

Validation of Power Distance Scale in Indian Context and Its Policy Implications on Consumer Behavior Research

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Abstract

The paper outlines the validation of power distance scale in Indian context. The scale was originally developed and validated by Yoo, Donthu and Lenartowicz (2001). Data from USA, South Korea, Poland and Brazil were used for the original scale development. The advantage of this scale over Hofstede's (1980, 1991 and 2001) scale is that, the instrument is also applicable to general consumer situations and not limited to work related situations. Results indicate that the items assessing power distance cultural value have adequate psychometric properties in Indian context. Further, after extensive review of research work the authors proposed several research hypotheses linking power distance, cultural value and consumer behavior.

Key Words : Power distance scale, Cultural value, Unidimensionality, Convergent, Validity

Introduction

The globalization of the world economy has made it increasingly important for today's marketing managers to realize how to accomplish business objectives in different cultural framework. Given the increasing importance of conducting business across national and cultural boundaries, cross-cultural research becomes more and more relevant to marketing academics and practitioners. Marketing researchers consider culture an important determinant of consumer behavior (e.g.,

Aaker and lee 2001; Despande, Hoyer, and Donthu 1986; Gurhan-Canli and Maheswaran 2000; Han and Shavitt 1994; Henry 1976; Howard and Sheth 1969; Klein, Ettenson, and Morris 1998; ter Hofstede, Steenkamp, and Wedel 1999). As antecedents of personal behaviors, different value orientations exhibit different patterns of behavior (Rokeach 1973). Hence, marketing efforts would be most efficient when cultural value differences are considered and would accomplish better results when they match the cultural values of target consumers (Farley and Lehmann 1994). Taking this in view several authors (e.g. Donthu and Yoo

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(1998), Matila (1999), Frazier, Gill, and Kale (1989), Furrier et. al. (2000), proposed and empirically tested the link between power distance and consumer behavior. But, what is power distance? And how is it linked to consumer behavior? We address these two questions in this paper. First we test the validity of an individual level power distance scale in Indian context which was developed and validated by Yoo, Booghee and Donthu (2001). Data from USA, South Korea, Poland and Brazil were used for the original scale development. This cultural value scale has already been used in various research publications for assessing cultural value (e.g. Yoo and Donthu, 2002, Yoo and Donthu 2001, Yoo and Donthu, 1998). In addition to validation of the power distance scale at the individual level, we propose a research framework linking power distance cultural value with consumer behavior.

This paper is divided into four parts. After introductory section, we introduce a discussion about concept of culture and assessment of cultural value. then the scale validation process in Indian context is presented. A brief review and research propositions are formulated linking power distance and consumer behavior. Finally, discussion and conclusions follow.

Concept of Culture and Assessment of Cultural Value

The concept of culture is widely interpreted in the academic literature. Kroeber and Kluckhohn (1952), identified more than 160 ways in which culture can be defined. Kluckhohn (1962), defines culture as the part of human makeup "which is learned by people as the result of belonging to a particular group, and is that part of learned behavior that is shared by others. It is our social legacy, as contrasted to our organic heredity"(p-25).

Hofstede (1980, and 1991), defined culture as the "collective programming of the mind which distinguishes the members of one group or category of people from those of another" (p 5, 1991). Hofstede's typology of culture is one of the more important and popular theories of culture types. A study of social science citation index listings found 1036 quotations from Hofstede's cultural consequences in journals during the period 1980 to 1993 (Sondergaard, 1994). In the most exhaustive cross-cultural study to date, based on questionnaire data from 117,000 IBM employees in 66 countries across seven occupations, Hofstede (1980 and 1991), established five dimensions of national culture: power distance, individualism, masculinity, uncertainty avoidance, and long-term orientation. Although these dimensions initially were developed from employees of just one firm, they have been found to be "generalizable" outside IBM and to represent well the differences between cultures. Hofstede argues that countries can be placed differentially on these dimensions according to their core values and

institutions, including their work related values.

