

THE IMPACT OF QUALIT ASSURANCE ON CUSTOMER SATISFACTION

CASE STUDY: KENLON HOTEL LIMITED

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ABSTRACT

Quality is not most desirable aspect of many business organizations as they only focus on profit maximization without considering customer satisfaction. To change this misleading attitude among business owners, benefits of quality assurance must have to be highlighted to them.

The purpose of this study was to determine whether there is a relationship between quality assurance and customer satisfaction. Service quality, customer perceived service quality and customer relations were focused on to establish their impact on customer retention, customer loyalty and number of customers taking Kenlon Hotel Limited as a case study.

Data for this study was collected by interviewing cross sectional respondents both within the organization (employees) and outside the organization (customers). Convenience, networking and cluster data collection techniques were used because respondents were chosen basing on their willingness and proximity to answer questions. Interviews and questionnaires were used to collect primary data although lecture notice, published materials like news papers, journals and performance report of hotel organization were used to generate secondary data.

The methodology used was both qualitative and quantitative research design in analyzing data so as to identify clearly the similarities and conditions as well as criticizing previous work.

The researcher has used face validity to ensure that data collected served its purpose as the instrument appears to the truth on its face as well as apply observation to other population since the population was heterogeneous by discussing questionnaires and interview guide with the supervisor so as to ensure both internal and external validity. To ensure clarity and precision of instructions given to respondents, the researcher has asked the supervisor to examine his research instruments as well as using pilot-testing questionnaires so as research findings to be reliable.

From the findings, it was revealed that indeed there is a positive relationship between quality assurance and customer satisfaction. The findings stated a positive significant relationship ($r=0.867$, $p<0.01$) between service quality and customer satisfaction. Findings also showed a positive significant relation ($r=0.906$, $p<0.01$) between customer relationship and customer satisfaction. Findings also illustrated a positive significant relationship ($r=0.929$, $p<0.01$) between customer perception towards service quality and customer satisfaction.

It was recommended that all business organizations especially hotels improve upon their quality of services for instance work on Service quality, customer perceived service quality and customer relations due to numerous advantages both to business organizations and customers in general.

CHAPTER ONE

1.0 Introduction

Quality assurance is maintenance of a desired level of quality in service or product, especially by possibly implies of attention to every stage of the process of service delivery or production (Ettore, 2001). In this study quality assurance is a way of preventing mistakes or defects in manufactured products and avoiding problems when delivering solutions or services to customers. It comprises of administrative and procedural activities implemented in a quality system so that requirements and goals for a product, service or activity will be fulfilled. It is a systematic measurement, comparison with standards, monitoring of processes and an associated feedback that confers error prevention.

According to Vijayadurai (2008), quality assurance is a part quality management focused on providing confidence that quality requires. The QUEST 2014 states that, in developing products and services, quality assurance is any systematic process of checking to see whether a product or service is meeting specified requirement. According to the American Society for Quality (ASQ) (2016) quality assurance is a planned and systematic activity implemented in a quality system so that quality requirements of a product or service will be fulfilled.

Quality assurance includes management of the quality of raw materials, assembles, products and components, services related products, and management, production and inspection of process. As the trends of growth and increased hiring in the hospitality market continue, hotel companies have adopted unique ways to attract customers. According to Coyle Hospitality Group (2016) the performance of the hotel can be permanently and instantly documented on the social media and on the ubiquitous review sites. Services experiences documented by guests can adversely affect thousands of the potential guests. From the day a hotel or service industry outlet opens, now more than ever, it is important for these properties to focus on

brand reputation and quality assurance. Gundersen (1996) also states that, in recent years, hotel executives have realized that the emotional connection their brand makes with the guests is as important as the fit and finish of the product.

Customer satisfaction according to Loke (2011) is the degree of satisfaction provided the goods or services of a company as measured by the number of repeat customers. The Wikipedia (2016) and Jobber (2010) define customer satisfaction as the measure of how products and services supplied by a company meet or surpass customer expectations.

Holjevac (2013) states that high customer satisfaction translates to customer loyalty and loyalty are one of the biggest drivers of the corporate growth. Han (2009) states that customer satisfaction is important because it provides marketers and business owners with the metric that they can use to manage and improve their businesses.

According to Martinez and Pina (2003), customer satisfaction and quality assurance are so related. According to Casio (2016) the major approach to achieve customer satisfaction, is by offering products and services that please and impress customers. A company should commit itself on producing products that earn high marks in all aspects, including safety, as well as function, design, price, reliability and durability, serviceability and environmental conservation (Narangajavana, 2008).

1.1 Background of the study

According to Nilsson (2001), the concept of quality is difficult to be defined given the intangible nature of the service offered. In the hospitality industry, quality is main differentiation factor in the competitive environment.

Oh (1999) states that, a number of researchers have attempted to apply related theories and methods in the hospitality based on service quality and customer satisfaction, considering this

industry a competitive environment and there is a need for companies to plan strategies of ensuring quality to create differentiation among competitors.

According to Qin (2010), customers are the most important element for any business and keeping them satisfied is the result of fulfilling and delighting their expectations and exceeds them. Delivering quality service is a core factor for success and it needs to be continuously evaluated focusing to improve the current situation if necessary (Mohd, 2013).

According to Shi and Su (2007), building hotels has yet become a trendy. While there were hotels that went under receivership as a result of defaulting on bank loans after the 2007 commonwealth head of states meeting in Kampala, a number of Ugandan hotels are now witnessing more dealerships coming their way. The industry players states that the renewed interest in the hospitality sector is driven by the growth in Uganda's economy.

According to Williams and Naumann (2011), continued economic growth will see an organic increase business travels in and to the country, and as long as 'brand Uganda' continues to market itself on the international stage, the tourists number should grow as well.

However, according to the Uganda Hotel Owners Association (2016), Balagade, the Executive director feels that much more should be done in terms of infrastructures and skills development. The quality of service is becoming a top industry concern. Uganda has already planned to assess the quality of services in hotels in order to classify them. The owners of hotels will have to earn their statuses. According to vision 2040, the potential for Uganda's hospitality is undoubted. It notes that by 2011, tourism contributed 14.6 per cent of the total employment, (630830 jobs) and the sector contributed 23% of the total registered business (hotels, restaurants, recreational and personal services) in the country. The Uganda Bureau of statistics, in its statistical abstract 2013, shows that most of the services in the hospitality industry witnessed an increase in prices between 2011 and 2012 as demand went up.

According to the Ministry of Tourism and Hotels, Business week (2016) the Uganda Tourism Board (UTB) is now classifying hotels. The quality assurance team, together with the entire team of hotel assessors will be classifying hotels all over the country basing on the quality of the services offered.

