items mainly focused on future intentions. However, commitment has more altruistic nature than does customer loyalty because the contexts, which previous research on commitment has conducted, mostly include human-to-organization interactions (O'Reilly & Chatman, 1986) rather than organization to organization interaction.

Commitment to the relationship or relationship commitment (hereafter, I only refer commitment to the relationship) is another construct that convergently shares a similar meaning with customer loyalty. Previous conceptualizations of commitment to the relationship have substantially targeted the relationship, rather than customer (Moorman et al., 1992; Morgan & Hunt, 1994; Jap & Ganesan, 2000; Gustaffson et al., 2005). In other words, the focal point of commitment to the relationship construct is the relationship that bonds the customers and firms, marketing environment elements. On the other hand, customer loyalty mainly focuses on the customer's loyalty to the brand or firm. In a nutshell, customer loyalty and commitment to the relationship are similar but different constructs because their focal points differentiate.

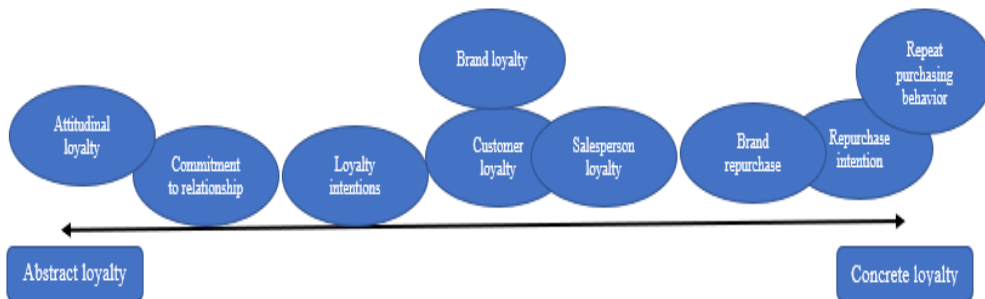
It is not rare to encounter with someone who regularly purchases a product solely due to its brand. Consistent with this, the burgeoning area of consumer behavior has produced several research papers on brand loyalty that simply represents consumer's attitudinal and behavioral loyalty to the brand. Some researchers also use the term of loyalty intentions (Johnson et al., 2006), repurchase loyalty (Echambadi et al., 2013), repeat purchasing (Lambert-Pandraud et al., 2005), and purchase loyalty (Chaudhuri & Holbrook, 2001) to refer behavioral loyalty. Although brand loyalty and its interchangeable constructs are capable of capturing some part of customer loyalty, they seem not to have validity in the business-to-business context. Put more simply, brand loyalty and its interchangeable constructs are substantially limited with the consumer behavior context. This feature of the relevant constructs restricts their external validity in terms of theoretical meaning.

Figure 1: Common Aliases of Customer Loyalty Construct



To wrap up, a growing body of research on customer loyalty demonstrates that there are some constructs, which seem to conceptually overlap with customer loyalty to some extent, in the same or similar discipline(s). Figure 1 depicts those constructs (common aliases) along with customer loyalty. Furthermore, those common aliases can also be placed on bipolar continuum with endpoints of abstract loyalty and concrete loyalty. The abstract loyalty stands for an emotion-based representation of customer loyalty that has a weak prediction of real purchase behavior, whereas concrete loyalty refers action-based representation of customer loyalty that largely taps the real purchase behavior.

Figure 2: Distribution of The Constructs Based On The Bipolar Continuum of Abstract-Concrete Loyalty



3. Trends in Consumer Loyalty Operationalization

It is hard to argue that there is a consensus on the operationalization of customer loyalty. This discordance might have two main reasons. First, different contexts require different measurement items; therefore, researchers may prefer to develop their tailor-based scale items, instead of previously established scales. On the other hand, a proliferation of common aliases can allure researchers to use brand-new label(s) for the well-established phenomenon.

These kinds of patterns are clearly seen in the literature on customer loyalty and common aliases. Focusing on commitment construct, it is possible to find several scales that used for operationalization in the previous research (Gundlach et al., 1995; Garbarino & Johnson, 1999; Fullerton, 2003; Han et al., 2008; Davis-Sramek et al., 2009). However, the review of past research on commitment suggests that Allen and Meyer (1990)'s scale widely adapted in commitment literature (see Table 3). Past research on a commitment to the relationship draws an interesting picture of researchers' common practices on the operationalization of the focal construct. It looks that researchers predominantly developed their own scales (Anderson & Weitz, 1992; Moorman et al., 1992; Gustaffson et al., 2005; Han et al., 2008) to measure the commitment to the relationship in the research context. However, many of these practices do not include rigor and a comprehensive scale development process. That is to say, they seem to write some items and measured the commitment to the relationship. On the other hand, the construct of brand loyalty is frequently operationalized by only focusing on its dimensions, such as attitudinal loyalty and behavioral loyalty. That is, researchers seem to overlook the second-order nature of customer loyalty.