According to Hofstede, individualism pertains to characteristics of people of a society in which the ties between individuals are loose; everyone is expected to look after himself and his or her immediate family. Collectivism, as individualism's opposite, pertains to societies in which people from birth are integrated into strong, cohesive in-groups, which throughout people's lifetime continues to protect them in exchange for unquestionable loyalty. Power distance refers to the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. Masculinity is defined as the degree to which achievement, competition, assertiveness, and performance are emphasized. Thus, low masculinity cultures emphasize cooperation and interpersonal relationships. Uncertain avoidance is a tolerance to risk. Cultures with high uncertain avoidance tend to shun risk and seek ways to add structure and control to their organization. Finally, Confucian/Dynamism (long term orientation) basically refers to the time orientation of a culture; that is, whether that culture tends to operate in a long-term or short-term context. Cultures high in Confucian/ Dynamism tend to emphasize long-term horizons.

Even though Hofstede's measure of culture has been widely acknowledged as a dominant metric for measuring cultural values, it's measure does not appear to be suitable, primarily, in assessing cultural value at individual consumer level in consumer behavior research. There are several rationales for failure of the typology at this level. First, Hofstede's (1980, 1991, and 2001), cultural metric was not intended to measure an individual's cultural values. Although Hofstede administered his instrument to individuals, he performed all the data analysis and index calculations at the country level. Second, several researchers stated methodological problems of Hofstede's measures at the individual level, due to poor psychometric assessments (see Robinson 1983; Sondergaard 1994; Trandis 1982). Third, although nations have a tendency to show stability in their national level culture because the national culture merely represents the arithmetic mean score of a measure, there still exists a huge diversity of cultural values among members of any nation and within same national cultural context. Fourth, Hofstede's cultural metric was developed for work-related situations and organizational studies. From consumer research perspective it may be more useful to measure cultural values for general or consumer situations. That way cultural values may be better links to Individual or consumer attitudes and behaviors (Yoo, Donthu and Lenartowicz, 2001). Taking these in view we rely on the scale developed by Yoo, Donthu and Lenartowicz, (2001), to assess cultural value at general consumer level. This study intends to validate power distance scale and its policy implications in consumer behavior

research so we will test applicability of Yoo et al's power distance metric in Indian context.

Measure of Power Distance Construct in Indian Context

Sample:

The survey was designed for a cross-cultural buyer-seller relationship study. Power distance scale was included in the survey to assess individual level cultural value of respondents. About 1000 companies across India were contacted to participate in the survey. The survey was distributed either as a postal mail or as a web survey. Total responses received were 176, which constitutes a response rate of 17.6%. After deleting the responses, which could not fulfill minimum competency, total responses retained were 156. Table-1 shows detail demographic profile of respondents participated in the survey.

Table 1: Demographic Profile of Sample
Total sample=156

Category	India
Gender	
Male	149(95.51)
Female	7(4.49)
Position	
Executive/Manager	95(60.90)
Top level executive (Director/V.P./Controller/GM)	61(39.10)
Age Groups	
Under 30	28(17.95)
30-40	66(42.31)
41-50	47(30.12)
>50	15(9.62)
Nature of Business	
Manufacturing	62(39.74)
Trading	49(31.41)
Servicing	45(28.85)
Sales Turnover	
Under \$ 10 million	91(58.33)
\$10 million-100 million	54(34.62)
>\$100 million	11(7.05)
Business Headquarter	Bhubaneswar, Calcutta, New Delhi, Mumbai, Hyderabad, Bangalore

Figures in parenthesis show the %age to the total

Method

A critical aspect in the evolution of a fundamental theory in any management concept is the development of good measures to obtain valid and reliable estimate of the

constructs of interest. Without establishing the reliability and validity, it is difficult to standardize the measurement scales, and hard to know whether they truly measure what they intend to measure. Conventionally, exploratory factor analysis (EFA) is used for the situation where the relationships between the observed and latent (factor) variables are unknown and uncertain. However, if the researcher has reasonably good idea about the observed variables that are likely to be reliable indicators of particular factor, CFA is more reliable than EFA (Bentler1995). The power distance scale items were already developed and validated by Yoo, Donthu and Lenartowicz (1998). Data from USA, South Korea, Poland and Brazil were used for the original scale development. The five items used for assessing power distance can be seen from Table 3.

We have a reasonably good knowledge of the scale's reliability and validity. Here in this study we intend to test the validity of the scale in Indian context. So following Bentler (1995), the present work chose to adopt the factor analysis (for scale validation) in confirmatory fashion.

