



Journal of Promotional Communications

Publication details, including instructions for authors and subscription information: <http://promotionalcommunications.org/index.php/pc/index>

An analysis of the affective commitment amongst John Lewis Partnership employees and the implications for word-of-mouth communication

Justin Baker

To cite this article: Baker, J. 2018. An analysis of the affective commitment amongst John Lewis Partnership employees and the implications for word-of-mouth communication, *Journal of Promotional Communications*, 6 (2), 198-209

PLEASE SCROLL DOWN FOR ARTICLE

JPC makes every effort to ensure the accuracy of all the information (the "Content") contained in the publications on our platform. However, JPC make no representations or warranties whatsoever as to the accuracy, completeness, or suitability for any purpose of the Content. Any opinions and views expressed in this publication are the opinions and views of the authors, and are not the views of or endorsed by JPC. The accuracy of the Content should not be relied upon and should be independently verified with primary sources of information. JPC shall not be liable for any losses, actions, claims, proceedings, demands, costs, expenses, damages, and other liabilities whatsoever or howsoever caused arising directly or indirectly in connection with, in relation to or arising out of the use of the Content.

This article may be used for research, teaching, and private study purposes. Any substantial or systematic reproduction, redistribution, reselling, loan, sub-licensing, systematic supply, or distribution in any form to anyone is expressly forbidden. Terms and Conditions of access and use can be found at:

<http://promotionalcommunications.org/index.php/pc/about/submissions>

Justin Baker

An analysis of the affective commitment amongst John Lewis Partnership employees and the implications for word-of-mouth communication

The John Lewis Partnership employs over 84,000 people, each of whom owns a part of the company. This paper seeks to analyse the affective commitment amongst John Lewis Partnership employees and how it influences the generation of word-of-mouth communication amongst those employees. This analysis leads to the development of a conceptual framework which seeks to highlight the linkages between five notable areas of Relationship Marketing, namely shared values, communication, trust, commitment, and word-of-mouth. This paper argues that the generation of word-of-mouth through strong affective commitment is vital in generating repeat custom and maintaining long lasting relationships and suggests that the John Lewis Partnership should encourage its employees to emit word-of-mouth through an incentive scheme. Limitations explored in this paper suggest further areas of research, especially into the impact of affective commitment amongst employees, rather than consumers.

Keywords: Workplace; Employees; Retail; Commitment; WOM.

To cite this article: Baker, J. 2018. An analysis of the affective commitment amongst John Lewis Partnership employees and the implications for word-of-mouth communication, *Journal of Promotional Communications*, 6 (2), 198-209

Contact: Fiona Cownie, email:fcownie@bournemouth.ac.uk

The John Lewis Partnership

The John Lewis Partnership is a retail business that is owned by its 84,000 employees – also known as Partners. Founded in 1929 by John Spedan Lewis, John Lewis Partnership own 49 John Lewis stores and 352 Waitrose shops across the UK. John Lewis Partnership state that “Partners share in the benefits and profits of a business that puts them first”,

and the business is renowned for being a great place to work (Anderson 2015; John Lewis Partnership 2017; Barber 2017; Hartley-Parkinson 2017).

Affective Commitment

Affective commitment is defined by Allen and Meyer as being:

“An affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization.” Allen and Meyer (1990, p.2)

Affective commitment is about having an on-going bond with a brand or organisation (Gruen et al. 2000; Gilliland and Bello 2002). Bansal et al. (2004) states that in order to have affective commitment, consumers and employees must have a *desire to want to* continue to interact with an organisation.