In addition, it is obvious that the construct of customer loyalty has drawn a number of researchers attention, and those researchers have adopted various scales and construct labels (see Appendix B). Although there are several scales have been used to measure the customer loyalty and its common aliases, it seems that Allen & Meyer (1990), Anderson & Weitz (1992), Chaudhuri & Holbrook (2001), and Zeithaml et al. (1996) scales have been widely adapted from previous researchers. Customer loyalty and common aliases have not only operationalized as a unidimensional first-order construct but also as a multi-dimensional second-order construct. Those practices have enriched our understanding of customer loyalty by clarifying the dimensionality of customer loyalty. For instance, affective loyalty (Gustaffson et al., 2005; Han et al., 2008), attitudinal loyalty (Evanschitzky et al., 2006; Liu-Thompkins & Lam, 2013; Umashankar et al., 2017; Ramaswani & Arunachalam, 2016; Steinhoff & Palmatier, 2016), behavioral loyalty (Auh et al., 2007; Bodet & Bernache-Assollant, 2011; Kuenzel & Krolikowska, 2008), cognitive loyalty (Oliver,

1999; Harris & Goode, 2004), and intention loyalty (Han et al., 2008) are among those dimensions.

4. Conclusion

In sum, based on my literature review, I conclude some methodological weaknesses regarding the operationalization of customer loyalty. Those problems are as follows:

(1) Common aliases and customer loyalty should be brought together under the new definition and measurement tool. The variation, which stems from the proliferation of common aliases (Palmatier et al., 2007), can impede the development of cumulative and consistent knowledge. Furthermore, future meta-analysis studies might suffer from this proliferation problem.

(2) Researchers should explicitly explain how they adapt to the previous scale(s). Adaptation might simultaneously refer to using a previous scale as it is or revising a previous scale minorly (Davis-Sramek et al., 2009). We need more detail on the measurement process to decrease the vagueness stems from past practices.

(3) Customer loyalty should be operationalized in line with its conceptual context (Homburg et al., 2011). Put more simply, if authors believe the multi-dimensional nature of customer loyalty, they should take its higher-order nature into account while they are analyzing the data. There are some studies in the relevant literature that only focus on the dimensions of customer loyalty although its focal construct is customer loyalty.

(4) The last problem is about the way the measurement model of customer loyalty has been specified. I noticed that some studies misspecified customer loyalty as a reflective scale when it should be a formative index.

Previous research has created a number of common aliases of customer loyalty (Chaudhuri & Holbrook, 2001; Davis-Sramek et al., 2009; Jones et al., 2008), however, this action stems from improper contextual adaptation, which refers to trying to fit the construct into the context (Deng et al., 2010; Han et al., 2008; Jones & Taylor, 2007; Ramaswami & Arunachalam, 2016). The current paper suggests that the researcher's attention should not deviate from the concept for the sake of contextual broadening. In doing so, the irrelevant proliferation of common aliases can be diminished.

To wrap up, my detailed examination and comments about previous research on customer loyalty can be seen in Appendices.

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APPENDICES

Appendix A. Research Log

I begin my review process by reading Palmatier et al. (2007). I advertently chose this article as my starting point because one of its focal constructs is customer loyalty. Furthermore, this paper has been cited 562 times over the last 12 years. Following my reading, I checked the reference list of this article. I purposively selected some of the papers that are benefited by the authors to build a conceptual framework of customer loyalty. Then, I move on these papers. The order of papers in Appendix A represents my process, somewhat similar to the decision tree approach. Particularly, each paper lead me to move on another paper; therefore, I had a complex map in my mind that is somewhat similar to a bibliometric map. At the end of this process, I thought that I wish I could be able to perform a bibliometric analysis based on the studies that I listed in Appendix B.

The approach above has some drawbacks, such as limiting the literature review to the papers published before the publication date of Palmatier et al. (2007). To overcome this problem, I checked the citations of Palmatier et al. (2007) and the other papers that I found through Palmatier et al. (2007). This action enhanced the degree of comprehensiveness of my literature review. Following completing these two steps, I checked the JM, JMR, JAMS, JCR, MS, and IJRM's database by applying "loyalty" and "commitment" keywords.

In sum, my literature review journey consisted of three parts. In the first part, I was able to discover the papers published before Palmatier et al. (2007). These papers are seen in the first quarter or half of Appendix B. Next, I was able to find the papers published after Palmatier et al. (2007). In essence, I anchor Palmatier et al. (2007) as a central point of my literature review and, then I approached this central point from the past and the present. At long last, I searched the six main marketing journals database by applying keywords. Those steps resulted in 72 empirical research papers.