1.1 Background to case study

Kenlon Hotel Ltd is a private hotel established within the economic policy of the government of Uganda, aiming at developing tourism sector. Kenlon Hotel Limited was opened and commenced its operations in December 2012. It is now considered as one of the competing hotels in Kampala due to providing quality services its clients. It has a variety of well-defined service products that make clients feel at home (Kenlon Hotel Annual Report, 2014).

The hotel is located on Sir Albert Cook Road; plot 1140 Mengo, with a branch on Kabaka Ring Road Opposite Kabaka's Palace Main Gate Mengo. According to the Ministry of Tourism Report (2016) Kenlon Hotel Limited is ranked as a three star hotel basing on the facilities available.

The main branch at Sir Albert Cook Road has a number of facilities which are operating every day. Among those facilities include; restaurant, bar conference hall, residential rooms, sauna and steam bath, gym, massage, saloon and gardens, all networked with a steadfast Wi-Fi and intercoms. The rooms are both singles and doubles. These come with a maximum comfort ability that makes clients say if there is another place like it.

The Kenlon Hotel Branch at Mengo also has some facilities which attract a big number of clients. Among those facilities include; restaurant, gardens for parties, and the executive night club which operates only on Saturdays and Fridays.

1.2 Statement of the problem

The hotel managements have for years embarked on the issue of quality assurance, by paying attention to the kind of services provided to their customers, in that, they have tried to monitor the quality of food served and other related services offered by their businesses to their customers (Watt, 2007). Thus, as a result, most of the hotels have tried to meet the standards expected of them in terms of service delivery, such as adequate facilities, excellent customer relation, knowledge of the product or service offerings, trained personnel and provision of confidence and trust of services offered. However, companies failed to achieve customer satisfaction. Customers are complaining of poor service, loss of confidence and dissatisfaction. This has resulted in hotels in Uganda to lose their touch of excellence; sense of focus. According to Walden University (2015) low customer satisfaction is associated with complaining behavior. According to Holjevac (2013), to provide quality services in order to satisfy customers, organizations need to improve on the dimensions of service quality. The study therefore, set out to investigate how Kenlon Hotel management is ensuring efficiency and effective quality assurance to provide satisfaction to their customers.

1.3 General objective

To assess the impact of quality assurance on customer satisfaction

1.4 Specific objective

- i. To find out the effect of services quality on customer satisfaction.
- ii. To identify the effect of customer relationship on customer satisfaction.
- iii. To examine the effect of customer perceived service quality on customer satisfaction.

1.5 Research questions

- i. Does services quality impact customer satisfaction?
- ii. What is the relationship between customer perceived service quality and customer satisfaction?
- iii. What is the impact of attending to customer relationship on customer satisfaction?

1.6 Justification of the study

Customers are the most important element for service businesses and keeping them satisfied is the result of fulfilling and delighting their expectations and exceeds them, this study will thus serve as a necessary contribution to knowledge offering information regarding service assurance on the satisfactions of customers in hotel industry in Uganda.

The rationale of this study is to look at the association between quality assurance of Uganda hotel and to scrutinize cause on customer satisfaction, brand image and customer loyalty. The hotel industry is the fast growing sector all around the globe and few years before nobody paid much attention to conduct research on this sector. For this reason, investigation was made on the quality assurance of business in Uganda. The research was carried out because it was a requirement by the university in partial fulfillment for the award of bachelor's degree in Business Administration and Management.

1.7 Significance of the study

Quality assurance in the hospitality industry is relevant to all customers both the old who patronize such businesses and those who want to patronize.

Finding of this research will enable the organization to reveal their policies in order to provide quality services and creating relationship with customers which in return maximize customer satisfaction

The research study has meaningful and great significance to academia. Thus, the research work contributes to the existing knowledge on this particular study or a study of similar nature. In the future, it can be a source of reference to students who might be doing a further study into this topic, or related one in the future.

It will also benefit other business service providers to make informed decisions as far as service is concerned.

Business policy makers and other researchers will also benefit from this research in making informed decisions when it comes to quality assurance service to satisfy the customers.

This study will help practitioners to boost up their profitability by implementing new strategies to those areas in which they are lacking.

1.8 .0 Scope of the study

According to Onen (2008) the scope of the study refers to the delimitations of the study and refers to a description of the boundary of the study in terms of content, methodology, geographical and theoretical coverage and time.

1.8.1 Geographical scope

This study was conducted in Kampala District Rubaga Division taking Kenlon Hotel Limited which was located at Sir Albert Cook Road plot 1140 Mengo as a case study. This was because the area was convenient and near to the university which helped the researcher to

incur less costs like on transport. The researcher also sought to base his study on a place which falls under his area of study, and Kenlon Hotel Limited was found to be more suitable.

1.8.2 Content scope

The study intended to examine the impact of quality assurance on customer satisfaction in Kampala district including effect of service quality on customer satisfaction, customer relationship and customer perceived service quality on customer satisfaction as independent variables, customer retention, customer loyalty and number of customers as dependant variables, and government policies, competitors and social cultural beliefs as intermediating variables.

1.8.3 Time scope

The study concentrated on two years for instance 2016 to 2017 as a way of comparing how quality assurance affects customer satisfaction.

