Investigation of Chinese Expatriates' Satisfaction and Loyalty to Visiting the Leading and Luxury Shopping Complexes in Bangkok Metropolis

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Abstract

Purpose: This research study aims to determine the extent to which Chinese expatriates are drawn to visit the leading and luxury shopping complexes in Bangkok Metropolis, by measuring the shopping complexes' CRM attributes, their utilitarian value and their atmosphere. Attributes of customer relationship management (CRM) in this study include: the behavior of the employees; quality of customer service; relationship development; and interaction management. **Research design, data and methodology:** Chinese expatriates living in Greater Bangkok are asked to express their satisfaction and loyalty towards the shopping complexes. This study uses a quantitative research design. Questionnaire is distributed to the sample size of 150 expatriates. Multiple Linear Regression (MLR) and Simple Linear Regression (SLR) are used to analyze the results. **Results:** The study finds that all the CRM elements, except relationship development have impact on Chinese expatriate customers' satisfaction and loyalty, while both the shopping complexes' utilitarian value and their atmosphere have impact on Chinese expatriate customers' satisfaction and loyalty to the shopping complexes. **Limitations/Implication:** With the continuous strengthening of Sino-Thai businesses and the flow of Chinese visitors to Thailand, this study can suggest a concrete CRM practical to improve service quality of Thailand's leading and luxury shopping complexes.

Keywords: Customer Relationship Management (CRM), Utilitarian value, Atmosphere, Customer Satisfaction, Customer Loyalty, Chinese Expatriates

JEL Classification Code: D83, M31, O14, J11, F64

1. Introduction

With the development of the "Belt and Road" initiative, the number of multinational corporations and Chinese and Thai corporations is expanding, as is the number of Chinese nationals residing in Thailand (Songwanich, 2017). They relocate for a variety of reasons, including career opportunities, higher education, and investment (Wangkiat, 2016). This is an opportunity for Thais to get to know the Chinese on a deeper level, such as at leading and luxury shopping complexes in Bangkok metropolis. Shopping centers are an integral part of the economy in many countries, especially in tourist cities like Bangkok. Shopping centers today are more than just places to shop, they also serve as commercial complexes and have a lasting impact on the city and society as a whole (Chotipanich & Issarasak, 2017). A luxury shopping mall is distinguished by its luxurious appearance and popularity, as well as offering excellent facilities under one roof where customers can fit their modern lifestyles (Schill & Godefroit-Winkel, 2021).

Customer relationship management (CRM) is intended to increase profitability, income, and customer satisfaction. It is considered the most effective method for building and maintaining customer relationships. (Long, Khalafinezhad, Ismail, & Rasid, 2013). When the shopping mall is able to develop strong customer satisfaction and customer loyalty through CRM (Alsulami, 2021), it makes it easier to identify their needs and provide them with better service. Moreover, it implies positive word of mouth, which will boost

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these Chinese expatriates' desire to recommend it to Chinese tourists after the pandemic. As a result, it will be properly prepared for the ensuing increase in shopping complex turnover (Javed & Cheema, 2017). Lastly, the Chinese consumer has high potential purchasing power (Buchholz, 2020) and still growing ("China Consumer Spending Chart", 2022). Accounts for a significant portion of many Thai leading and luxury shopping complexes' turnover, thus it is critical for Thai luxury shopping complexes to pay attention to these Chinese expatriates in Thailand.

Previous studies show that customer loyalty is the most important goal of any organization (Long et al., 2013). And customers' satisfaction and loyalty are positively impacted by customer relationship management; customer satisfaction has an important impact on customer loyalty. Additionally, customer relationship management indirectly enhances customer loyalty through customer satisfaction (Ferdiawan, Hermawan, Wardana, & Arief, 2018). The study by Djelassi, Godefroit-Winkel, and Diallo (2018) indicated that utilitarian values impact shopping complex shoppers' satisfaction and loyalty and that utilitarian values have a significant impact on customer satisfaction. Furthermore, a pleasant store atmosphere increases customer satisfaction and loyalty (Furoida & Maftukhah, 2018).

Since most previous studies have focused on the customer satisfaction and loyalty of Chinese tourists or Thais to Thai leading and luxury shopping complexes, there are few articles that focus on these Chinese communities residing in Thailand. However, they also play an important role in leading and luxury shopping complexes in the Bangkok metropolis.

As a result, this study examines more profoundly the impacts of customer relationship management, atmosphere, and utilitarian value on Chinese consumers' satisfaction and loyalty in Bangkok metropolis, Thailand. This will assist Thai luxury shopping complexes in determining and analyzing the perspectives of Chinese expatriates. Based on the research, Thai luxury shopping complexes can continuously improve and enhance their customer relationship management, shopping complex atmosphere, and utilitarian value, thus further increasing the Chinese expatriate's loyalty to luxury shopping complexes. It will also help to build word-of-

mouth when the epidemic is over, as well as strengthen Thailand's tourist industry, establish a better tourism image, and increase the Thai tourism industry's earning potential.