Appendix B. Previous conceptualization and operationalization of customer loyalty

	Research	Construct Label	Construct Definition	Construct Operationalization
1	Palmatier, Scheer, & Steenkamp (2007)	Customer loyalty (Salesperson-owned loyalty, Loyalty to the selling firm)	(p. 186) "intention to perform a diverse set of behaviors that signal a motivation to maintain a relationship with the focal firm" (Sirdeshmukh, Singh, & Sabol 2002, p. 20).	There is no higher-order operationalization of customer loyalty. Authors integrate two different types of loyalty to the research model, as two different variables rather than the first-order dimensions of customer loyalty. #1 Salesperson-owned loyalty (R)--> A new six-item scale was developed. #2 Loyalty to the selling firm (R)-->A six-item scale was adapted from Zeithaml, Berry, & Parasuraman (1996).
2	Sirdeshmukh, Singh, & Sabol (2002)	Consumer loyalty	(p. 20) "Consumer loyalty is indicated by an intention to perform a diverse set of behaviors that signal a motivation to maintain a relationship with the focal firm, including allocating a higher share of the category wallet to the specific service provider, engaging in positive word of mouth (WOM), and repeat purchasing (Zeithaml, Berry, & Parasuraman, 1996)."	There is no higher-order operationalization of consumer loyalty. Furthermore, the way they specify the measurement model of consumer loyalty is vague. The consumer loyalty (R)--> four-item measurement that consists of the share of category wallet, intention to recommend, and likelihood of repeat purchase. In fact, these items are questions. The items were drawn from services literature.
3	Garbarino & Johnson (1999)	Commitment & Future intentions	(p. 73) "Commitment is defined as customer psychological attachment, loyalty, concern for future welfare, identification, and pride in being associated with the organization." No definition was provided for future intentions.	Commitment (R) was measured with four items. It was operationalized as a unidimensional first-order construct. Although authors treat the construct of commitment as a reflective scale, it seems more like a formative index. Future intentions (R) was measured with three items. It was operationalized as a unidimensional first-order construct. Although authors treat the construct of commitment as a reflective scale, it seems more like a formative index.
	Gundlach, Achrol, & Mentzer (1995)	Commitment	(p. 79) "First, commitment is defined to possess an input or instrumental component, that is, an affirmative action taken by one party that creates a self-interest stake in the relationship and demonstrates something, more than a mere promise." (p. 79) "Second, commitment includes an attitudinal component signifying an enduring intention by the parties to develop and maintain a stable long-term	In this paper, the commitment is operationalized as consisting of three dimensions; Input commitment→5-item scale (developed) Attitudinal commitment→4-item scale (developed) Temporal commitment→actual commitment inputs made in future exchange (number of metrics) There is no higher-order operationalization of commitment.

4			relationship (Anderson and Weitz 1992). Third, commitment is thought to embrace a temporal dimension, highlighting the fact that commitment means something only over the long term, that is, the inputs and attitudes brought to the relationship must reveal consistency over time (Becker 1960, Scanzoni).”	
5	Morgan & Hunt (1994)	Relationship commitment	(p. 23) "Commitment to the relationship is defined as an enduring desire to maintain a valued relationship." (Moorman, Zaltman, & Deshpande, 1992, p. 316) Commitment captures the attitudinal nature of the loyalty concept.	Eight-item scale was adapted from Meyer & Allen (1984) and Mowday, Steers, & Porter (1979)'s organizational commitment scales. Scale (R) items were modified to capture the relationship commitment, rather than organizational commitment.
6	Moorman, Zaltman, & Deshpande (1992)	Commitment to the relationship	(p. 316) Commitment to the relationship is defined as an enduring desire to maintain a valued relationship (Dwyer, Schurr, & Oh, 1987).	Commitment to the relationship was measured with 3-item scale (R) that was developed in the current paper.
7	Anderson & Weitz (1992)	Commitment to the relationship	(p. 19) "a desire to develop a stable relationship, a willingness to make short-term sacrifices to maintain the relationship, and a confidence in the stability of the relationship”	Commitment to the relationship was measured with 10-item scale (R) that was developed in the current paper. Two identical versions, which have different objects (distributor vs. manufacturer), were applied to measure ‘distributor’s commitment’ and ‘manufacturer’s commitment’. The scale seems to me formative. Although there are 10 items in the alpha levels are around .83 and .87.
8	Macintosh & Lockshin (1997)	Store loyalty	No clear definition is provided in the paper.	Store loyalty was operationalized as multi-dimensional construct. Dimensions are; ‘store attitude’, ‘repurchase intention’, and ‘percent of purchases’. However, there is no second-order operationalization of store loyalty.
9	De Wulf, Odeberken-Schroder, & Iacobucci (2001)	Behavioral loyalty	(p. 37) "a composite measure based on a consumer’s purchasing frequency and amount spent at a retailer compared with the amount spent at other retailers from which the consumer buys.”	Behavioral loyalty was measured with three questions (R) focusing on the frequency of consumer’s visit to the store.
10	Zeithaml, Berry, & Parasuraman (1996)	Loyalty to company	No clear definition is provided in the paper.	Loyalty to company was measured with 5-item (R) scale. Although authors treated the scale as reflective, I think that the scale (index) should be formative.