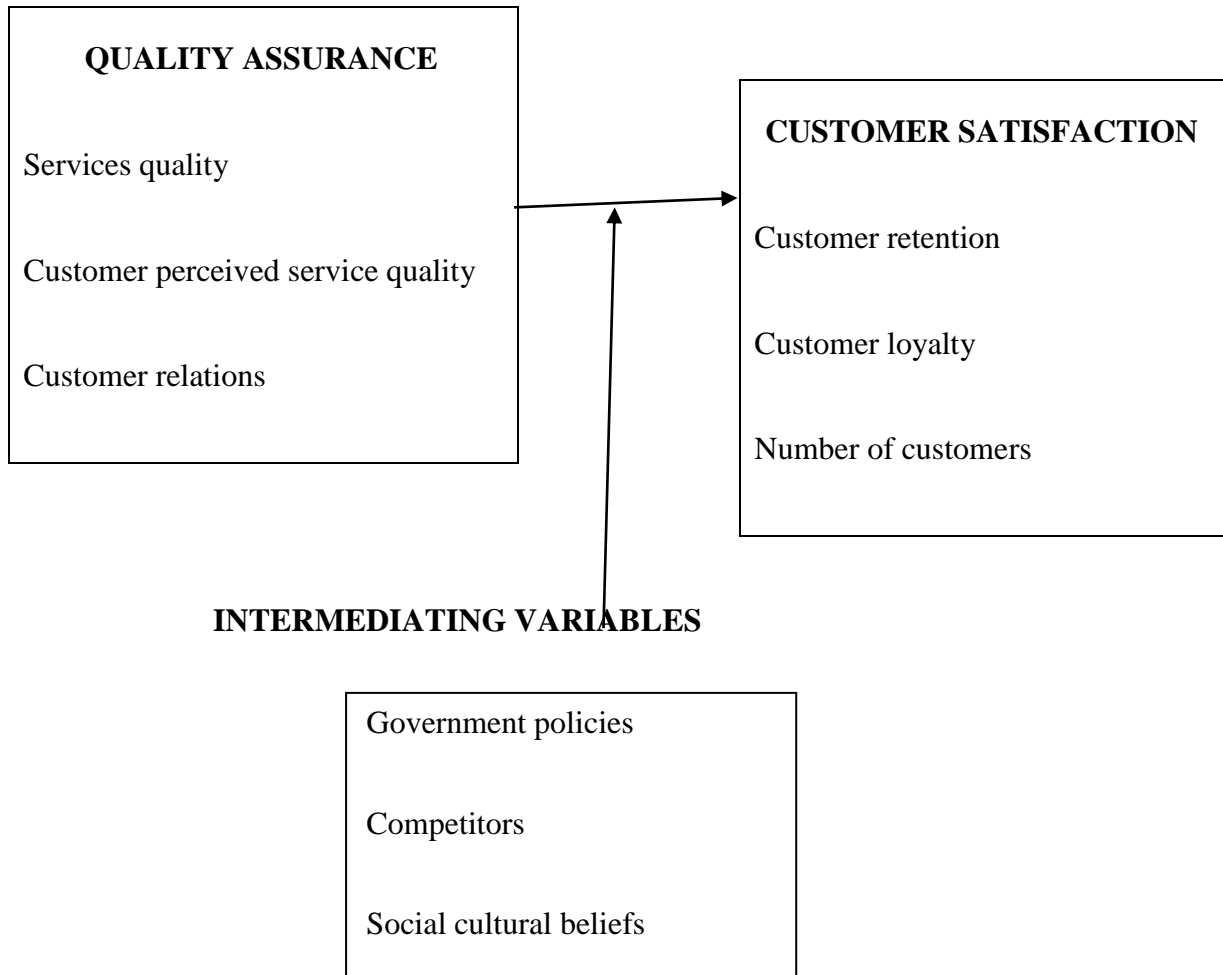
The conceptual fame work

This section states the two major variables in this study. These are the independent variable and the dependent variable. It also states the moderating variable can impact the relationship of the independent and dependent variables.

Figure 1: Conceptual framework

INDEPENDENT VARIABLE

DEPENDENT VARIABLE



Source: Armstrong, 2002 and Cole, 2010

It was revealed that there is a direct relationship between quality assurance and customer satisfaction through service quality, customer perception on service quality and customer relationship which impacted customer satisfaction as seen in terms of customer retention, customer loyalty and number of customers. However not only these factors that affect customer satisfaction but also other factors including government policies, competitors and social cultural beliefs.

Conclusion

In conclusion, quality assurance plays a very significant role in bringing about customer satisfaction. The study clearly highlights its intentions drawing guidelines from the introduction, the problem statement has been stated and the gap for further investigations stands.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher has made a review of literature related to the subject under study. Literature is from different sources such as text books, internet journals, and customer management articles among others. The literature is organized according to the objectives of the study.

2.1 Quality assurance and Customer Satisfaction

2.1.1 Quality assurance

Quality assurance is maintenance of a desired level of quality in service or product, especially by possibly implies of attention to every stage of the process of service delivery or production (Ettore, 2001). Quality assurance can also be defined as a way of preventing mistakes or defects in manufactured products and avoiding problems when delivering solutions or services to customers (Larry and Smith, 2001).

According to Vijayadurai (2008), quality assurance is a part quality management focused on providing confidence that quality requires. The QUEST (2014) states that, in developing products and services, quality assurance is any systematic process of checking to see whether a product or service is meeting specified requirement. According to Al Khattab(2011)quality assurance is a planned and systematic activity implemented in a quality system so that quality requirements of a product or service will be fulfilled.

Quality assurance comprises of administrative and procedural activities implemented in a quality system so that requirements and goals for a product, service or activity will be

fulfilled (Boonitt, & Rompho, 2012). It is a systematic measurement, comparison with standards, monitoring of processes and an associated feedback that confers error prevention.

According to Hossain (2012), quality assurance includes management of the quality of raw materials, assembles, products and components, services related products, and management, production and inspection of process. As the trends of growth and increased hiring in the hospitality market continue, hotel companies have adopted unique ways to attract customers (Hossain, 2012).

2.1.2 Customer Satisfaction

Customer satisfaction is defined as the internal feelings of every individual which may be satisfaction or dissatisfaction resulting from the assessment of services provided to an individual in context to customer's anticipation by an organization (Sureshchander, 2002). Service providers are continuously trying to improve the service just to satisfy their customer because higher customer satisfaction will leads towards customer loyalty (Looy, 2003).

Narangajavana and Hu (2008) state that the most important concept of customer satisfaction which is accepted all around the world is the expectancy disconfirmation theory. This theory was presented by Oliver in 1980. He presented that satisfaction stage is the resultant of distinction between anticipated and supposed performance. Satisfaction will be encouraging when the actual level of services or products is better than the anticipated (positive disconfirmation), whereas (negative disconfirmation) when the product or services level is lower than expected (Qin, and Zhao, 2010).

Shi and Su (2007) explored in their research that hotel industry determine the customer satisfaction through Guest Comment Cards (GCCs). These cards are usually distributed in hotel reception desks, rooms and other visible places for the customers to fill in their

comments and complain about the services provided. Vijayadurai (2008) however states that evaluation process of customer satisfaction is inadequate. Some common errors can be sample quality, data collection and analysis and design of GCCs (Boonitt& Rompho, 2012). These errors can be improved by giving questionnaire to the hotel guests and give them incentives for completion of the questionnaires. These questionnaires are based on disconfirmation pattern and value expectancy theory. Through this way the analysis of customer feedback will be very accurate because it will provide a true picture that the customer's satisfaction is below their expectations or above (Hossain, 2012).

Bowen (2001) explained the customer loyalty in their research that "*customer who repurchases from the same service provider whenever possible and who continues to recommend or maintains a positive attitude towards the service provider.*" Zeithaml (2006) explained that customer loyalty has two magnitudes: the first one is behavioral and the other is attitudinal. The behavior loyalty possibly implies the customer is intend to repurchase the brand or services from the service provider over time (Al Khattab and Aldehayyat, 2011). Whereas, attitudinal loyalty possibly implies the customer intend to repurchase and also recommend other which is the good sign of customer loyalty (Williams & Naumann, 2011).