Results

Testing of Unidimensionality, Reliability and Validity of Power Distance Scale

In order to provide an assessment of the unidimensionality, reliability and convergent validity of the power distance scale, confirmatory factor analysis (CFA) were done by using AMOS 4. As reported in table 2 in appendix, the fit of the one-factor measurement model of power distance construct on 5 measures was acceptable. $\chi^2 = 42.025(p < .001)$, GFI=0.90, CFI=0.89, IFI=.89, NFI=.87. Although the χ^2 statistics is significant ($p < .05$), the other goodness-of-fit indices indicated a good fit. The GFI and CFI approaching .90 for both the models, the recommended cut-off criterion. (Bentler, 1980; Bollen, 1989).

A highly mandatory condition for construct validity and reliability checking is the unidimensionality of the measure (Anderson and Gerbing, 1991). It refers to the existence of a single construct/trait underlying a set of measures. The usefulness of items within a measure depends on the extent to which they share common core (Nunnally, 1988). The concept of unidimensionality enables us to represent the value of a scale by a solitary number (Venkatratnam, 1989). In order to check for unidimensionality, individual items in the model are examined to see how closely they represent the same construct (Ahire, Landeros and Golhar, 1996). A comparative fit index (CFI) of 0.90 or above for the model implies that there is a strong evidence of unidimensionality (Byrne, 1994). The CFI for power Distance scale comes 0.89, which approaches the recommended cut-off criterion 0.90, implying that; there is strong evidence of unidimensionality.

Table II : Confirmatory Factor Analysis (CFA) Results of the Indicator Variables of Power Distance Cultural Value

Indicator variables (Scale items)	Factor loadings (λ)	Mean (S.D.)
People in higher position should make most decisions without consulting people in lower positions	0.79	3.94(1.86)
People in higher position should not ask the opinions of people in lower position	0.87	4.12(1.74)
People in higher position should avoid social interaction with people in lower position.	0.56	3.43(1.89)
People in lower position should not disagree with decision by people in higher position.	0.73	3.90(1.76)
People in higher position should not delegate important task to people in lower position.	0.68	3.71(1.88)

Model fit statistics of power distance scale: $\chi^2 = 42.025(p < .001)$, GFI=0.90, CFI=0.89, IFI=.89, NFI=.87, Composite reliability = .85, Average variance extracted=.54.

Table III: Comparison of Yoo et. al.'s (2001), and Hofstede's (2001), Power Distance Scale.

Yoo et. al.(2001)	Hofstede, G. (2001)
The anchors used included: 1=strongly disagree , 5=strongly agree.	The anchors used included: 1=very frequently, 5=very seldom (For Question a)
1. People in higher position should make most decisions without consulting people in lower positions	a-Nonmanagerial employees' perception that employees are afraid to disagree with their managers
2. People in higher position should not ask the opinions of people in lower position	
3. People in higher position should avoid social interaction with people in lower position.	b-Subordinates' perception that their boss tends to take decisions in an autocratic (1) or persuasive/paternalistic(2) way
4. People in lower position should not disagree with decision by people in higher position.	
5. People in higher position should not delegate important task to people in lower position	c-Subordinates' preference for anything but a consultative (3) style of decision making in their boss; that is, for an autocratic (1), a persuasive (2), or a democratic style (4)
Power Distance = mean (1+2+3+4+5)	Power Distance index=135-25 (mean score of the 5 point measure item " Employees being afraid to disagree with their managers")+ (Percentage perceived manager 1 or 2 in question b) (percentage preferred manager 3 in question c)

In assessing measurement reliability, Fornell and Larcker (1981), stressed the importance of reliability of each measure (individual item), and the internal consistency of composite reliability of each construct. The reliability of a measure is simply its square loading, when the variables are standardized. Composite reliability is calculated as the squared sum of the individual item loadings divided by the squared sum of loadings plus the sum of error variances for the measures. This measure of internal consistency is similar to Cronbach's alpha (Cronbach, 1951), expects Cronbach's alpha assumes a priori that each measure of a construct contributes equally to construct. Bagozzi

and Yi(1988), suggest that composite reliabilities of .6 or greater are desirable and that the individual item reliabilities will be usually lower than composites. As shown in Table 2 in appendix, requirements for measurement reliability were met with composite reliability and reliability of each item in the scale reached the recommended cut-off criterion of 0.60 and 0.30 respectively.