This desire can come as a result of a number of antecedents, one of the most heavily cited being trust (Morgan and Hunt 1994; Aryee et al. 2000; Dirks and Ferrin 2001; Büssing 2002; Fullerton 2011). John Lewis Partnership prioritises its relationship with, and seeks to build trust amongst its employees in order to build their affective commitment: “The Partnership's ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business.” (John Lewis Partnership Annual Report 2016, p.10)

Although Bansal et al. (2004) stated in their study that trust was not a *key* support of affective commitment, and Ganeshan (1994) and Gundlach et al. (1995) proposed *commitment* was an antecedent to *trust*; Morgan & Hunt's (1994) Commitment-Trust theory argues that it is in fact trust that is a key and direct antecedent of affective commitment. This view is further supported by Fullerton's (2011) and Rojas-Mendez et al.'s (2009) studies which found that trust is in fact a strong antecedent to affective commitment. Through their communication and shared values, trust is built between John Lewis Partnership and its employees, which is evidenced in John Lewis Partnership's (2016, p.7) Annual Report which highlighted a 71% job satisfaction rate; and result of 16th best company to work for in Britain (Anderson 2015). Meyer and Herscovitch (2001) state that in the workplace, both positive job experiences and overall job satisfaction amongst employees result in a positive relationship with affective commitment. As a result of this trust, positive experience, and satisfaction, John Lewis Partnership employees are more likely to have affective commitment and therefore promote the business through positive word-of-mouth.

Affective commitment in particular is crucial in the generation of actions including word-of-mouth and acquiescence (Morgan and Hunt 1994; Bendapudi and Berry 1997; Harrison-Walker 2001; Beatty et al. 2012). Fullerton (2011) and Brown et al. (2005) also highlighted the positive correlation between affective commitment towards a brand or business and increased advocacy intentions. Being engaged in a long-term relationship is a key outcome of affective commitment, and with 43% of John Lewis Partnership employees having served five or more years with the company (John Lewis Partnership Annual Report 2016), it is evident that John Lewis Partnership employees have a strong

affective commitment towards The Partnership. This will in turn result in a higher level generation of positive word-of-mouth communication.

Raggio et al. (2014) argued that gratitude precedes affective commitment and John Lewis Partnership aims to generate that notion amongst employees by creating a “special place to work” (John Lewis Partnership 2017). This would serve to fulfil all but the top tier of Maslow’s Hierarchy of Needs (Figure 1) and as a result of this fulfilment by John Lewis Partnership to its employees, affective commitment is generated through both gratitude from employee to employer, as well as shared values between the two parties (Raggio and Folse 2009; Fazal-e-Hasan et al. 2017 a; Morgan and Hunt 1994).



Figure 1: Maslow’s Hierarchy of Needs

It must be noted however, that commitment can also *detract* from relationships. Fullerton (2005, p.1385) highlighted the notion that “commitment can both enhance and erode marketing relationships”.

Word-of-mouth

Almost all scholarly articles relating to word-of-mouth communication refer to Arndt’s (1967) work. He defined word-of-mouth as being:

“Oral, person-to-person communication between a perceived non-commercial communicator and receiver concerning a brand, a product, or a service offered for sale” Arndt (1967, p.190).

Although electronic word-of-mouth, which is being used increasingly by employees to review jobs from an employee perspective (Adams 2016), was not present during the time of Arndt’s work (Lacey et al. 2007), the crux of his definition remains ever-present in word-of-mouth literature today, especially with regards to the John Lewis Partnership.

Palmatier (2006) identified four key antecedents of word-of-mouth: trust; commitment (Brown et al. 2005); relationship quality; and relationship satisfaction. It could however be argued that trust is in fact an antecedent of commitment (Morgan and Hunt 1994), which in turn drives word-of-mouth intentions. Commitment itself is often cited as being the biggest driver of positive word-of-mouth (Fasal-e-Hasan et al. 2017 b). De Matos and

Rossi (2008, p.579) stated that commitment was in fact a stronger driver than trust, loyalty and quality. John Lewis Partnership's dedication to their employees and the "sharing of profit, knowledge and power" (John Lewis Partnership Annual Report 2016, p.10) seeks to address the four key antecedents to word-of-mouth according to Palmatier (2006).

De Angelis et al. (2012) state that there are two types of word-of-mouth. *Generation*; which is passing on first hand experiences, and *Transmission*; which is conveying the experiences of others. With the John Lewis Partnership, employees transmit positive word-of-mouth communication and their customers generate word-of-mouth of either valence.

Mazzarol et al. (2007) and Lam and Mizerski (2005) argue that word-of-mouth is impacted by personality traits, and that some people are more likely than others to emit word-of-mouth; specifically:

"People who are self-confident, are socially integrated, have high levels of product involvement, are concerned for others or want to reduce their dissonance" Mazzarol et al. (2007, p.1478).