Some empirical researches suggest that there is strong activist relationship between customer satisfaction and the most important variable that is customer loyalty (Arokiasamy, 2013). Moreover, service quality studies proposed that higher service quality will leads towards higher and positive customer repurchase behavior (Lebo and Seth, 2010)

The brand is one of the important assets of the company (Yi Zhang, 2015). Brand image is explained by Keller (1993, p.3) that "*brand is reflected by the brand links held by in consumer memory*". In other words brand image is basically what comes into the consumers mind when brand placed in front of him. Consequently, these associations are building up

into the consumers mind from the direct experience of service they have, after those experiences they make conclusion by contrasting their previous experiences with the company and the set associations (Martinez and Pina, 2003).

There are many empirical evidences that proved that customer loyalty and brand image have positive correlation with each other (Vijayadurai, 2008). Whereas, other researches proved positive contact on brand image by that service quality and customer satisfaction comprise positive relationship with brand image (Brodie, 2009). The study carried out by Yi Zhang in 2015 in china found that image is positively related with customer satisfaction and customer preference in lavishness hotels (Yi zhang, 2015). The pleasing image leads towards customer preferences and customer satisfaction whereas, unpleasing image can leads towards customer dissatisfaction (Loke, 2011).

2.3 Effect of Services Quality on customer satisfaction

There are many researchers who have defined service quality in different ways. For instance, Shi and Su (2007) define service quality as the consumer's overall impression of the relative inferiority / superiority of the organization and its services. While other researchers (Cronin and Taylor, 1994; Taylor and Cronin, 1994) view service quality as a form of attitude representing a long-run overall evaluation. Williams and Naumann (2011) defined service quality as a function of the differences between expectation and performance along the quality dimensions. This has appeared to be consistent with Vijayadurai (2008) definition that service quality is a relativistic and cognitive discrepancy between experience-based norms and performances concerning service benefits.

Service quality is considered the life of hotel (Min and Min, 1996) and core of service management (Chen, 2008) Service quality is related with customer satisfaction (Shi &Su, 2007) and customer satisfaction is associated with customers revisit intention. If an effective

image is portrayed to customers, it will create competitive advantage for hotel (Ryu, Han and Kim, 2008). As a result of service development process three concept of service is composed and these three steps are service process, system and Service resources-structure (Edvardsson, 1997).

Marketing is the main factor that only focused on the Customer satisfaction (Flint and Woodruff and Gardial, 1997, Peter and Olson, 1996). Customer satisfaction plays an important role in financial performance of hotel (Nilsson Johnson and Gustafsson, 2001). In hotel industry, as service has direct interaction with customers, that is why customer satisfaction can be a replication of service quality in hotels (Lebo and Seth, 2010).

The tangible Service Quality Dimension refers to the appearance of the physical surroundings and facilities, equipment, personnel and the way of communication. In other words, the tangible dimension is about creating first hand impressions. A company should want all their customers to get a unique positive and never forgetting first hand impression, this would make them more likely to return in the future (Vijayadurai, 2008).

The reliability of Service Quality refers to how the company are performing and completing their promised service, quality and accuracy within the given set requirements between the company and the customer. Reliability is just as important as a goof first hand impression, because every customer want to know if their supplier is reliable and fulfill the set requirements with satisfaction (Vijayadurai, 2008).

The responsiveness in Service Quality refers to the willingness of the company to help its customers in providing them with a good, quality and fast service. This is also a very important dimension, because every customer feels more valued if they get the best possible quality in the service (Vijayadurai, 2008).

The assurance of Service Quality refers to the company's employees. This considers the skills of employees skilled to be able to gain the trust and confidence of the customers. If the customers are not comfortable with the employees, there are a rather large chance that the customers will not return to do further business with the company (Vijayadurai, 2008).

The empathy in Service Quality refers to how the company cares and gives individualized attention to their customers, to make the customers feeling extra valued and special. This dimension is actually combining the second, third and fourth dimension to a higher level, even though the really cannot be compared as individuals. If the customers feel they get individualized and quality attention there is a very big chance that they will return to the company and do business there again (Vijayadurai, 2008).

2.4 Effect of customer relationship on customer satisfaction

Customer relationship is an approach to managing a company's interaction with current and potential future customers (Sebor and Jessica, 2008). The customer relationship approach tries to analyze data about customers' history with a company, to improve business relationships with customers, specifically focusing on customer retention, and ultimately to drive sales growth.

One of the important aspects of the customer relationship management approach is the systems of customer relationship management that compile information from a range of different communication channels, including a company's website, telephone, email, live chat, marketing materials, social media, and more (Thompson and Kolsky, 2004). Through the Customer relationship management approach and the systems used to facilitate customer relationship management, businesses learn more about their target audiences and how to best cater to their needs. However, adopting the Customer relationship management approach may also occasionally lead to favoritism within an audience of consumers, resulting in

dissatisfaction among customers and defeating the purpose of customer relationship management (Williams and Naumann, 2011).

It is important for companies establishing strong Customer relationship management systems to improve their relational intelligence (Bowen, 2001). According to the argument presented by Bowen (2001), a company must recognize that people have many different types of relationships with different brands. This information is valuable as it provides demographic, behavioral, and value-based customer segmentation. These relationships can be both positive and negative. Some customers view themselves as friends of the brands, while others as enemies and some are mixed with a love-hate relationship with the brand. Some relationships are distant, intimate or anything in between (Arokiasamy, 2013).

According to Bowen (2001), managers must understand the different reasons for the types of relationships, and provide the customer with what they are looking for. Companies can collect this information by using surveys, interviews, and more, with current customers. For example, Frito-Lay conducted many ethnographic interviews with customers to try and understand the relationships they wanted with the companies and the brands. They found that most customers were adults who used the product to feel more playful. Customers may have enjoyed the company's bright orange color, messiness and shape. It is also very important to analyze all of this information to determine which relationships prove the most valuable. This analysis of the customer information helps to convert data into profits for the firm. Stronger bonds contribute to building market share. By managing different portfolios for different segments of the customer base, the firm can achieve strategic goals (Bowen, 2001).

Firms have also implemented training programs to teach employees how to recognize and effectively create strong customer-brand relationships. For example, Harley Davidson sent its employees on the road with customers, who were motorcycle enthusiasts, to help solidify

relationships (Thompson and Kolsky, 2004). Employees have also been trained in social psychology and the social sciences to help bolster strong customer relationships. Customer service representatives must be educated to value customer relationships, and trained to understand existing customer profiles. Even the finance and legal departments should understand how to manage and build relationships with customers (Hossain, 2012).