Convergent Validity: Convergent validity refers to the degree to which the different approaches to construct measurement are similar to (converges on) other approaches that it theoretically should be similar

Table IV Comparison Power Distance Score

Cultural Dimension	Hofstede's indices					Yoo et al's mean score				Dash and Guin's Indian mean score
	U ¹	K ²	P ³	B ¹	I ¹	U	K	P	B	I*
Power Distance	40	60	72	69	77	2.10	2.00	2.34	1.97	3.83

U= The United States; K= Korea; P= Poland; B=Brazil and I=India

¹Hofstede (1980, 1991); ²Hofstede (1991); and ³Nasierowski and Mikula (1998).

* By utilizing Yoo et al's power Distance scale we assess power distance cultural value in Indian context.

to. When there is high correlation between a measure and other measures that are believed to measure the same construct, convergent evidence for validity is obtained (Kaplan and Sacuzzo, 1993). Convergent validity is based on the correlation between responses obtained by maximally different methods of measuring the same construct.

Confirmatory factor analysis also offers a considerable support for validity of the relationship development measure. First, support for convergent validity is offered through the highly significant loading estimated for each individual items (Anderson and, Gerbing 1988). Convergent validity is also suggested by the substantial .85 estimate of composite reliability. Further evidence that five items are converging on the common construct is demonstrated through 54 percent of variance being extracted (Babin et al., 1994; Narver and Slater, 1990)

Comparison of Power Distance Score

To cross check validity of our scale, we compare the mean scores of Indian responses with Hofstede's (1980, 1991 and 2001), national level indices and Yoo, Donthu and Lenartowicz's (2001), mean scores. For Hofstede's indices, we referred Hofstede's (1980, 1991) work for the U.S. and Brazil, Hofstede's (1991), work for Korea, and Nasierowski and Mikula's (1998), work for Poland. Table-4 summarizes a country's higher and lower score compared to her counter part. As reported in table-4, the mean power distance score (3.83) of India is comparatively higher than other countries. This result is consistent with the India's highest power distance index score (77) in comparison with other countries as calculated by Hofstede (1980, 1991 and 2001). This consistency demonstrates the convergent validity of power distance scale in Indian context.

Inferences from the Scale Validation

To sum up, the power distance construct developed and validated by Yoo et. al.(2001), has shown strong evidence of unidimensionality, reliability, convergent validity in Indian context. Further more, the mean score of power distance scale is higher than other countries studied by Hofstede (1980,1991 and 2001), and Yoo et al. (2001). This indicates that after 30 years of survey, Hofstede's old cultural indices still fit in Indian context.

This is one of the major findings of this study.

Power Distance and Consumer Behavior

The following section presents the results of past review of literature that addresses aspects of the linkage between consumer behavior and power distance.

Moderating Role of Power Distance on Service Quality-Satisfaction-Trust-Commitment Link:

Parasuraman, Zeithaml, and Berry's (1985, 1988, 1991b, 1993), work has identified five dimensions of service quality. These dimensions are: reliability, responsiveness, assurance, tangibles, and empathy. Reliability is the ability to perform the promised service dependably and accurately. Responsiveness is the willingness to help customers and provide prompt service. Assurance is the knowledge and courtesy of employees and their ability to convey trust and confidence. Empathy is the caring, individualized attention provided to customers; and tangibles are the appearance of physical facilities, equipment, personnel, and communication materials. Based on these dimensions, researchers measured perceptions of service quality in service and retailing organizations.

Service quality has been argued to play a central role in understanding customer satisfaction and retention (Parasuraman, Zeithaml, and Berry 1985). Service quality has been identified as a potential antecedent of both satisfaction and customer retention. (Cronin and Taylor, 1992). The contribution of service quality as an antecedent in establishing and maintaining long-term relationships and customer loyalty is well established. Wetzels, Martin, et. al., (2000), state that service quality characteristics are a decisive factor in determining customer trust and commitment. Mackenzie (1992) provides evidence demonstrating that customer trust in the office equipment market is influenced positively by customer perceptions of service offerings. Similarly, Venetis (1997), reports empirical evidence for a positive relationship between service quality and relationship commitment in advertising agency-client relationships.