Gladwell (2000, p.46) splits those most likely to convey word-of-mouth into three categories – 'The Law of the Few': Connectors, Mavens, and Salespeople, stating that these people manipulate an idea by dropping "extraneous details and exaggerating others so that the message itself comes to acquire deeper meaning". From first-hand experience, John Lewis Partnership look to employ individuals with traits cited in Gladwell's three categories, as well as those who are both self-confident and concerned for others. Supporting Mazzarol et al. (2007) Van den Bulte (2010) argues that three types of people convey word-of-mouth: *Hubs* – those that are well connected; *Fringes* – those that have few connections; and *Bridges* – those who connect disjointed parts of a network. In John Lewis Partnership employees, *Fringes* will rarely be present, and *Hubs* and *Bridges* will cover the majority of employees. Therefore, all of the aforementioned characteristics/persona types are present in John Lewis Partnership employees, which is likely to result in greater propensity to emit word-of-mouth.

Berger and Schwartz (2011, p.552) talk about the self-enhancement motive and argue that almost all those who engage in relationships seek to "create good impressions and gain positive recognition from others" through the conveyance of word-of-mouth. Casalo et al. (2008) also support this point by arguing that positive word-of-mouth communication reinforces positive brand attributes to the conveyor as well as the receiver. John Lewis Partnership employees therefore could not only be seen to be promoting the business, but reinforcing to them that it is a great place to work.

Although employees' trust in their employers builds commitment, which in turn acts as a driver for positive word-of-mouth (Morgan & Hunt 1994; Fullerton 2011), this may be non-reciprocal. As Sirdeshmukh et al. (2002) argue; a company's trust in its front-line employees has no direct effect on consumers' loyalty. Companies therefore may not see the benefits of fully trusting their employees which could result in the "creation of a trust gap between employees and managers" (Vanhala et al. 2016, p.46) which would ultimately negatively impact word-of-mouth communication. Literature, coupled with the explorations in this paper would however suggest that trust and commitment are

reciprocated at John Lewis Partnership due to the nature of the business and its activities, especially compared to other supermarket chains who fail to emulate such relational outcomes.

Word-of-mouth communication is a key outcome of relationship marketing and has a direct impact on buying decisions (Buttle 1998), and employees in particular play a crucial role in generating positive word-of-mouth to achieve this. Positive brand reputation (Vizard 2014; Clarke 2017) reinforced by positive word-of-mouth from employees, cements John Lewis Partnership’s position as a reputable company, which results in a desire amongst consumers to want to shop there (Arndt 1967; Buttle 1998; Wagenheim and Bayon 2004).