11	Jap & Ganesan (2000)	(Supplier) Commitment to the relationship	(p. 228) “(Supplier) commitment refers to the supplier’s desire to develop a stable relationship with the retailer, a willingness to make short-term sacrifices to maintain the relationship, and a confidence in the stability of the relationship (Anderson and Weitz 1992; Morgan and Hunt 1994).”	Commitment to the relationship was measured with 6-item scale (R) adapted from Anderson & Weitz (1992). It seems that authors reduced the number of items from the original scale by 4. The scale seems formative to me. Moreover, the alpha was found as .73.
12	Reynolds & Beatty (1999)	Loyalty to the salesperson & Loyalty to the company	No clear definition is provided in the paper.	Both the loyalty to the salesperson and the loyalty to the company was measured with 4-item scales (R). The items were drawn from previous research and the discussion based on Beatty et al. (1996)
13	Tax, Brown, & Chandrashekar (1998)	Customer commitment	No clear definition is provided in the paper.	Customer commitment was measured with 4-item scale (R) adapted particularly for this research context (Crosby, Evans, and Cowles 1990). It is very surprising to notice that authors did not provide any detail about this adaptation process. Did they revise the established scale? Did they compile items from different scales? Did they develop their items consistent with the same mindset of cited past research? This is a very vague situation.
14	Ostrowski, O’Brien, & Gordon (1993)	Customer loyalty	No clear definition is provided in the paper.	Customer loyalty was measured with only one question in which the future preference of passengers is asked.
15	Provan & Gassenheimer (1994)	Long-term supplier commitment	No clear definition is provided in the paper.	A 3-item scale (R) was developed to measure a long-term supplier commitment.
16	Ross, Anderson, & Weitz (1997)	Commitment to the relationship	(p. 689) "Commitment is conceptualized as a complex of attitudes and behaviors that reflect a relationship between counter- parts so close that they approximate one party."	Commitment to the relationship (R) was measured with eight-item scale that is similar to the scale developed by Anderson and Weitz (1992).
17	Fornell (1992)	Buyer loyalty	No clear definition is provided in the paper.	Authors operationalized buyer loyalty through measuring repurchase intention and price tolerance.
18	Yim, Tse, & Chan (2008)	Firm loyalty intentions & Staff loyalty intentions	No clear definition is provided in the paper.	Firm loyalty intentions was measured with three-item scale (R) developed by Chaudhuri & Holbrook (2001). Staff loyalty intentions was measured with revised version of three-item scale (R) developed by Chaudhuri & Holbrook (2001). These scales (R) have attitudinal and behavioral components of consumer loyalty.
	Chaudhuri & Holbrook (2001)	Brand loyalty	Purchase loyalty is defined as the willingness of the average consumer to repurchase the brand.	Both attitudinal loyalty (R) and purchase loyalty (R) were measured with two-items, total of four items.

19			Attitudinal loyalty is the level of commitment of the average consumer toward the brand.	Scales were operationalized with reflective measurement model.
20	Agustin & Singh (2005)	Loyalty intentions	(p. 97) "Loyalty intentions are indicated by an inclination to perform a diverse set of behaviors that signal a motivation to enhance an ongoing relationship with the service provider, including repeat buying and greater share of wallet."	Authors measured consumer loyalty (R) with a three-item scale developed by Zeithaml, Berry, & Parasuraman (1996).
21	Newman & Werbel (1973)	Brand loyalty	No clear definition is provided in the paper.	Brand loyalty was measured based on whether (1) consumer repurchased the old brand, (2) there are any alternative brands in the consumer's mind, and (3) the consumer is seeking information about the target brand. Authors categorized the consumers through these three criteria above. In other words, they did not use a scale to measure brand loyalty.
22	Han, Kwortnik, & Wang (2008)	Service loyalty & Commitment	(p. 24) "Commitment captures the relationship strength or "stickiness" even in the face of dissatisfaction (Gustafsson, Johnson, and Roos 2005)." "Loyalty refers the reflection of attitudes and behaviors in response to commitment."	Cognitive loyalty (R)→4-item Affective loyalty (R)→4-item Intention loyalty (R)→4-item Behavioral loyalty (R)→4-item Those items were adapted from DeWulf, OdekerkenSchroder, and Iacobucci (2002), Oliver (1997), and Zeithaml, Berry, and Parasuraman (1996). Affective commitment (R)→5-item Calculative commitment (R)→5-item Those items were adapted from Allen & Meyer (1990) and Johnson et al. (2001). Both service loyalty (R) and commitment (R) were operationalized as a second-order reflective construct.
23	Fullerton (2003)	Commitment	(p. 334) "Frequently, commitment is defined as a desire to maintain a relationship (Moorman, Zaltman, and Deshpande 1992; Morgan and Hunt 1994)." "More recently, commitment has been defined as a resistance to change (Pritchard, Havitz, and Howard 1999) and a type of attitude strength (Ahluwalia 2000)."	Affective commitment (R) and continuance commitment (R) were measured with 4-item (each) scale based on Allen & Meyer (1990). No higher-order operationalization was performed for commitment.
	Harrison-Walker (2001)	Organizational commitment	Affective and high-sacrifice commitment labels used to refer the two different facets of organizational commitment.	Affective commitment (R)→14-item scale adapted from Schechter (1985) and Mayer & Schoorman (1992)