The customer's perception of quality is a construct quite similar to satisfaction and has been discussed extensively, particularly in the context of service relationships (Persuraman, Zeithaml and Berry 1988; Cronin and Taylor 1992; Tees 1994; and Rust and Oliver 1994). For the most part, the aforementioned authors stress that service quality leads to customer satisfaction, trust, commitment, relationship longevity, and to customer relationship profitability.

Several studies have contributed towards linking service quality and power distance cultural value. Furrier et. al., (2000), tested a conceptual link between all five cultural dimensions developed by Hofstede (1980, 1991), and variations in the relative performance of the five service quality dimensions developed by Parsuraman, Zethamal, and Berry (1985). They also developed a cultural service quality index (CSQI) that evaluated the relative importance of each SERVQUAL dimension as a function of Hofstede's five cultural dimensions. The purpose was to determine if the index could segment multicultural markets. They found that in cultures with high power distance, powerful customers attached greater importance to responsiveness, reliability, empathy and tangibles. Weak customers, on the other hand, attached importance to assurance and tangibles. In cultures with small power distance, all customers indicated a similar pattern of importance to all service quality dimensions as the difference between powerful and weak customers were small.

Matila (1999), studied the relationship between powerful customers and weak service providers in a luxury hotel. She found that Asian-Indian travelers demonstrated higher importance on personalized service than their westerner counterparts. She argued this difference was due to the power distance dimension of culture. Western travelers, being individualistic in nature, gave higher importance to physical environment features compared to their Asian counterparts.

Donthu and Yoo (1998), argued that service providers have more power over their consumers in some service activities (e.g. insurance, banking, consulting). In these situations, the power of the service provider comes from her expertise, professional knowledge, or skills. They develop hypotheses and test whether customers in high power distance cultures have lower service quality expectations than low power distance oriented cultures. The results of the empirical data supported their initial hypotheses: buyers in high power distance cultures are more tolerant of service shortcomings compared to buyers in low power distance cultures.

Frazier, Gill, and Kale (1989), stated that compared to western markets, many Indian marketing channels possess an asymmetrical balance of power, whereby sellers (suppliers) are more powerful than buyers (dealers). India falls into the category of a high power distance culture. Cultures with large power distance measures are characterized by important differences



between more powerful and less powerful people. These differences are visible in terms of social class, education level, and occupation. Donthu and Yoo (1998), argue that customers of high power distance cultures would tend to respect and defer to service providers. As a result of their tolerance in accepting inequalities in power, they are likely to have lower service quality expectations compared to customers of low power distance cultures. Consequently, buyer from high power distance culture would tolerate poor service delivery due to service provider's expertise or power.

From the above discussion we can conclude that buyers from low power distance, societies will have higher over all service quality expectations than similar type of buyers from high power distance societies. Further, the assurance dimension of service quality will be given higher importance by high power distance buyers than low power distance buyers. We propose the following propositions:

- P1 Service quality will be an antecedent of satisfaction, trust and commitment for all buyers regardless of Power distance contexts.
- P2 Buyers low power distance will have comparatively higher service quality expectation than similar type of buyers of high power distance.
- P3 The assurance dimension of service quality will be given higher importance by weak buyers in high power distance societies than with similar types of

buyers in low power distance societies.

Moderating Role of Power Distance in Buyer Seller Relationships

Dependence, or the extent to which it is necessary to maintain specific channel relationships to achieve desired goals, is arguably the most important construct in understanding distributor channel relationship, because channel members are dependent on each other (Stern, El-Ansary, and Coughlan, 1996). The interdependence structure of a dyadic buyer-seller relationship encompasses each party's relative dependence. Recently, the concept of dependence has been elevated to the dyadic level-interdependence-with the recognition that a firm's dependence on another firm is relative to the other firm's dependence on it (Buchanan 1992; Kumar, Scheer, and Steenkamp 1995). Total interdependence is the sum of both party's dependence, where as interdependence asymmetry is the difference between firm's dependence on its partner, and partner's dependence on the firm (Emerson 1962). Symmetric interdependence exists when the firm and it's partner are equally dependent on each other. Because one firm's dependence on a partner is a source of power for that partner (Emerson 1962), total interdependence and interdependence asymmetry are equivalent to the total power and power asymmetry derived from the firms' dependence. Ties of total interdependence provide each party in the relationship with the opportunity to facilitate the other's goal attainment. Several researchers in their empirical study demonstrated that greater interdependence leads to higher relationship commitment. (e.g., Geysken et al, 1996; Kumar et al, 1995).