Firms that do not have well-designed and logical processes cannot be successful in achieving their goals. Companies should define their business goals and evaluate their customer relationship management processes to improve and expand to fit their needs (Williams and Naumann, (2011). Applying new technologies is also helpful because using Customer relationship management systems requires changes in infrastructure of the organization as well as deployment of new technologies such as business rules, databases and information technology.

2.5 Effect of the customer perceived service quality on customer satisfaction

Customer perceived service quality is the customers own perception of the service based on different factors contributing to the service, from the process to the final outcome. According to Grönroos (2001), “...*quality is what customers perceive...*”. Customers buying service consider everything that contributes to the process and the final outcome in making their assessments of the service. However the subjective assessment of the actual service experiences is the customer perceived service quality (Looy et al, 2003).

Sureshchander et al (2002) states that service firms have a difficulty envisioning and understanding what aspects of the service that define high quality to the consumers and at what levels, they are needed to be delivered. The aspect of managing a service interaction also requires understanding the complicated behavior of employees that find its way into the customer’s perception of the service quality.

On the inspection of the dimensions of quality, a major focus rests on the component of human interaction in the service delivery that consists of human behavior and attitudes. Looy (2003) also adds that customers are not one-dimensional in judgment, because a lot of other factors influence service quality, most researchers agree on these dimensions of service quality as a measure of service quality.

Perception of the quality of services through the eyes of the customer is formed by a judgment of many encounters, with an organization. According to Hossain, (2012), *“customers perceive services in terms of quality of the service and how satisfied they are overall with their experiences.”* However, to meet the expectations of customers needs mainly the joint effort of the employees who have contacts with the customers, and the customers themselves, who therefore may be in better position to understand them, and solve their service related problems (Hossain, 2012).

According to Paul H. Selden (1998), good customer service is about meeting the needs of the Customer. Customers have an inherent expectation that they will be treated well, i.e. in a friendly, kind, and respectful manner. Answering their questions and being knowledgeable about the product or service is also a characteristic of good customer service. If you deliver the product or service you promised, in the manner in which you promised, and help the customer with any difficulties or challenges they may have with the product or service, and the customer is ultimately happy with the experience, that's good customer service. Good customer service is also about ensuring the customer is receiving the appropriate product or service they truly need and not selling them more product or service than they need.

Superior customer service includes all of the above as well as exceeding the expectations or needs of the customer. It's about going the extra mile to please the Customer. Paul Seldon gives an example that, *“at a recent hotel stay, I was greeted at the front desk with a gift bag*

which included some free snacks and drinks from the hotel. It was unexpected and made my day". A person who experiences a negative customer service is more likely to share it among others than someone who experience a positive customer service. It is therefore important for businesses to go out of their way and strive for an exceptional customer service in order to avoid the negative image and response for that matter. Customer service, if used right, is a useful tool for banking institutions to attract clients who want to use the bank's services without getting too much insight in their private life. Qualified customer service possibly implies that the information may be disclosed in some circumstances and not in others (Paul H. Selden, 1998).

2.5 Conclusion

Customers are the most important element for service businesses and keeping them satisfied is the result of fulfilling and delighting their expectations and exceeds them. Delivering quality service is a core factor for success and it needs to be continuously evaluated focusing to improve the current situation if necessary.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter has presented a description of research design, sampling design that was used to present data. It was collected in terms of data source and data collection methods and analyzed. It also suggested how data was processed and analyzed. It discussed the limitations that were encountered.

3.1 Research design

These were methodological framework chosen by the researcher in order to examine a given problem in such a way that answers received are not only reliable but also valid as suggested by Wangusa, (2007). The researcher has used both qualitative and quantitative approach and a cross sectional case study has been used. In this study, case study referred to a particular unit to be studied out of the whole population as reported by (Amin, 2005). Quantitative approach involved the researcher to collect data from the respondents while qualitative approach includes collecting data from key informants who are knowledgeable about the research topic. Qualitative method was used because it provides detailed in depth information which was supported with quotations from the respondents. It promoted broad understanding of complex issues and discovered whether specific theory applied to phenomenon in real world,

3.2 Area of the Study

This study has been carried out in Kampala District specifically in Rubaga Division in Wakaliga area at Kenlon Hotel Limited as the case study. Kenlon Hotel Limited is located at

Sir Albert Cook road plot 1140 Mengo. Kenlon Hotel Limited was selected because it was convenient since it has first class services and further growing up very fast in Kampala since there are two branches in Kampala within a space of about four years. Also the area was near to university hence the researcher incurred less costs like on transport (Kenlon Hotel annual report, 2015).

3.3 Study population

Donkor and Obeng (1999), defined population as the complete set of individuals (subjects), objects or events having common observable characteristics in which the researcher is interested. The researcher has involved employees of Kenlon Hotel Limited whom were 30 and some customers of the Hotel because they have a clear picture of how quality assurance affects customer satisfaction and these were 44.

3.4 Sampling technique

The researcher used both scientific and non-scientific techniques to gather information. In this study, non scientific sampling techniques are techniques where by elements in the population do not have known or probability chance of being selected and these include; convenience sampling, purpose, networking and proportionate or quota sampling. Scientific techniques are those where all elements in the population have equal chance of being selected. It includes simple random sampling, stratified random sampling, cluster sampling as well as systematic sampling. The researcher employed convenience sampling technique on employees as he questioned employees who were easy to be reached although from specific departments and networking sampling technique on key informants. Cluster sampling technique was used on customers. This sampling technique is where people of the same characteristics appear close together and therefore is grouped together. The researcher clustered customers according to their characteristics like those who most enjoy restaurant

service, bar service, sauna and steam bath as well as accommodation service because these people have different attitude and perception towards service quality since they have also different characteristics.

3.4.2 Sample size and selection

According to Wangusa (2007), sampling size is the number of respondents who take part in the study. Sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample as suggested by Evans (2000). The samples from within the organization were selected using convenience and networking sampling technique although were from different departments which include 5 from Purchasing and procurement, 11 from front line employees (waiters and waitress, and chefs) and 14 from management department. Samples especially from outside the organization (customers) had been selected in different sections or departments using cluster sampling technique for example from bar section; Restaurant; Sauna and steam bath; as well as Accommodation department. This is because these people have different perception about quality and satisfaction basing on the section where a person most belong however 44 respondents had sufficed for customers of the hotel basing on R.V. Krejcie and Morgan's table of determining sample size (Krejcie and Morgan, 1970)

Table 1: Sample Size of the study

Department	Respondents
Purchasing and procurement	5.
Front line employees (waiters and waitress and chefs)	14
Management	11
Customers	44
Total	74

3.5 Data Collection Methods and Instruments

Due to nature of the study both primary and secondary data sources were used. This was because the study based on both first hand information and already existing data, this implied that the researcher opt to use primary and secondary data. The researcher focused on Kenlon Hotel Limited to collect primary data. The researcher used self-administrated questionnaires while collecting data from the staff.