According to United Nations (UN) data, as the second most popular destination for the Chinese, Thailand already has 77,000 people by 2020 (Siriphon & Banu, 2021). With economic and social development, the number of Chinese in Thailand has increased during the past few decades. Respondents can be male or female Chinese expatriates residing in Thailand between the ages of 18 to above 45.

1.1 Research Questions

[RQ1] What elements customer relationship management (CRM) and strategies entire Chinese expats satisfied with Bangkok's leading and luxury shopping complexes?

[RQ2] To what extent are those CRM elements and strategies impact upon Chinese expatriates' satisfaction and loyalty interrelated?

1.2 Research Objectives

[RO1] To describe the elements customer relationship management (CRM) and other strategies that Bangkok's leading and luxury shopping complexes utilize to make the Chinese expatriates customers satisfied with them.
[RO2] To identify the extent to which those CRM elements and strategies have impact upon Chinese expatriate customers' satisfaction and their loyalty.

1.3 Statement of Problem

Bangkok is the capital of Thailand, which is a popular tourist destination. With the development of international companies as well as Chinese-Thai companies in the region. There is a large Chinese population in Thailand, which has potential purchasing power. In order to establish information necessary in identifying preferences and problems Chinese expats have upon their spending and visiting to Thai leading and luxury shopping complexes. These shopping complexes need to identify Chinese expats' consumer behavior patterns, understand the needs of Chinese

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customers, and maintain long-term relationships with them. Especially after the epidemic, many Chinese tourists will come to visit. These shopping complex with a strong reputation and customer loyalty among Chinese consumers will be able to promote positively through them and comprehend their needs and desires. The leading and luxury shopping complex in Bangkok metropolis will also be able to predict what strategies need to be implemented in the nearly future. In addition, it will also enable them to compete more effectively with their competitors.

According to previous studies, Chinese tourists are essential to Thailand's shopping malls due to their high purchasing power (Yang, 2016). Therefore, building a long-term relationship with Chinese tourists or Chinese residents in Thailand to keep them satisfied and gain loyal customers is significant. Shopping malls should also learn and understand the needs and desires of their customers (Furoida & Maftukhah, 2018). In a very competitive society today, satisfied, and loyal customers can provide a company with a sustainable competitive advantage and distinguish it from its competitors (Kursunluoglu, 2014). There are many factors that can contribute to customer satisfaction and loyalty. This study will examine the relationship between CRM, mall atmosphere, utilitarian value, and consumer satisfaction and loyalty to local shopping complexes in Thailand, which in turn will help Thai shopping malls to create appropriate marketing plans which would be aligned with Chinese expats' expectation.

1.4 Scope of Research

This study concentrated on the independent variables that determine Bangkok metropolis leading and luxury shopping complexes' customer loyalty, which may have an impact on the customer's loyalty directly or indirectly. This study will use CRM, atmosphere, utilitarian value, and consumer satisfaction as independent factors to demonstrate that customer loyalty is a dependent variable.

This study is being conducted in Thailand by researchers. Respondents will be Chinese people who live in Thailand and have experience with Bangkok

metropolis leading and luxury shopping complexes. For this study, 150 questionnaires will be distributed online via social media.

The questionnaire adopted for the study is divided into eight sections. Part 1 will consist of screening questions designed to identify a sample group of respondents for the questionnaire. Parts 2-5 include 28 questions separated into four independent variables: elements of CRM, atmosphere, utilitarian value, and consumer satisfaction. Section 6 examines consumer loyalty as a dependent variable. Part 7 is about demographics and contains questions about gender, age, employment status, monthly income, and education level. Finally, part 8 consists of general questions designed to learn about consumers' consumption behaviors and preferences.

1.5 Limitations of the Study

This research study collects data from only 150 Chinese expatriates who experience shopping and visiting selective Bangkok leading and luxury shopping complexes, namely Central Department Store Group, Siam Paragon, Icon Siam, Emquartier, and Emporium. Respondents are asked to focus on their perception of the shopping complexes' CRM policy, atmosphere, and utilitarian value. There is no attempt to ask about the shoppers' lifestyles or the extent to which they are exposed to Thai service culture. Years of the respondents' residency in Bangkok are not considered in this study's analysis.

1.6 Significance of the Study

Results from this study are expected to assist Thai leading and luxury shopping complexes to better identify consumer's behavior and preferences of Chinese expatriates in Thailand, as well as developing appropriate tactics to maintain and enhance loyalty with the Chinese expatriate community. At the same time, data from this study will assist the Thai retail industry's marketing strategy department or any strategic management department in recognizing factors that influence Chinese customers loyalty, thereby making

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appropriate improvements to attract the attention of Chinese customers who live in Thailand.