COPCEPTUAL FRAMEWORK

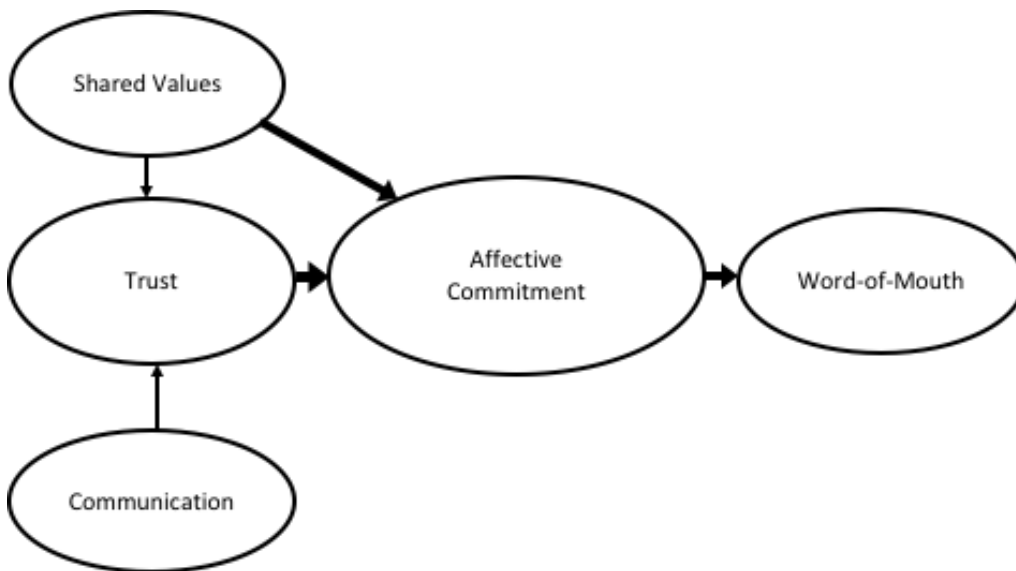


Figure 2: Conceptual Framework

Shared values

Scholarly articles from a number of academics (Morgan and Hunt 1994; MacMillan et al. 2005; Sekhon et al. 2014) argue that the construct of shared values is an antecedent of both trust and commitment, hence its inclusion in this conceptual framework as a key construct.

Sirdeshmukh et al. (2002) state that trust is created between employers and front-line employees as a result of operational benevolence, competence and problem-solving orientation. The importance of hiring the right people with shared values lies in the notion that John Lewis Partnership’s front-line employees must deal with retailer/customer engagements demonstrating the aforementioned skills in a manner that promotes the whole business.

Patrizia and Gianluca (2013) stated that shared values are key to businesses when engaging with stakeholders. Employees are key stakeholders in any business and

therefore shared values are an integral part of the communication process. In this instance, engaging with employees through various councils and management groups reinforces the shared values between employee and employer (John Lewis Partnership 2017). Such shared values include transparency, success, openness and pride in all work undertaken.

From experience, John Lewis Partnership hire those employees that share similar values to the corporate brand. Maxham and Netemeyer (2003) argue that this recruitment will result in greater performance results from employees as they feel more integral to the business than those who do not share values with their employers.

Communication

Many scholars (e.g. Anderson and Narus 1990; Morgan and Hunt 1994; Palmatier et al. 2006; Sekhon et al. 2014) argue that communication is a key builder of trust, which in turn builds affective commitment and word-of-mouth communication.

Communication between John Lewis Partnership and its partners is one of the key ways in which trust is built between employee and employer. John Lewis Partnership communicates with its partners through literature in a number of ways including; bulletin boards; a monthly magazine that goes to every store –The Gazette; and a branch-specific Newspaper – The Chronicle. Furthermore, John Lewis Partnership has a democratic structure to maintain checks and balances in the forms of a Partnership council elected by the employees, and various employee committees (John Lewis Partnership 2017). These measures seek to satisfy Whitener et al.'s (1998) three key aspects of communication, accuracy, explanation and openness. This will ultimately assist in the generation of trust amongst employees, leading to affective commitment and finally word-of-mouth communication.

Trust

Trust is often seen as a key construct in Relationship Marketing and plays a vital part in this conceptual framework. Trust is seen by many scholars as a key antecedent to affective commitment (Moorman et al. 1992; Morgan and Hunt 1994; Garbarino and Johnson 1999; Fullerton 2011) and will therefore play an integral role in the outcomes of affective commitment; specifically, word-of-mouth in this case.

Sirdesmukh et al. (2002) argue that trust can be built with front-line employees through operational competence, benevolence and problem-solving orientation. As explored in the 'shared values' section of this paper, it is crucial for John Lewis Partnership to hire employees that reflect the positive attributes of the corporate brand in order to complete their role competently and build trust with John Lewis Partnership, which will in turn build affective commitment and generate word-of-mouth communication.

John Lewis Partnership seeks to build trust with its employees in a number of ways, most notably through transparency. Lamming et al. (2014) argue that openness, knowledge and verification are fundamental to having transparency and John Lewis Partnership seeks to achieve all three through its governance structure. John Lewis Partnership has

its own Constitution which defines the aims and ultimate purpose of the Partnership, as well as complying with Listing Rules, and Disclosure and Transparency Rules. Furthermore, John Lewis Partnership voluntarily apply the UK Corporate Governance Code when applicable, all of which is designed to safeguard the future of The Partnership and build trust with its employees (John Lewis Partnership 2017).