24			(p. 65) “According to Porter et al. (1974), organizational commitment is the strength of an individual’s identification with, and involvement in, a particular organization (p. 604).”→affective Becker (1960) described organizational commitment as the tendency to engage in consistent lines of activity because of the perceived costs of doing otherwise (p. 33).-->high-sacrifice	High-sacrifice commitment (R)→10-item scale adapted from Schechter (1985) and Mayer & Schoorman (1992)
25	Gustaffson, Johnson, & Roos (2005)	Relationship commitment	(p. 211) “Calculative commitment is the colder, or more rational, economic-based dependence on product benefits due to a lack of choice or switching costs (Anderson and Weitz 1992; Dwyer, Schurr, and Oh 1987; Heide and John 1992).” “Affective commitment is a hotter, or more emotional, factor that develops through the degree of reciprocity or personal involvement that a customer has with a company, which results in a higher level of trust and commitment (Garbarino and Johnson 1999; Morgan and Hunt 1994).”	Affective commitment (R)→4-item scale Calculative commitment (R)→3-item scale Scale items were adapted from Johnson et al. 2001; Kumar, Hibbard, and Stern 1994; Meyer and Allen 1997). No higher-order operationalization was performed for commitment.
26	Hansen, Sandvik, & Selnes (2003)	Commitment to service employee/firm	(p. 357) “Affective commitment is based on emotions and affective attachments to the commitment object (Porter et al. 1974), and thus, it is grounded on the customers’ liking and positive feelings for the relationship partner.” “Calculative commitment is derived from switching costs or lack of better alternatives and rests on an instrumental evaluation of the costs and benefits associated with staying versus leaving the current relationship (Becker 1960; Geyskens and Steenkamp 1995; Kumar, Hibbard, and Stern 1994).”	Affective commitment (R)→5-item scale Calculative commitment (R)→5-item scale Scale items were adapted from Allen and Meyer (1990) and Kumar, Hibbard, & Stern (1994). No higher-order operationalization was performed for commitment.
	Gruen, Summers, & Acito (2000)	Membership commitment	(p. 37) “Continuance commitment, which is based on the self-interest stake in a relationship (Gundlach, Achrol, and Mentzer 1995; Wiener 1982), as the degree to which the membership is psychologically bonded to the organization on the basis of the perceived costs (economic, social, and status related) associated with leaving the organization.”	Affective commitment (R)→six-item scale developed. Continuance commitment (R)→six-item scale developed. Those scales above adapted from Allen & Meyer (1990). Normative commitment (R)→six-item scale developed.

27			<p>“Normative commitment, which derives from a person’s sense of moral obligation toward the organization (Allen and Meyer 1990), as the degree to which the membership is psychologically bonded to the organization on the basis of the perceived moral obligation to maintain the relationship with the organization.”</p> <p>“Affective commitment, which is focused on a positive emotional attachment (Allen and Meyer 1990), as the degree to which the membership is psychologically bonded to the organization on the basis of how favorable it feels about the organization.”</p>	
28	Beatty & Kahle (1988)	Brand commitment	<p>(p. 4) “Brand commitment may be defined as an emotional or psychological attachment to a brand within a product class (Lastovicka and Gardner 1977) while involvement addresses a general level of interest or concern in an issue.”</p>	Brand commitment was measure with 3-item scale (R) developed in this paper.
29	Pritchard, Havitz, & Howard (1999)	Commitment	<p>No clear definition is provided in the paper. Commitment is conceptualized as a process in this paper. The process model includes five constructs: Informational processes, identification processes, volitional processes, resistance to change, and loyalty.</p>	<p>Authors developed a commitment scale (R) with five dimensions. Informational processes→3-item Identification processes→3-item Volitional processes→3-item Resistance to change→4-item Loyalty→2-item I believe that this scale should be operationalized as a formative index.</p>
30	Melnyk, van Osselaer, & Bijmolt (2009)	Customer loyalty	<p>No clear definition is provided in the paper.</p>	<p>Study-3 Commitment to service provider and the firm were measure with one item developed in this paper. Study-5 Loyalty to service providers→three-item scale (R) adapted from Price & Arnould (1999).</p>
31	Johnson, Herrmann, & Huber (2006)	Loyalty intention	<p>“The affective commitment measures include customers’ commitment to maintaining a relationship with the manufacturer and personal interactions with the manufacturer (provision of feedback, interactive events, and other dialogue with the manufacturer).”</p>	<p>Affective commitment and loyalty intentions were measured with five-item scale (R) for each construct. “Loyalty intentions was operationalized through repurchase intentions and recommending the cellular phone to others.”</p>