2. Literature Review

2.1 Theories

2.1.1 Customer Relationship Management (CRM)

CRM is a concept that defines how a company interacts with its customers, clients, and sales prospects. It includes the application of technology to organize, automate, and coordinate business operations (Widarwati, Afif, & Zazim, 2016). An important part of building positive relationships with customers is customer relationship management, which can be a component of achieving long-term customer commitment and generating customer loyalty (Javed & Cheema, 2017). According to previous studies, CRM is one of the most effective ways organizations can use to gain a competitive advantage and increase customer loyalty since the cost of retaining customers is lower than the cost of acquiring new ones (Alsulami, 2021). Moreover, the research shows that CRM represents the concept of managing a company's relationships with customers, clients, and sales prospects. The goal is to increase profitability, revenue, and customer satisfaction (Bhattacharya, 2011). A successful CRM implementation collects data from internal and external sources, including sales departments, customer service departments, marketing departments, after-sales departments, purchasing departments. According to Khalafinezhad and Long (2013), employee behavior and customer service quality, relationship development, and interaction management are different factors that make customers satisfied and loyal.

Behavior of the employees is what the employee acts through his or her own behaviors. An employee who demonstrates the organization's conduct and ideals has the ability to build the consumer-company tie. The attitude and reputation of the organization can also be affected by the behavior of employees. (Khalafinezhad & Long, 2013).

Quality of services refers to a service organization, quality is a measure of how well the service given satisfies the customer's expectations (Ghobadian, Speller, & Jones, 1994). According to Gee, Coates, and

Nicholson (2008), previous studies have emphasized that service quality plays a crucial role in customer satisfaction and loyalty as well as the profitability of an organization, which ultimately leads to the customer's future intentions (Nazir, Khan, Jamil, & Mehmood, 2014).

Relationship development process encompasses the engagement between customers and sellers who have established a connection. Monitoring the service or complaint management is the most crucial action for accomplishing relationship development. Furthermore, the key performance indicators should be developed by the company, such as the customer retention rate, customer lifetime value, and customer satisfaction rate (Khalafinezhad & Long, 2013).

Interaction management refers to the use of market information to improve customer connections and the productivity of interactions between buyers and sellers, which might be monetary, informational, or social exchanges of products and services (Rababah, 2011). This has been explored in prior studies by Brown and Gulycz, to build a stable relationship with customers, an organization has to interact with them through several touchpoints as well as distribution channels. Different products, services, and communications can be distributed through touchpoints. These touch points, which are based on historical information about the customer, are gathered through previous records (Khalafinezhad & Long, 2013).

2.1.2 Atmosphere

Madjid (2014) defines atmosphere as those physical characteristics of a store that attract customers and develop an image of the store, meaning that atmosphere can be used to develop a store's image and attract customers. According to Mohammed Shafiee and Es-Haghi (2017), the retailer's internal atmospheres, such as noise, music, and color, influence shoppers' emotional states, which then motivate them to increase or decrease their purchases (Putri, 2014). Moreover, Mafini and Dhurup (2015) have concluded that exterior variables, shop layout, interior display, and general interior are the four sub-elements of retail atmosphere. Atmospherics include both tangible (furniture/equipment) and intangible (lights, aroma, color, temperature) components. And the research shows that the atmosphere of the store could be a factor

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influencing the decision of the consumer to choose a certain store for purchase. As a result, retailers must consider how to create an atmosphere for their stores that ultimately meets customers' expectations (Jalil, Fikry, & Zainuddin, 2016).

2.1.3 Utilitarian Value

Utilitarian value embodies the overall assessment of a product's utility, which is an attitude of the customer (Sari & Ardiansari, 2019). Utilitarian value is perceived as the trade-off between the "get" (e.g., benefits, quality) and "give" (e.g., time, price) components of a product or service. Cognitive attributes of utilitarian attitudes include economic "worth for money," convenience, and time savings (Djelassi et al., 2018). Noble, Griffith, and Weinberger (2005) argue that it is important to consider time, place, and the need for possession when evaluating utilitarian values because they are functional, instrumental, and cognitive. In addition, Samir Roushdy's (2017) research on shopping malls suggests that utilitarian value reflects the value of the task. Utilitarian shoppers recognize shopping as a task from the point of view of work. This utilitarian value is given to shoppers when the mall meets their needs and wants by offering a variety of stores, products, restaurants, and service providers (Sari & Ardiansari, 2019). The utilitarian value will be enhanced by cost savings and ease of use (Zainurrafiqi et al., 2021). By and large, utilitarian value can be described as the utility or benefit that a product provides to its end-user (Achmad, Hudayah, & Ilmi, 2020).