The researcher concurrently used questionnaire and interview method for collecting primary data in this study. Questionnaire is a self-report tool prepared by the researcher to collect data from respondents by writing as suggested by Amin, (2005). In this study, researcher assumed that respondents are literate hence he used both open ended and closed ended questions to enable respondents to think before answering questions. This required ranking of answers in order of importance or even in value and it mainly applied to employees since they have less time for the interview although they can fill these questionnaires in their free time.

According to (Amin, 2005), interview is an oral interaction where the investigator gathers data by direct verbal exchange of information with participants. The researcher used

interview guide and for in-depth information or follow up to questionnaires, he started with easy and factual questions before moving to more controversial issues. It helps to get information even from illiterates as a way of getting detailed information and clarity, getting instant feedback because the researcher has used structured verses unstructured type of interview. This method was used because it is the quickest method in collecting information and questions can be repeated clearly for respondents to understand them. It allowed collection of seemingly sensitive information, probing and explanation where information appeared to be substandard as well as reducing unfamiliar influences on response. This method mostly applied to customers.

For secondary data the researcher has used secondary sources like text books, journals, articles, magazines, presentations concerning the subject matter of the study. These sources were consulted at the length to extract required information to answer the research questions. These sources were be extracted from internet and libraries of Makerere University and library of Kenlon Hotel

3.6 Quality control methods

According to Wangusa (2007), validity is the extent to which observations and statements made are true reflections of reality or the extent to which a study accurately measures what it sets to measure. The researcher used face validity in order to ensure that data collected served its purpose as the instrument appears to the truth on its face. The researcher ensured internal validity by discussing questionnaire and interview guide with the supervisor so as to identify and clarify ambiguous words and questions. Also the researcher ensured external validity by applying the observation to other populations since the population was heterogeneous.

Reliability referred to the extent to which an instrument produces consistent response every time it is used as suggested by Amin (2005). The researcher has asked the supervisor to

examine her research instrument and used pilot-testing questionnaires besides ensuring precision and clarity of instructions given to respondents in order for research findings collected to be reliable.

3.7 Data Analysis

Descriptive Statistical method has been used in analyzing and interpreting the findings of the study. Data collected was edited for completeness, accuracy, consistency and relevancy to aid in interpretation and analysis and then the findings was been presented in tables and charts from which frequencies has been determined. The researcher's judgments were based on what majority of the respondents has stated or depending on how the researcher perceived the situation on the ground. The findings of the study were being presented in such a way to reveal the relationship between quality assurance and customer satisfaction.

3.8 Ethical consideration

According to Kombo and Tromp (2006), ethical consideration referred to the steps taken to guard against violation of respondents privacy and dignity. The researcher has requested permission from manager of the Hotel using introductory letter from university, introduced first the study to the respondents, rights of respondents were not violated as the researcher ensured confidentiality and anonymity through ensuring them that the information they gave has not being used against them and or their organization as well as avoiding plagiarism by acknowledging sources of information used in the report.

3.9 Anticipated Limitations to the study

The researcher has faced financial difficulties in carrying out the research this has been in terms of transport to the area of the study, typesetting, printing and photocopying however the researcher has tried to solicit financial assistance from brothers, sisters and friends.

The researcher has faced the problem of acquiring literature relevant to the study area this has been a result of scarce published relevant information in the university library

The researcher has faced the problem of non response from respondents due to bias however this has been solved by humble and soft approach towards the respondents.

The researcher was denied some information especially in staff members fearing that the researcher can reveal such information like how tenders are awarded as well as purchase of some equipment however the researcher assured the respondents total confidentiality.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the findings, interpretation and analysis of data on quality assurance and customer satisfaction using the objective by objective approach. The responses in the questionnaires and interviews were analyzed using Microsoft office like word and excel. The study has aided by providing of data which was presented in graphs, tables as well as narrative descriptive were used. The study used a scale of 1 to 5, where 1 was the minimum and 5 was the maximum for the respondents to answer the questions posed.

4.1 Response rate and composition sample

Total number of 30 questionnaires was distributed to employees, only 28 were returned and only 25 were valid. The study was based on both the employees and customers. 25 employees provided their opinions out of which 8 were male and 17 female. Of these, 5 respondents were from purchasing and procurement department, 11 respondents were from frontline employees and 11 from management department. The total number of customers who provided opinions was 44 out of which 24 were male and 20 female. This data is summarized in the table below.

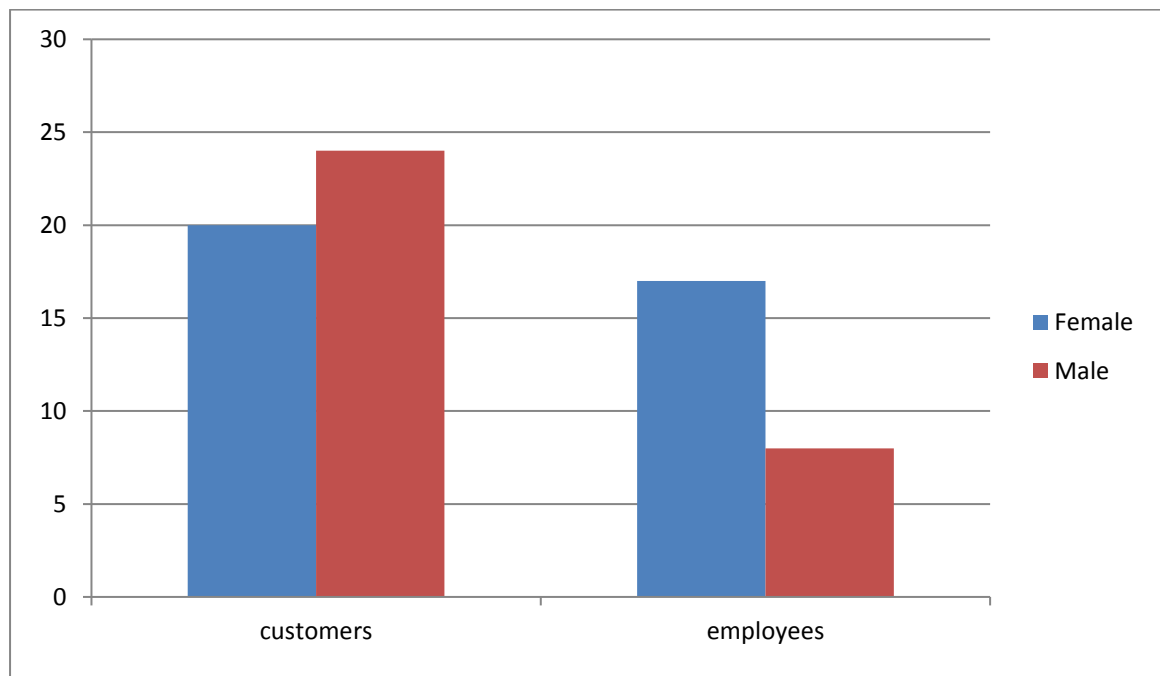
Table 2: Gender of respondents

	Frequency	percentage	Valid percentage	Cumulative percentage
Male	32	46.4	46.4	46.4
Female	37	53.6	53.6	100
Total	69	100.0	100.0	

Source: primary data (2017)

The findings in the table 2 above illustrate that 46.4% of the respondents were male and 53.6% of the respondents were female. Having all genders represented in this study, this possibly implies that different opinions were gathered. The study illustrated that the interests of men are different from the interests of the ladies. The behaviors of men are also different from those of ladies. The opinions got from respondents were representative and unbiased.