IMPLICATIONS

1) Introduce an incentive scheme

In an effort to increase the amount of positive word-of-mouth employees emit, John Lewis Partnership could introduce a scheme whereby if existing employees refer a successful candidate for a job, they receive vouchers with a certain monetary value to spend in-store. With a recent Nielsen report stating that consumers trust word-of-mouth on 81% of occasions – more than any other form of advertising - it is important for John Lewis Partnership to maximise the amount of positive word-of-mouth communication that is being emitted from their employees.

LIMITATIONS

Although based on a wide range of academic theory, testing of the framework, in particular applying it to employees, is required. With the majority of academic studies being conducted on consumers, it would be interesting to see the degree of correlation between affective commitment's impact on word-of-mouth within consumers, and employees.

Although John Lewis Partnership states in their 2016 Annual Report that it has a 71% job satisfaction rate, there is no independent research to support this. As a result, further research would be useful in establishing the extent to which John Lewis Partnership employees are satisfied in their roles.

REFERENCES

Adams, S., 2016. How Companies are coping with the rise of employee-review site glassdoor. *Forbes* [online], 24 February 2016. Available from: <https://www.forbes.com/sites/susanadams/2016/02/24/how-companies-are-coping-with-the-rise-of-employee-review-site-glassdoor/#6ef945726263> [Accessed 15 November 2017]

Allen, N. J. and Meyer, J. P., 1990. The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology*, 63, 1-18

Anderson, E., 2015. Do you work for one of the 25 best companies in Britain?. *Telegraph* [online], December 9 2015. Available from: <http://www.telegraph.co.uk/business/2016/02/11/do-you-work-for-one-of-the-25-best-companies-in-britain/> [Accessed 15 November 2017]

Anderson, J. and Narus, J., 1990. A Model of Distributor Firm and Manufacturer Firm Working Partnerships. *Journal of Marketing*, 54 (1), 42-58

Arndt, J., 1967. Role of product-related conversations in the diffusion of a new product. *Journal of Marketing Research*, 4, 291-5.

Aryee, S., Budhwar, P.S. and Chen, Z. X., 2002. Trust as a mediator of the relationship between organizational justice and work outcomes: test of a social exchange model. *Journal of Organizational Behavior*, 23 (3), 267-285.

Bansal, H. S., Irving P. G. and Taylor, S. F., 2004. A Three Component Model of Customer to Service Providers. *Journal of the Academy of Marketing Science*, 32 (3), 234-250.

Barber, L., 2017. These are the 20 companies Brits most want to work for: John Lewis, Asos and Arcadia help steal retail march for best employer. *CityAM* [online], 17 May 2017. Available from: <http://www.cityam.com/264903/these-20-companies-brits-most-want-work-john-lewis-asos-and> [Accessed 23 November 2017]

Beatty, S., Reynolds, K., Noble, S. and Harrison, M., 2012. Understanding the relationships between commitment and voice: hypotheses, empirical evidence and directions for future research. *Journal of Service Research*, 15 (3), 296-315.

Bendapudi, N. and Berry, L. L., 1997. Customers' motivations for maintaining relationships with service providers. *Journal of Retailing*, 73(10), 15-37.

Brown, T. J., Barry, T. E., Dacin, P. A. and Gunst, R. F., 2005. Spreading the word: Investigating antecedents of consumers' positive word-of-mouth intentions and behaviours in a retailing context. *Journal of the Academy of Marketing Science*, 33 (2), 123-138.

Büssing A., 2002. Trust and its relations to commitment and involvement in work and organizations. *SA Journal of Industrial Psychology*, 28(4), 36-42.

Buttle, F., 1996. *Relationship Marketing: Theory and Practice*. London: Paul Chapman Publishing.

Buttle, F. A., 1998. Word-of-mouth: understanding and managing referral marketing. *Journal of Strategic Marketing*, 6, 241-254.

Casalo, L. V., Flavian, C. and Guinaliu, M., 2008. Promoting consumer's participation in virtual brand communities: A new paradigm in branding strategy. *Journal of Marketing Communications*, 14 (1), 19-36.