2.1.4 Consumer Satisfaction

Customer satisfaction refers to a customer's overall assessment of how well a product or service achieves in comparison to expectations, which can be described as a process (Kim, 2007). Satisfaction is the result of many similar buying experiences with a brand or retailer. It is a major component of loyalty and is comparable to an overall evaluation of the total purchase and consumption experience of a product or service over a period of time (Djelassi et al., 2018). A customer's level of satisfaction is determined by comparing an expectation to how the service is perceived. Therefore, to be successful in the service industry, satisfying and surpassing the requirements and expectations of customers are essential (Javed & Cheema, 2017). The disconfirmation theory is used to evaluate consumer satisfaction. According to disconfirmation theory, the performance level of a product or service after using it is compared to the predicted level before using it as better or worse (Kursunluoglu, 2014).

2.1.5 Consumer Loyalty

Customer loyalty has been defined as a strong desire to repurchase or suggest a preferred product or service from the same company in the future. Consumers express loyalty by returning to the same store (Mafini & Dhurup, 2015). In fact, customers' loyalty does not only extend to the purchase of a product or service; they may also refer the product or service to a friend or a business colleague (Khan, 2013). Furthermore, Alsulami, (2021) proposed that customer loyalty is an intangible asset in the business world and is considered an important factor in determining a company's long-term success in marketing. Similarly, a prior study has demonstrated that loyalty is an effective strategy for boosting sales and income in the shopping complex (Yang, 2016). According to marketing literature, customer loyalty can be defined in three ways: behavioral loyalty, attitude loyalty, and composite loyalty (Bowen & Chen, 2001).

2.2 Conceptual framework

The concept of the current study is derived from three previous articles on similar topics (Long et al., 2013; Djelassi et al., 2018; El-Adly & Eid, 2016) (Figure 2.1)
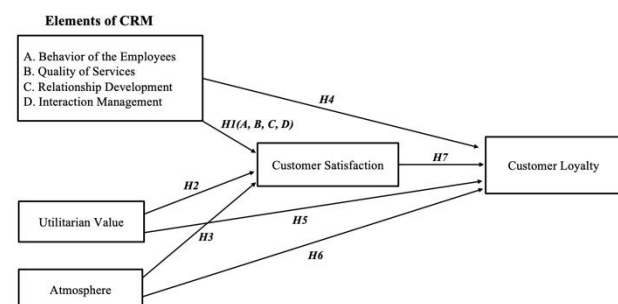

Figure 2.1: The modified conceptual framework of Investigation of Chinese Expatriates' Satisfaction and Loyalty to Visiting the Leading and Luxury Shopping Complexes in Bangkok Metropolis.

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2.3 Hypotheses

[H1] Elements of CRM, including behavior of the store's employees (H1A), quality of services (H1B), relationship development (H1C), and interaction management (H1D) have an impact on customer satisfaction of the shoppers.

[H2] Utilitarian value have an impact on customer satisfaction of the shoppers.

[H3] Atmosphere has an impact on customer satisfaction of the shoppers.

[H4] Elements of CRM have an impact on customer loyalty of the shoppers.

[H5] Utilitarian value have an impact on customer loyalty of the shoppers.

[H6] Atmosphere has an impact on customer loyalty of the shoppers.

[H7] Customer satisfaction have an impact on customer loyalty of the shoppers.

3. Research Methods and Materials

3.1 Methods of Research Used

This study uses descriptive research to obtain information regarding the respondents' demographic profiles as the objective of descriptive research is to provide a detailed profile of events, people, or situations (Saunders, Lewis, & Thornhill, 2019). The descriptive research is used for the questionnaire respondents, Chinese expatriates who experience visiting Bangkok's leading and luxury shopping complexes. Non-probability sampling, convenient sampling is utilized. A Self-completed questionnaire is used for respondents to complete via an online channel. The questionnaire implements a 5-point Likert scale.

3.2 Respondents and Sampling Procedures

3.2.1. Target Population

The targeted places are six leading and luxury shopping complexes in the Bangkok metropolis. They are: Siam Paragon, IconSiam, Emporium and Emquartier, CentralWorld, Central Embassy and Central Chidlom, and The Gaysorn Village. These luxury and leading shopping complexes are among the most popular destinations for both locals and Chinese tourists. Most of the shopping complexes offer luxury brands to customers; they usually receive high-end customers. This study chooses Chinese expatriates of these shopping complexes as the target population. Until 2020, there are around 77,000 Chinese expatriates living in Thailand. Hence the target population for this study will be Chinese expatriates—both men and women, residing in Thailand for over two years, and having experiences in visiting the leading and luxury shopping complexes in Bangkok Metropolis.