Figure 2: Response rate by gender



Source: Primary data (2017)

4.1.2 Years of employment

Table 3: Years of employment of the employees

Period (years)	Number	Percentage (%)
1-4	11	44
5-9	9	36
10-15	5	20
16 and above	0	0
Total	25	100

Source: primary data (2017)

The researcher sought to find out the years of employment especially on the respondents who worked at the hotel, and it was found out that 11(44%) had served between 1-4 years, 9(39%) respondents had served between 5-9 years; 5(20%) had served between 10-15 years and none (0%) had served for 16 years and above. Therefore majority of the respondents 56% had served quite a good time at the organization and or related organizations before joining Kenlon Hotel Limited thus were well versed with the operations of the institution and know how quality assurance can affect customer satisfaction. It was further well presented in the table below.

4.1.3 Age bracket of the respondents.

Table 4: Age bracket of respondents

Age	Employees		Customers	
	Number	Percentage (%)	Number	Percentage (%)
18-25	4	16	6	13.6
26-33	8	32	9	20.5
34-41	5	20	17	38.6
42-49	7	28	5	11.4
50 and above	1	4	7	15.9
Total	25	100	44	100

Source: Primary data (2017)

From the table 4 above, respondents were of different ages both employees and customers meaning that they have different experience and are knowledgeable about Kenlon Hotel Limited. Of the employees of the hotel, 4(16%) were between 18-25 years, 8(32%) between 26-33 years; 5(20%) between 34-41 years; 7(28%) of between 42-49 years and 1(4%) of 50 years and above. Of the customers of the hotel, 6(13.6%) were between 18-25 years; 9(20.5%) of between 26-33 years; 17(38.6%) of between 34-41 years; and 5(11.4%) of between 42-49 years as well as 7(15.9%) respondents were of 50 years and above. This possibly implied that most of the respondents were mature enough and unbiased in the information they provide. The biggest number of employees (24/25) are below 50 years which possibly implies that Kenlon Hotel Limited employs mostly fresh graduates who are still energetic to carry on the work. While majority of the customers (29/44) are 34 years and above. This possibly implies that they are likely to prefer a calm environment and this has an impact on the services of the hotel.

4.1.4 Marital status of the respondents

Table 5: respondents' marital status

status	Employees		Customers	
	number	percentage	Number	Percentage
Single	7	28	8	18.2
Married	5	20	13	29.5
Separated	3	12	7	15.9
Divorced	0	0	4	9.1
widowed	1	4	2	4.5
Co-habitant	9	36	10	22.7

Source: Primary data (2017)

In this study respondents were of different marital status hence they have different opinions relating to quality assurance and customer satisfaction. The findings illustrates that 36/44 customers have ever been in a relationship. This possibly implies that interests of such customers who visit Kenlon Hotel Limited are far from looking for partners. The hotel management should work hard to serve the interest of such customer.

4.1.5 Education level of respondents

Table 6: Education level of respondents

<u>Education level</u>	<u>From within</u>		<u>From outside</u>	
	Number	Percentage (%)	Number	Percentage (%)
Certificate and below	8	32	3	6.82
Diploma	9	36	7	15.9
Bachelors	6	24	18	40.9
Masters	1	4	8	18.2
PHD	0	0	2	4.5
Others (CPA, Doctorate, ACCA) among others	1	4	6	13.64

Source: Primary data (2017)

The findings in the table above illustrates that respondents to the study were of different level of education implying that; perception, attitude, interpretation and level of satisfaction is different amongst them hence different opinions.

Basing on the table above, it shows that most of the respondents are of diploma level and above that probably possibly implies that they understood questions granted to them well and gave answers since these people value quality even more than the price of a service and or a product. This is because this hotel most receive executive or corporate class customers as it also provide executive services.

4.2 QUALITY ASSURANCE

The study sought to establish the opinions of respondents on quality assurance in their organization.

Table 7: Respondents' opinion on quality assurance in the organization

	N	Minimum	Maximum	Mean	Std. Deviation
Opinion on quality assurance in the organization	69	3.00	5.00	4.8551	.42962
Management provide confidence that quality requires	69	2.00	5.00	4.4493	.99316
Quality assurance prevents mistakes and avoid problems	69	4.00	5.00	4.9710	.16899
Quality assurance aims at maintaining desired level of quality	69	5.00	5.00	5.0000	.00000
Quality assurance is a planned and systematic activity	69	4.00	5.00	4.7681	.42513
Valid N (listwise)	69				

Respondents were asked to give their opinions on quality assurance in their organization. 61(88%) respondents ticked on 5, 6(8%) ticked on 4 and only 3(4%) ticked on 3 yet none of the respondents ticked on a figure below 3. The findings states a mean of 4.8551 which possibly implies that majority of the respondents agreed to the statement, and a standard deviation of 0.42962 which shows that respondents had varying opinions to the statement. The findings illustrates that majority of the respondents agreed that statement there is quality assurance in the organization, although some were not fully convinced with the statement.

Respondents were further requested to respond to the statement of whether quality assurance at Kenlon Hotel Limited is a lot about management to provide confidence that quality requires. 50(72%) respondents ticked in table 5, 6(8%) ticked in table 4, 7(12%) in table 3 and 6(8%) in table 2 yet none of respondents (0%) however ticked in table 1. The findings illustrate a mean of 4.4493 which states that majority (63)92% of the respondents agreed to the statement, and a standard deviation of 0.9936 implying that respondents had varying opinions about the statement. The findings illustrates that management of the organization possibly tries to provide confidence that quality requires. These finding agrees with Vijayadurai (2008) who states that quality assurance is a part of quality management focused on providing confidence that quality requires.