Clarke, J., 2017. John Lewis, BBC and Sony seen as best quality brands in the UK. *The Independent* [online], 25 July 2017. Available from: <http://www.independent.co.uk/news/business/news/john-lewis-bbc-sony-best-quality-brands-uk-yougov-brandindex-amazon-samsung-heinz-boots-a7859886.html> [Accessed 14 November 2017]

De Matos, A. and Rossi, C., 2008. Word-of-mouth communications in marketing: a meta-analytic review of the antecedents and moderators. *Journal of the Academy of Science*, 36 (4), 578-596

Dirks, K. T. and Ferrin, D. L., 2001. The role of trust in organizational settings. *Organization Science*, 12 (4), 450-467.

Fazal-e-Hasan, S., Mortimer, G., Lings, I. and Neale, L. 2017 (a). Examining the antecedents and consequences of gratitude. *Journal of Services Marketing*, 31(1), 34-47.

Fazal-e-Hasan, S., Lings, I., Mortimer, G. and Neale, L., 2017 (b). How gratitude influences customer word-of-mouth intentions and involvement: the mediating role of affective commitment. *Journal of Marketing Theory & Practice*, 25 (2), 200-211

Fullerton, G., 2005. How commitment both enables and undermines marketing relationships. *European Journal of Marketing*, 39 (11/12), 1372-1388.

Fullerton, G., 2011. Creating Advocates: the roles of satisfaction, trust and commitment. *Journal of Retailing and Consumer Services*, 18 (1), 92-100.

Ganeshan, S., 1994. Determinants of long-term orientation in buyer-seller relationships. *Journal of Marketing*, 58, 1-19.

Garbarino, E. and Johnson, M., 1999. The different roles of satisfaction, trust and commitment in customer relationships. *Journal of Marketing*, 63 (2), 70-87

Gundlach, G. T., Achrol, R. S. and Mentzer, J. T., 1995. The structure of commitment in exchange. *Journal of Marketing*, 59, 78-92.

Gilliland, D. I. and Bello, D. C., 2002. Two Sides to Attitudinal Commitment: The effect of calculative and loyalty commitment on enforcement mechanisms in distribution channels. *Journal of the Academy of Marketing Science*, 30 (1), 24-43.

Gladwell, M., 2000. *The Tipping Point: How Little Things Can Make a Big Difference*. London: Abacus Books

Gruen, T. W., Summers, J. O. and Acito, F., 2000. Relationship marketing activities, commitment, and membership behaviors in professional associations. *Journal of Marketing*, 64 (3), 34-49.

Harrison-Walker, L. J., 2001. The Measurement of Word-of-Mouth Communication and an Investigation of Service Quality and Customer Commitment as Potential Antecedents. *Journal of Service Research*, 4, 60-75.

Hartley-Parkinson, R., 2017. John Lewis voted best place to work in LinkedIn research. *Metro News* [online], 18 May 2017. Available from: <http://metro.co.uk/2017/05/18/john-lewis-voted-best-place-to-work-6644883/> [Accessed 23 November 2017]

John Lewis Partnership, 2017. *John Lewis Partnership: Our Principles* [online]. Available from: <https://www.johnlewispartnership.co.uk/about/our-principles.html> [Accessed 14 November 2017]

John Lewis Partnership Annual Report, 2016. *John Lewis Partnership PLC Annual Report and Accounts 2016*. Available from: <https://www.johnlewispartnership.co.uk/content/dam/cws/pdfs/financials/annual-reports/jlp-annual-report-and-accounts-2016.pdf> [Accessed 5 November 2017].

Lacey, R., Suh, J. and Morgan, R. M., 2007. Differential effects of preferential treatment levels on relational outcomes. *Journal of Service Research*, 9 (3), 241-256.

Lam, D. and Mizerski, D., 2005. The effects of locus of control on word-of-mouth communication. *Journal of Marketing Communications*, 11 (3), 215-228.

Lamming, R., Caldwell, N. and Harrison, D., 2004. Developing the concept of transparency for use in supply relationships. *British Journal of Management*, 15(4), 291-302.