3.2.2 Sampling Unit

The population of this study is the number of unknown Chinese expatriate customers of Bangkok's leading and luxury shopping complexes. The sample size used in this study was 10 participants per independent variable, as recommended by Bartlett, Kotrlik, and Higgins (2001), which is an appropriate sample size for a study using Structural Equation Modeling (SEM). There is a total of 7 independent variables in this research and 150 valid questionnaires. Also, the sample size was designed by using references from previous studies, such as Furoida and Maftukhah (2018) who studied Martabak Platinum Ruby Pekalongan Cafe customer loyalty by distributing 116 questionnaires. Similarly, Sari and Ardiansari's (2019) study the customer loyalty for D'Bill Coffee & Resto used 107 participants. Furthermore, Antikasari et al. (2021) took 95 respondents as their sample size to study customer loyalty in Surabaya Choie Dimsum restaurant. As nature of cafés and restaurant businesses resemble that of shopping complexes, a sample size as large as 150 is considered appropriate for this research. All 150 questionnaires were distributed via personal social media and online to Chinese expatriate communities, such as WeChat, Weibo, and Facebook.

3.3 Research Instruments / Questionnaire

Questionnaire is used as a research tool to collect the data to assess the impact of elements of CRM, utilitarian value, atmosphere, customer satisfaction, and

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customer loyalty towards leading and luxury shopping complexes in Bangkok metropolis. In this questionnaire, multiple-choice and simple category scales are used for the screening and demographic sections. The five-point Likert Scale is used to measure the five variables from the conceptual framework: including elements of CRM, utilitarian value, atmosphere, customer satisfaction, and loyalty. The determinants of Chinese Expatriates' Loyalty toward leading and luxury shopping complexes in Bangkok metropolis are investigated by using a Likert scale survey. The questionnaire is in Chinese to facilitate the respondents. There are 43 questions in the questionnaires.

Table 3.1: Summary of research instrument design

Part	Types of Questions	Number of questions	Questionnaire Scale
1	Screening question	2	Simple Category Scale Multiple Choice
2 Elements of CRM	Behavior of the Employees	4	Five Point Likert Scales
	Quality of services	4	Five Point Likert Scales
	Relationship Development	3	Five Point Likert Scales
	Interaction Management	4	Five Point Likert Scales
3	Atmosphere	4	Five Point Likert Scales
4	Utilitarian Value	6	Five Point Likert Scales
5	Customer Satisfaction	3	Five Point Likert Scales
6	Customer Loyalty	3	Five Point Likert Scales
7 Demographic Data	Gender	1	Multiple Choice, (Single-response)
	Age	1	Multiple Choice, (Single-response)
	Employment Status	1	Multiple Choice, (Single-response)
	Monthly Income	1	Multiple Choice, (Single-response)
	Educational Level	1	Multiple Choice, (Single-response)
8	General Question	5	Category scales (multiple responses)
Total		43	

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3.4 Collection of Data / Gathering Procedures

Distribution of questionnaire via using personal social media, and online of Chinese expatriates' communities, such as WeChat, Weibo, and Facebook, this study was conducted from June 1 to 24, 2022. A total of 150 respondents were gathered for the collection of data.

After filling in each questionnaire, respondents were asked to pass on the questionnaire to their acquaintances. Participants were motivated to do so by getting the chance to win a small award, such as a red envelope in the WeChat group chat. The results were submitted directly through the online Google Form.

3.5 Statistical Treatment of Data

First, a descriptive statistical analysis is conducted. They are computation of the data relating to each variable's average, median, and standard deviation. By comparing the average of different variables and other data, it is possible to know the relationship between them and establish the direction for future investigation. Demographic information is also gathered during the study procedure.

The hypotheses of the study are tested using inferential statistics. Both multiple regression and simple regression are applied in this research to examine the relationship between independent variables and dependent variables. Hypotheses H1 (A, B, C, D), H2, H3, H4, H5, and H6 are tested using Multiple Linear Regression, in which case it is necessary to evaluate two or more independent variables' influences on a single outcome (Saunders et al., 2019). H7 is tested by using Simple Linear Regression, using one independent variable and one dependent variable (Saunders et al., 2019). These data are conducted to identify whether the elements of CRM (behavior of the employees, quality of services, relationship development, interaction management), atmosphere, utilitarian value, and customer satisfaction have an impact on customers' loyalty to visiting the luxury shopping complexes in Bangkok Metropolis.

4. Data Analysis

4.1 Reliability Test

The Cronbach's alpha coefficient is used to determine the consistency of the reliability level of each variable. This method can be helpful for researchers in determining if the same concepts are consistently measured across their items. Additionally, it can determine how "good" the scale is. The Cronbach's alpha test results for this study scale are shown in Table 4.1.