			Loyalty intentions refer the model in which four constructs are measured in two different time points.	
32	Olsen & Johnson (2003)	Customer loyalty	No clear definition is provided in the paper.	Customer loyalty was measured with two-item scale (R) developed in this paper.
33	Homburg, Muller, & Klarmann (2011)	Customer loyalty	(p. 799) “Customer loyalty is a customer’s expressed preference for a company and intention to continue to purchase from it and to increase business with it in the future (Zeithaml et al. 1996).”	Customer loyalty was operationalized as multi-dimensional construct consists of three dimensions—customer intention to repurchase, customer intention to increase share of wallet, and customer word of mouth. Each dimension was measured with two items adapted from Zeithaml et al. (1996). Authors did not mention how they specify the measurement model of customer loyalty.
34	Lam, Shankar, Erramili, & Murthy (2004)	Customer loyalty	(p. 294) Customer loyalty is a buyer’s overall attachment or deep commitment to a product, service, brand, or organization (Oliver 1999). Authors did not explicitly refer what their definition is. They should have clearly articulated their own or adopted definition.	Authors adopt the scale of customer loyalty developed by Zeithaml et al. (1996). Customer loyalty (recommend) was measured with 3-item scale. Those items measure the degree to which respondent recommends the target service provider. Customer loyalty (patronage) was measured with 2-item scale. Those items measure the degree to which the respondent’s company committed to working with service provider. I am impressed with the way they measured customer loyalty. However, they just focused on those two types of loyalty rather than operationalizing loyalty as a second-order construct.
35	Shankar, Smith, & Rangaswamy (2003)	Customer loyalty	(p. 154) Loyalty is a deep commitment to the service provider.	Customer loyalty was measured with one-item scale developed in this paper.
36	Ping (1993)	Loyalty	No clear definition is provided in the paper.	Author developed a five-item scale (R) to measure loyalty.
37	Mattila (2001)	Customer loyalty	No clear definition is provided in the paper.	Customer loyalty was measured with a 5-item scale developed by Zeithaml, Berry, & Parasuraman (1996)
38	Jones & Taylor (2007)	Service loyalty	No clear definition is provided in the paper.	Service loyalty was operationalized as construct with eight dimensions. Repurchase intention, switching intention, exclusive purchasing, strength of preference, advocacy, altruism, identification, and willingness to pay more. Each of those dimensions was measured with scale items adapted from previous research. In this paper, I believe that authors depicted a comprehensive nature of service loyalty by offering a eight-dimension solution.

39	Jones, Taylor, & Bansal (2008)	Loyalty	No clear definition is provided in the paper.	Authors measured the six dimensions of loyalty adapted from Jones & Taylor (2007). Repurchase intention, relative attitude, willingness to pay more, advocacy, altruism, and fidelity.
40	Davis-Sramek, Droge, Mentzer, & Myers (2009)	Commitment & Loyalty	(p. 443) “Loyalty is defined by Oliver (1997, p. 392) as “a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior. Although authors provide the above definition, they did not explicitly specify what their definition is or what definition they are adopting.	Affective commitment→4-item scale adapted from Kumar et al. (1994) and Kim & Frazier (1997) Calculative commitment→3-item scale adapted from Kumar et al. (1994) Loyalty behavior→3-item scale adapted from Caruana (2002)
41	Anderson & Swaminatham (2011)	Customer loyalty in e-markets	(p. 225) “the customer’s favorable attitude toward an e-business resulting in repeat buying behavior”	Loyalty was measured using items adapted from Gremler (1995) and Zeithaml, Berry, & Parasuraman (1996).
42	Auh, Bell, McLeod, & Shih (2007)	Attitudinal loyalty & Behavioral loyalty	(p. 361) “Attitudinal loyalty refers to a measure of clients’ intention to stay with and level of commitment to the organization.” “Behavioral loyalty, in the financial services context, is an objective measure of the amount of brokerage the client paid to the firm in the year following the administration of the questionnaire.”	Attitudinal loyalty (R)→4-item scale adapted from Boulding et al. (1983). Behavioral loyalty→amount of brokerage paid by the client to the firm.
43	Biong (1993)	Loyalty	(p. 22) “Loyalty expresses the degree to which the retailers want to company as a supplier in the future.”	Loyalty was measured with only one-item developed in this paper.
44	Bodet & Bernache-Assollant (2011)	Consumer loyalty	Although authors cited some of the previous definitions, they did not explicitly specify what their definition is.	Attitudinal loyalty (R)→2-item scale developed in this paper. Behavioral loyalty→as a combination of previous attendance to the hockey games.
45	Brexendorf, Muhlmeier, Tomczak, & Eisend (2010)	Brand loyalty	No clear definition is provided in the paper.	Loyalty to the salesperson→2-item scale developed from Reynolds & Beatty (1999). Brand loyalty→3-item repurchase intention scale (Kressman et al., 2006) and 3-item recommendation scale (Macintosh & Lockshin, 1997)
46	Deng, Lu, Wei, & Zhang (2010)	Customer loyalty	‘customers’ behavioral intention to continuously use mobile instant messages with their present ser-vice	Customer loyalty→3-item scale (R) adapted from Lin & Wang (2006)