MacMillan, K., Money, K., Money, A. and Downing, S., 2005. Relationship marketing in the not-for-profit sector: an extension and application of the commitment-trust theory. *Journal of Business Research*, 58, 806-818.

Mazzarol, T., Sweeney, J. C. and Soutar, G. N., 2007. Conceptualizing word-of-mouth activity, triggers and conditions: an exploratory study. *European Journal of Marketing*, 41 (11/12), 1475-1494

Maxham, J. G. and Netemeyer, R. G., 2003. Firms Reap What They Sow: The Effects of Shared Values and Perceived Organizational Justice on Customers' Evaluations of Complaint Handling. *Journal of Marketing*, 67, 46-62.

Meyer, J. P. and Herscovitch, L., 2001. Commitment in the workplace: Toward a general model. *Human Resource Management Review*. 11 (3), 299-326.

Moorman, C., Zaltman, G. and Deshpande, R., 1992. Relationships between Providers and Users of Market Research: The Dynamics of Trust within and between Organizations. *Journal of Marketing Research*, 29 (3), 314-328.

Morgan, R. M. and Hunt, S. D., 1994. The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58 (3), 20-38.

Nielson, 2015. Consumer trust in traditional advertising declines in UK, while a recommendation from friends remains most credible. *Nielson* [online], 29 September 2015. Available from: <http://www.nielson.com/uk/en/press-room/2015/consumer-trust-in-traditional-advertising-declines-in-uk-while-a-recommendation-from-friends-remains-most-credible.html> [Accessed 23 November 2017]

Palmatier, R. W., Dant, R. P., Grewal, D. and Evans, K. R., 2006. Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, 70, 136-153

Patrizia, G. and Gianluca, C., 2013. Stakeholder engagement between managerial action and communication. *Economic Science Series*, 22 (2), 97-105.

Raggio, R. D. and Folse, J. A. G., 2009. Gratitude works: its impact and the mediating role of affective commitment in driving positive outcomes. *Journal of the Academy of Marketing Science*, 37(4), 455-469.

Raggio, R. D., Walz, A. M., Godbole, M., B. and Folse, J. A. G., 2014. Gratitude in relationship marketing: Theoretical development and directions for future research. *European Journal of Marketing*, 48 (1/2), 2-24.

Rojas-Mendez, J. I., Vasquez-Parraga, A. Z., Kara, A. and Cerda-Urrutia, A., 2009. Determinants of student loyalty in higher education: A tested relationship approach in Latin America. *Latin American Business Review*, 10, 21-39.

Sekhon, H., Ennew, C., Kharouf, H. and Devlin, J., 2014. Trustworthiness and trust: influences and implications. *Journal of Marketing Management*, 30 (3/4), 409-430.

Schmitt, P., Skiera, B. and Van den Bulte C., 2011. Referral programs and customer value. *Journal of Marketing*, 75, 46-59.

Singh, A., 2014. *Can Brand Experience Effect the Three-Components of Commitment?* [online]. Thesis (MSc). University of London.

Sirdeshmukh, D., Singh, J. and Sabol, B., 2002. Consumer Trust, Value and Loyalty in Relational Exchanges. *Journal of Marketing*, 66 (1), 15 -37.

Vanhala, M., Heilmann, P. and Salminen, H., 2016. Organizational Trust Dimensions as Antecedents of Organizational Commitment. *Knowledge and Process Management*, 23 (1), 46-61.

Vizard, S., 2014. John Lewis Shares the Secrets behind its renowned customer experience. *Marketing Week* [online], 17 November 2014. Available from: <https://www.marketingweek.com/2014/11/17/john-lewis-shares-the-secrets-behind-its-renowned-customer-experience/> [Accessed 14 November 2017]

Wangenheim, F. and Bayon, T., 2004. The effect of word-of-mouth on services switching: Measurement and moderating variables. *European Journal of Marketing*, 38 (9/10), 1173-1185.

Whitener, E., Brodt, S., Korsgaard, M. and Werner, J. M., 1998. Managers as initiators of trust: an exchange relationship framework for understanding managerial trustworthy behaviour. *Academy of Management Review*, 23 (3), 513- 530.