Table 4.1: Reliability of the questionnaire

Variables	Cronbach 's Alpha	Strength of Association
Elements of CRM	.963	Excellent
Behavior of the Employees	.967	Excellent
Quality of Services	.965	Excellent
Relationship Development	.967	Excellent
Interaction Management	.964	Excellent
Utilitarian Value	.973	Excellent
Atmosphere	.967	Excellent
Customer Satisfaction	.967	Excellent
Customer Loyalty	.971	Excellent

Cronbach's alpha result shows that all of the scales in this study are reliable, with α scores greater than .6. Elements of CRM, which contains 15 items in this variable, yield .963. The behavior of the employees and atmosphere each have four items; relationship development and customer loyalty each have three

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items, and all of them received .967. Quality of services is scored at .965 with 4 items. Interaction management with 4 items obtains .964. The utilitarian value obtains .973, with 6 items. Finally, customer loyalty with 3 items received is reliable, with an alpha test of .971.

4.2 Hypothesis Testing Inferential Analysis

Table 4.2: Summary of Multiple Linear Regression Analysis for Hypotheses H1A, H1B, H1C, H1D

Variables	B	SE B	β	t	Sig.
(Constant)	.758	.160		4.732	.000
Behavior of employees	.278	.081	.291	3.442	.001
Quality of services	.318	.098	.339	3.263	.001
Interaction management	.296	.094	.370	3.160	.002
Relationship development	-.068	.094	-.082	-.723	.471

Note. R^2 =.770, Adjusted R^2 = .763, p<.05. Dependent Variable = Customer Satisfaction

The result in Table 4.2 shows a multiple linear regression evaluating how the total four elements of CRM, which are the behavior of employees, quality of services, interaction management, relationship development, can predict the overall satisfaction of the Chinese shoppers. The null hypothesis is rejected between the behavior of employees; quality of services; interaction management and customer satisfaction. The regression results indicate that the model is significant, which explained 77% of the variance, $F_{(4,145)}$ = 121.134, p < .05. In the results, behavior of employees ($\beta1$ = .278, p < .05), quality of services ($\beta1$ = .318, p< .05), and interaction management ($\beta1$= .296, p < .05) all had a significant positive impact on customer satisfaction. However, relationship development ($\beta1$ = -.068, p > .05) is not a significant predictor of customer satisfaction.

Table 4.3: Summary of Multiple Linear Regression Analysis for Hypotheses 2, 3

Variables	B	SE B	β	t	Sig.
(Constant)	.308	.210		1.471	.144
Utilitarian value	.677	.057	.675	11.867	.000
Atmosphere	.251	.062	.231	4.061	.000

Note. R^2 =.698, Adjusted R^2 = .694, p<.05. Dependent Variable = Customer Satisfaction

The results presented in Table 4.3 demonstrate that a multiple linear regression is performed to determine how utilitarian value and atmosphere in a shopping complex directly influence customer satisfaction. Between utilitarian value, atmosphere, and consumer satisfaction, the null hypothesis is rejected. According to the regression findings, the model was significant, representing 69.8% of the variation, $F_{(2,147)}$ = 169.793, p < .05. According to the findings, utilitarian value (β_1 =.677, p < .05) and shopping mall atmosphere (β_1 =.251, p < .05) both have a substantial beneficial impact on consumer satisfaction.

Table 4.4: Summary of Multiple Linear Regression Analysis for Hypotheses 4, 5, 6

Variables	B	SE B	β	t	Sig.
(Constant)	-.007	.206		-.035	.972
Elements of CRM	.323	.076	.323	4.273	.000
Utilitarian value	.439	.080	.404	5.504	.000
Atmosphere	.279	.064	.238	4.393	.000

Note. R^2 =.753, Adjusted R^2 = .748, p<.05. Dependent Variable = Customer Loyalty

Table 4.4 shows that multiple linear regressions are applied to evaluate how elements of CRM, utilitarian value, and a shopping complex's atmosphere have

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impact on customer loyalty. The null hypothesis is rejected between elements of CRM, utilitarian value, atmosphere, and customer loyalty. The model is significant, accounting for 75.3% of the variance, $F (3,146) = 148.048$, $p < .05$, according to the regression results. Based on the report's results, elements of CRM ($\beta1=.323$, $p < .05$), utilitarian value ($\beta1=.439$, $p < .05$), and atmosphere ($\beta1=.279$, $p < .05$) all have significant positive impact on the Chinese customers' loyalty.

Table 4.5: Summary of Simple Linear Regression Analysis for Hypotheses 7

Variables	B	SE B	β	t	Sig.
(Constant)	.539	.206		2.611	.010
Customer satisfaction	.888	.051	.820	17.457	.000

Note. $R^2 =.673$, Adjusted $R^2 = .671$, $p<.05$. Dependent Variable = Customer Loyalty

Table 4.5 shows that simple linear regressions are applied to evaluate how shopping complexes' customer satisfaction has impact on the customers' loyalty. The null hypothesis is rejected between customer satisfaction and customer loyalty. The model is significant according to the regression results, which indicate that the model explains 67.3% of the variance, $F (1,148) = 304.732$, $p < .05$, with an R2 of .673 at the 95% confidence level. Based on the report's results, customer satisfaction ($\beta1=.888$, $p < .05$) has a significant positive impact on the customers' loyalty.