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			providers, as well as their inclinations to recommend this MIMtool to other persons.’	Although authors operationalize the scale as reflective, it seems formative index.
47	Echambadi, Jindal, & Blair (2013)	Brand repurchase	No clear definition is provided in the paper.	Brand repurchase was measured as a combination of consumers’ most recent gasoline purchase and responses to tendency to purchase items. However, authors did not clarify that how did exactly they measure the tendency to purchase.
48	Evanschitzky, Ramaseshan, Woisetschlager, Richelsen, Blut, & Backhaus (2012)	Company loyalty	(p. 626) “having a positive attitude toward the benefits of the loyalty program.” (p. 630) “a positive attitude toward the provider (Yi & Jeon 2003).”	Company loyalty→3-item scale adapted from Zeithaml et al. (1996)
49	Evanschitzky, Iyer, Plassmann, Niessing, & Meffert (2006)	Attitudinal loyalty & Behavioral loyalty	(p. 1208) “Attitudinal loyalty reflects the customer’s psychological disposition toward the same brand or same brand-set.” (p. 1209) Behavioral loyalty refers the customer patronage of the brand or the firm.	Attitudinal loyalty→2-item scale (R) developed by Narayandas (1997) Behavioral loyalty→2-item scale (R) developed in this paper.
50	Gruen, Osmonbekov, & Czaplewski (2007)	Loyalty intentions	(p. 540) “the repurchase of the firm’s offering as well as word of mouth surrounding the offering (encouraging others to purchase the firm’s offering)”.	Loyalty intentions were measured as a formative index consisted of three measures. (1) the intention to attend the next annual conference (2) the intention to encourage others in their own firm to attend (3) the intention to encourage others outside of their firm to attend
51	Harris & Goode (2004)	Loyalty	(p. 141) Cognitive loyalty→the existence of beliefs that a brand is preferable to others. Affective loyalty→a favorable attitude or liking based on satisfied usage. Conative loyalty→the development of behavioral intentions characterized by a deeper level of commitment. Action loyalty→the conversion of intentions to action, accompanied by a willingness to overcome impediments to such action.	Authors developed 4-item scale for each type of loyalty. Then, loyalty construct was created as a higher level construct (R) of those four dimensions (R). I believe that I should be specified as a second order formative scale.
	Homburg & Furst (2005)	Customer loyalty after complaint	(p. 98) “the degree to which a customer has continued the relationship with a company after the complaint and	Customer loyalty after complaint→3-item scale (R) adapted from Gilly & Gelb (1982) and Maxham & Netemeyer (2003)

52			the degree to which he or she intends to do so in the future.”	
53	Kuenzel & Krolikowska (2008)	Commitment & Behavioral loyalty	Although authors did not mention what their adopted definition is, loyalty is represented by word of mouth, continuance, and non-audit services.	Commitment→2-item scale (R) developed by Morgan & hunt (1994) Word of mouth→2-item scale (R) developed in this paper. Continuance→2-item scale (R) developed in this paper. Non-audit services→2-item scale (R) developed in this paper.
54	Kumar, Scheer, & Steenkamp (1995)	Commitment & Affective commitment	(p. 58) “Commitment concerns a party's intention to continue the relationship (Dwyer, Schurr, and Oh 1987; Scheer and Stern 1992). A firm exhibiting affective commitment wants to maintain a channel relationship because of its positive effect toward and identification with the channel partner.”	Affective commitment→3-item scale (R) developed in this paper.
55	Lambert-Pandraud, Laurent, & Lapersonne (2005)	Repeat purchasing behavior	No clear definition is provided in the paper.	Repeat purchasing behavior was measured through the item “whether the previous brand is repurchased”.
56	Lin & Wang (2006)	Customer loyalty	(p. 273) “customer loyalty was defined as the customer’s favorable attitude toward an m-commerce website, resulting in repeat purchasing behavior.”	Customer loyalty was measured with 5-item scale (R) developed by Pritchard et al. (1999).
57	Liu & Leach (2001)	Customer loyalty behavior	“Loyalty was expressed by (1) the share-of-business given to a supplier (Jackson 1985), (2) calling on a supplier first, and (3) giving a supplier ample time to provide a qualified candidate before calling on a competing supplier.”	Loyalty→3-item scale (R) developed in this paper.
58	Liu-Thompkins & Lam (2013)	Attitudinal loyalty	(p. 22) “the psychological component of a consumer’s commitment to a brand and may encompass beliefs of product/ service superiority as well as positive and accessible reactions toward the brand.”	Attitudinal loyalty→4-item scale (R) developed by Yi & Jeon (2003)
59	Mittal & Kamakura (2001)	Repurchase behavior	No clear definition is provided in the paper. However, it is understandable due to very concrete nature of the focal construct.	Authors measured repurchase behavior by obtaining the brand of the new vehicle the consumers bought.
60	Koller, Floh, & Zauner (2011)	Loyalty intentions	(p. 1163) “Loyalty is conceptualized as a reflective construct comprising the intention to repurchase the same car brand and to recommend the car to friends and family members.”	Loyalty intention→5-item scale (R) adapted from Johnson, Herrmann, & Huber (2006).
	Scheer, Miao, & Garrett (2010)	Customer firm loyalty	(p. 94) “Relational loyalty is the customer firm’s	Relational loyalty→3-item scale (R) adapted from Kumar et al. (1995)