In high power distance cultures, an asymmetric balance of power exists between the relatively powerful and relatively weak partners. So in high power distance culture, as a result of their tolerance in accepting inequalities in power, buyer's expectation of symmetric dependence relationship with the seller will be comparatively lower than similar type of buyers in low power distance society.

Trust is a fundamental relationship building block and is included in many relationship-marketing models (Wilson, 1995). The centrality of trust in developing long-term relationships has been emphasized repeatedly in the marketing channels literature (e.g., Anderson and Weitz, 1989; Dwyer et. al., 1987; Morgan and Hunt, 1994). Even though a number of factors have been proposed, three characteristics of trust appear often in the literature: ability, benevolence, and integrity. As a set, the three characteristics appear to explain a major portion of trustworthiness (Mayer et. al., 1995). Ganeson (1994), found that the long-term orientation towards partners is a function of the amount of trust embedded in the relationship. Trust has been reported to be an important precondition for increased



commitment (Miettila and Moler, 1990).

Interestingly, Kale and Barnes (1992), have argued that high power-distance societies typically view outsiders as threats and, as a result, show less inclination towards an initial trusting relationship. People in such societies will discuss business only after developing trust in the person. Conversely, people in low power distance societies feel less threatened by outsiders and tend to trust them more. Thus, high power distance cultures consider trust as a more important factor for commitment and long term relationships compared to low power distance cultures.

Taking above review of literature in view, we propose the following propositions on moderating role of power distance in buyer-seller relationships:

- P4 Interdependence will be an antecedent of commitment for all buyers regardless of Power distance contexts.
- P5 Mutual and symmetric interdependence as an antecedent of relationship commitment will be given higher importance by buyers from low power distance society than similar type of buyers of high power distance.
- P6 Trust in the seller will be an antecedent to relationship commitment regardless of Power distance contexts
- P7 Trust in the seller as an antecedent of relationship

commitment will be given higher importance by buyers from high power distance culture than similar kind of buyers in low power distance society.

Discussion and Conclusion

In classic cross-cultural consumer research, Hofstede's (1980, 1991, and 2001) cultural indices are used to illustrate individual cultural values based on their national distinctiveness. Examples in this regard include cross cultural marketing studies exploring brand positioning (Alden, Steenkamp, and Batra 1999), word of-mouth referral behavior (Money, Gilly and Graham 1999), market segmentation (Kale 1995), consumer tipping behavior (Lynn, Zinkhan, and Harris 1993), and relational bonding (Williams et al., 1998). In these studies, it has been assumed that all of the individual members of a nation are similar in cultural values and Hofstede's cultural indices of the nation equally. For example, Williams et al., (1998), in their study grouped all individual members of USA as individualists and all Chinese individual members as collectivists. They assign Hofstede's national cultural indices to them to examine the effect of cultural value. There are several reasons for the failure of assigning the national level cultural value at individual level. Hofstede (2001), clearly warned his cultural metric is not valid to compute cultural scores for individuals. Several authors also argue that like inter cultural variation there may be also intra cultural variation across within same country. In every society there are members who are counter cultural (Trandis, 1995). Samiee and Jeong (1994), argue that sub-cultures may be present within the geographic boundaries of different countries, and that variations in relationship expectations between sub-cultures in the same country may exist as well. Donthu and Yoo (1998), discovered individual level variations in service quality expectations within several countries. Panda and Gupta (2004), proposed to adopt an evolutionary emic approach along with an etic approach to explore regional variation of culture within India. Countries like India are multicultural societies where there exists an enormous diversity of cultural values among members. In cases of assessing an individual's cultural value in consumer research, Hofstede's work related metric may not be appropriate to apply.

This study contributes to theory development by developing further validation of a new scale for measuring power distance cultural value at individual level in Indian context. Taking these in view, we encourage researchers in the field of consumer behavior to use scale developed by Yoo et al., (2001), for assessing individual level cultural value and apply that in consumer behavior research. Future studies should validate the other dimensions of the scale proposed by Yoo et al., (2001), at individual level using

larger samples. Further, while evaluating service quality and customer relationships, we suggest researchers for examining moderating role of power distance cultural value by using our research proposition.

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