Figure 4.1: The result of the structural model
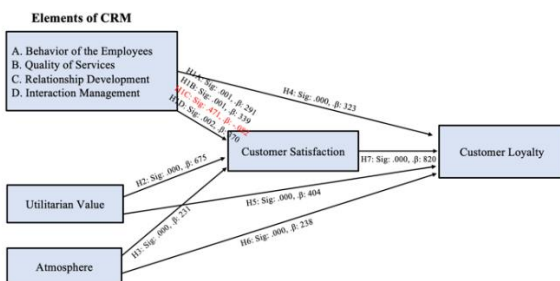
5. Conclusion and Recommendations

5.1 Discussion and Implications

Results showed that there was a significant relationship between all independent variables, including CRM, utilitarian value, atmosphere, and customer satisfaction, and customer loyalty, the dependent variable. Except for H1C, all null hypotheses were rejected with P-values less than .05. These results indicate that CRM, utilitarian value, atmosphere, and customer satisfaction are significantly related to customers' loyalty. Below are detailed discussions of each hypothesis.

5.1.1. Elements of CRM and Customer Satisfaction

This study found that elements of CRM (employee behavior, service quality, interaction management, except relationship development) had a positive and significant relationship with customer satisfaction. Three CRM elements, which include employee behavior, service quality, interaction management, and customer satisfaction had significant values of .001, .001, and .002 respectively. This means that employee behavior, service quality, and interaction management all have a significant impact on customer satisfaction. This is consistent with Hanley's (2008) and Nazir et al. (2014) studies, maintaining a good customer connection and providing an excellent service would make customers more likely to recommend the place to others. A positive employee attitude will also increase customer satisfaction. Furthermore, Khalafinezhad and Long's (2013) studies show that customer satisfaction is only impacted by employee behavior and relationship development. Which is contrast to this study, relationship development has no significant relationship with customer satisfaction. That might be because Chinese expatriates are not Thai citizens, and they are more concerned with how they feel and what they receive from shopping malls, rather than long-term relationship development. Additionally, around half of respondents are not holding credit card in Thailand, also some of Chinese expatriates do not hold the member card with Bangkok's leading and luxury shopping complexes. Which is means that there is no chance to develop the relationship yet.

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5.1.2. Utilitarian Value and Customer Satisfaction

According to this study, utilitarian value has a positive and substantial connection with customer satisfaction. Customer satisfaction and utilitarian value have a significant value of .000. The result supported previous studies (Lee & Kim, 2018; Achmad et al., 2020) that have mentioned that utilitarian value is an essential determinant in customer satisfaction. El-Adly and Eid (2017) found that a consumer's satisfaction and mall consumption are strongly impacted by utilitarian values. Vieira et al. (2018) stated that if a customer is satisfied with a utilitarian product, they are likely to recommend that product to others.

5.1.3. Atmosphere and Customer Satisfaction

This study found that shopping malls' atmosphere had a significantly positive relationship with customer satisfaction. Shopping mall atmosphere and customer satisfaction have a significant value of .000. This implies that the atmosphere in shopping malls is one of the most essential factors in increasing consumer satisfaction. Moreover, the result of this study is consistence with Mafini and Dhurup (2015) the atmosphere can provide customers with first impressions, which is the key to making them satisfied and revisiting in the future. According to Rafika and Yulhendri (2020), a pleasant atmosphere helps increase customer satisfaction in shopping malls. Moreover, will bring a good experience to customers (Chan & Chan, 2007).

5.1.4. Elements of CRM and Customer Loyalty

The elements of CRM—being employee behavior, service quality, interaction management, and relationship development—show a positive and substantial connection with customer loyalty. CRM elements and shopper loyalty have a significant value of .000. The result is similar to previous studies, according to Zuhri and Palupiningdyah (2018), customer loyalty will increase with CRM. CRM is a critical aspect of determining customer loyalty (Ferdiawan et al., 2018). Saadat and Nas (2013) proposed that when customers are satisfied with the CRM implementation, they are likely to spend longer time in that shopping complex, as well as spend more money with loyalty.