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61			expressed intent to remain loyal because of its positive relationship with the supplier.” (p. 94) “Future purchase expansion (Cannon and Homburg 2001) reflects the customer’s intent to purchase more in the future.” (p. 94) Insensitivity to competitive offerings reflects a high degree of customer allegiance “despite situational influences and marketing efforts having the potential to cause switching behavior” (Oliver 1999, p. 36).	Insensitivity to competitive offerings→3-item scale (R) developed in this paper. Future purchase expansion→3-item scale (R) adapted from Cannon & Homburg (2001) Authors did not create second-order loyalty construct. Hypotheses are based on three dimensions of customer firm loyalty.
62	Suh & Yi (2006)	Loyalty	(p. 146) “loyalty is inferred from repurchase intentions.”	Authors did not provide sufficient details about the operationalization of the loyalty.
63	Wagner, Hennig-Thurau, & Rudolph (2009)	Loyalty intentions	No clear definition is provided in the paper.	Loyalty intentions→4-item scale (R) was adapted from Agustin & Singh (2005), Johnson et al. (2006), and Zeithaml et al. (1996).
64	Woisetschlager, Lentz, & Evanschitzky (2011)	Loyalty intention	Although authors cited a number of definitions from the previous research, they did not make it clear what their adopted definition is.	Loyalty intention→2-item scale (R) adapted from Chaudhuri & Holbrook (2001).
65	Yang & Peterson (2004)	Customer loyalty	Although authors cited a number of definitions from the previous research, they did not make it clear what their adopted definition is.	Customer loyalty→6-item scale (R) adapted from Mols (1998)
66	Eelen, Ozturan, & Verlegh (2017)	Brand loyalty	(p. 874) “Loyalty is a deeply held commitment to (re)patronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior”(Oliver, 1999, p.34).”	Brand loyalty→4-item scale (R) developed by Carroll & Ahuvia (2006)
67	Umashankar, Bhagwat, & Kumar (2017)	Attitudinal loyalty & Behavioral loyalty	(p. 811) “Attitudinal loyalty addresses the psychological component of a customers’ commitment to a brand and encompasses beliefs of service superiority as well as positive and accessible reactions toward the brand (Oliver 1999).” (p. 808)	Behavioral loyalty→the cumulative amount paid in dollars by the customer for past flights and other services (e.g., baggage fees, cancellation fees, upgrades) from the time he or she joined the firm.

			“behavioral loyalty is defined as cumulative spending with the firm.”	
68	Ramaswani & Arunachalam (2016)	Attitudinal loyalty	(p. 776) “the predisposition of buyers to maintain an ongoing relationship with the seller (Singh & Sirdeshmukh 2000)”.	Attitudinal loyalty→3-item scale developed in this paper.
69	Bell, Auh, & Smalley (2005)	Customer loyalty	(p. 175) “customer loyalty is defined as customers' intentions to stay with, and level of commitment to, the organization.”	Customer loyalty→4-item scale adapted from Boulding et al. (1993).
70	Ou, Verhoef, & Wiesel (2017)	Loyalty intentions	(p. 336) “Loyalty intentions refer to customers' self-reported probabilities of repurchasing from competing firms within an industry, i.e., measuring the loyalty shares among the competing firms (Rust et al. 2004).”	Loyalty was measured with intentions with self-reported probabilities of repurchasing. The respondents allocated 100 points over the firms of each industry, which allowed us to measure the loyalty shares among competitors in each industry.
71	Steinhoff & Palmatier (2016)	Customer attitudinal loyalty	(p. 92) “Customer attitudinal loyalty reflects a “deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future” (Oliver 1997, p. 392).”	Customer attitudinal loyalty→3-item adapted from Wagner et al. (2009)
72	Mazodier & Merunka (2012)	Brand loyalty	No clear definition is provided in the paper.	Brand loyalty→3-item scale adapted from Chaudhuri & Holbrook (2001) and Johnson et al. (2006)