5.1.5. Utilitarian Value and Customer Loyalty

According to the findings of this study, utilitarian value has a favorable and statistically significant relationship with customer loyalty. The significant value of utilitarian value and customer loyalty is .000. This implies that the utilitarian value has a significant impact on customer loyalty, this is supported by Majumdar's (2005) studies. When customers can ideally accomplish their purchase mission at a shopping mall, the utilitarian value will increase customer loyalty (Mehmood & Hanaysha, 2015). Furthermore, Jones et al. (2006) mentioned that utilitarian value is vital for the customer consumption experience, and it might drive customers to remain loyal in the long run.

5.1.6. Atmosphere and Customer Loyalty

This study showed that the mall's atmosphere had a direct and significant relationship with customer loyalty. The significant value of the mall's atmosphere and customer loyalty is .000. This means that a nice atmosphere has a direct impact on customer loyalty (Furoida & Maftukhah, 2018). This was aligned with previous research Sugianto et al. (2021) have studied that a delightful atmosphere will make the customer satisfied with the shopping mall, and then boost them to repurchase again. It an essential factor for shopping malls to enhance loyalty (Antikasari et al., 2021).

5.1.7. Customer Satisfaction and Customer Loyalty

Lastly, the results of this research were shown that customer satisfaction direct and significant impact on customer loyalty. The significant value of shopper's satisfaction and customer loyalty is .000. In other words, the level of satisfaction customers has with a mall directly affects their loyalty, this is also proved by Ramadonna et al. (2019) research. Only when customers are delighted with the mall will they revisit and repurchase there again. Additionally, Sahin et al. (2011) suggested that maintaining a high level of satisfaction is an efficient approach for the mall to generate sales and develop a long-term engagement with consumers.

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5.2 Recommendations

According to the results, especially the mean score, this study hereby provides recommendations as follows:

The staff of the Bangkok's leading and luxury shopping complexes needs to be trained in polite and pleasant communication skills as well as respond quickly to customer requests with care and concern. Meanwhile, to solve complaints nicely, they should have proper training programs for their employees, teaching them how to tackle with complaints. As an alternative, malls can motivate their staff to improve service quality. Additionally, in order to overcome the language barrier, the efficient way to increase the interaction with Chinese expatriates is to recruit some staff with Chinese language proficiency. Creating an account on popular Chinese social networks to connect with the Chinese expatriate customers with the shopping complexes is suggested.

Chinese customers prefer shopping malls with entertainment and are looking for a place that would entice them to shop. Shopping complexes may consider decorating the mall with aspects of sight, touch, smell, taste, and sound. Such are light music and pleasant ambiance to persuade Chinese expatriate customers to stay longer in the shopping mall. Furthermore, it is recommended that industry manager find out what Chinese customers really need and want and make their products more varied to meet their needs. Another plan that these shopping malls can execute is to train their staff to provide assistance to Chinese customers in order to satisfy them, thereby leading to loyalty to the complexes.

Lastly, according to the results, it is indicated that around half of Chinese expatriates in this study do not have credit cards. Additionally, some of the customers do not hold a membership card with the local leading and luxury shopping complexes. Therefore, it is recommended those shopping complexes to develop a plan to motivate Chinese expatriate customers to become members. Additionally, the complexes may coordinate theirs marketing plan with the local banks to encourage the Chinese expats to obtain a credit card, thus using the credit card for special discounts.

5.3 Conclusions

The purpose of this study is to evaluate the extent to which Chinese expats visit the leading and luxury shopping complexes in Bangkok Metropolis, based on their CRM attributes, their utilitarian value, and their atmosphere. For this study, 150 Chinese respondents were collected. Most of the respondents were females, aged from 22 to 30. There are many of them who work full-time and earn between 35,001 and 70,000 Baht per month. Most of them hold bachelor's degrees or less. The most popular shopping mall in their minds is Siam Paragon, and they visit the mall 6 to 12 times in six months period. The questionnaire included eight parts: screening questions, CRM elements, atmosphere, utilitarian value, customer satisfaction, and demographic questions, as well as general questions.

This study analyzes the hypothesis using both multiple regression and simple regression methods. All the CRM elements, except relationship development have a positive and significant relationship with customer satisfaction. Utilitarian value and atmosphere have an impact on customer satisfaction. Elements of CRM, atmosphere, and utilitarian value influence customer loyalty. And customer loyalty is impacted by customer satisfaction. This can help the shopping complexes' CRM planners design specific communication and customer intimacy for Chinese expatriates.

5.4 Further Study

This conceptual framework can be modified by other researchers for testing in different geographical areas related to the shopping retail industry. It may have an impact on utilitarian value, and the effects will change depending on culture and consumer behavior. Based on the findings of this study, extended variables should be established so as measure performances of Bangkok's leading and luxury shopping malls loyalty.

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Expatriates from other international groups should be targeted for a similar type of study, since Bangkok has been popularly chosen by international business travelers as a livable and comfortable residential destination. CRM should not be limited to the local residents, but rather be expanded to cater to the expatriates, whose buying power is high due to their revenues.

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