The study paused a question on statement that quality assurance prevents mistakes or defect products and avoid problems when delivering solutions or services to customer, 67(96%) ticked in table 5 and only 2(4%) ticked in other tables. These findings illustrate that by maintaining quality while providing service and or product, mistakes can easily be detected which creates a competitive edge for the organization hence good performance compared to its competitors. The findings illustrate a mean of 4.9710 which possibly implies that majority (96%) agreed to the statement and a standard deviation of 0.16899 which illustrates that 4%

respondents had varying opinions on the statement. This shows that although majority agreed to the statement, some were not so convinced.

The study posed a question on statement that quality assurance is aimed at maintaining desired level of quality in service or product, 69(100%) respondents ticked in table of 5 which possibly implies that all people eager to support the organization which maintains quality in services and or products it provides. The findings stated a mean of 5.0000 and a standard deviation of 0.0000 which states that all the respondents agreed to the statement. The findings are in line with Ettore (2001) who argues that quality assurance is the maintenance of a desired level of quality in service or product.

People also responded to the statement saying that quality assurance is a planned and systematic activity implemented in a quality system so that quality requirements of a product or service will be fulfilled. 53(76%) ticked in maximum table 5 although 16 (24%) respondents ticked in table 4. The findings illustrate a mean of 4.7681 which illustrates that majority of the respondents agreed to the statement although a standard deviation of 0.42513 illustrates that respondents had different opinions. This probably implies that although majority of the respondents agreed to the statement, some were not convinced. The findings are in agreement with the assertions of the American Society for Quality (ASQ) (2016) that quality assurance is any systematic activity implemented in a quality system so that quality requirements of a product or a service will be fulfilled.

Respondents gave different opinions on this part when they ticked on answers which they thought that it is more related to their experiences in the organization which include; maintaining quality may involve good customer care services which include; front desk services, speed in service delivery, parking space, reliable services, security, attractiveness, customer attention and sensitivity to their needs, honesty and good attitude towards

customers. Therefore organizations (hotels) should look for ways to serve their customers than they expect and understanding them since it is the key to give them good services.

Due to the competitive nature of business, organization and customer service professionals should strive to pull ahead of the competition in any positive way possible. Some non verbal behavior can be used to beat up the service quality level of other organizations because the image of organization will be enhanced.

Some respondents said that more profession impression is created when the organizational culture is customer-focused. This is because when customers feel comfortable about the organization and the image projected, they are more likely to develop a higher level of trust and willingness to be more tolerant when things do go wrong occasionally.

4.3 CUSTOMER SATISFACTION

In this section, respondents were requested to respond to different statements as per the level of their experience concerning customer satisfaction.

Table 8: Respondents' opinion on customer satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
Opinion on customer satisfaction in the organization	69	2.00	5.00	4.3913	.86121
Customer satisfaction translates to loyalty	69	1.00	5.00	4.5797	.97627
Satisfied customers keep coming back for hotel services	69	4.00	5.00	4.9565	.20543
Customers are satisfied with hotel services	69	2.00	5.00	3.8551	1.10181
A satisfied customer maintains positive attitude	69	5.00	5.00	5.0000	.00000
Valid N (listwise)	69				

When respondents were asked for their opinions on customer satisfaction in their organization, 41(60%) ticked in table 5, 17(24%) respondents ticked in table 4, 8(12%) in table 3, 3 (4%) respondents ticked in table 2 and none (0%) respondents ticked in table below 2. The findings shows a mean of 4.3913 which illustrates that majority (58) of the respondents agreed with the statement, and a standard deviation of 0.86121 which possibly implies that respondents had different opinions about the statement. These findings possibly

implies that the organization tries to provide quality services than customers' expectations although these services are of higher charges compared to those provided in some other related organizations, customers become satisfied with those supplied at Kenlon Hotel Limited due to its quality since this organization most receive corporate customers who value quality even than the price besides enjoying variety of services at the organization. However, some respondents argued that some customers are unsatisfied due to high prices charged on services for instance on food, drinks, accommodation among others which are of lower charges in other organizations may be even at the same quality or even better quality.

The study posed a question on a statement that high customer satisfaction translates to customer loyalty, 55(80%) respondents ticked in table 5, 6 (8%) in table 4, 3(4%) in table 3, 3 (4%) in table 2 and 2(3%) in table 1. The findings stated a mean of 4.5797 which states that majority (61) of the respondents agreed with the statement, and a standard deviation of 0.97627 which possibly implies that respondents had varying opinions on the statement. These findings are in line with Holjevac (2003) who asserts that customer satisfaction translates into customer loyalty and loyalty is one of the best drivers of the corporate growth. However, minimum respondents (20%) urged that even if the customer become highly satisfied with the service or product can just go away especially because of price charged for that particular service besides lack of after sales service like following customers to see how they perceive the service and convincing them to come back, delay in responding to customers' complaints. Therefore establish and maintaining trust with customers can enhance customer loyalty and organizational performance. This is because for customers to continue doing business with you, they must trust you. However to maintain trust, the organization must actively work towards incorporating the values and beliefs of customers, deliver quality services and information that satisfy the needs of your customers.

Respondents were also requested to give their opinions on a statement that satisfied customers are able to keep coming back for the hotel service. 66(96%) respondents ticked in table 5, 3(4%) ticked in table 4. The findings stated a mean of 4.955 which shows that all the respondents agreed to the statement, although a standard deviation of 0.20543 states that respondents had different opinions. This possibly implies that enhancing customer loyalty as a strategy for retaining customers can improve customer loyalty as well as performance of the hotel. Good customer services often encourage people to retain to organization where they feel welcomed, serviced properly and respected. The findings are in agreement with the assertions of Holjevac (2013) who emphasized the relationship between satisfaction and loyalty. Seeking out new customers through advertizing and or other possibly implies can be very costly because in addition to have found them, the organization has to struggle and win them over. Therefore, according to the findings, it can be stated that it is imperative that every member of organization work to develop loyalty in customers with whom you have an existing relationship because customers who are dissatisfied tell as many friends about the negative experience with the organization while those who are served well will go and convince others about the quality service offered which increase number of customers besides maintaining the already existed ones.

Respondents were also requested to give opinions on the statement that customers are satisfied with the hotel services, 28(40%) of the respondents gave answer number 5, 16(24%) respondents gave answer number 4, 14(20%) gave answer number 3, 11(16%) respondents gave answer number 2 and none (0%) respondents gave answer number 1. The findings illustrate a mean of 3.8551 which possibly implies that majority (44) respondents agreed with the statement, and a standard deviation of 1.10181 which possibly implies that respondents had different opinions. Although some (25 respondents) were not convinced with this statement, majority of the respondents believed that customers are satisfied with the services

offered at the hotel. This possibly implies that customers are treated with respect which helped to create a comfortable environment for customers to enjoy the service.

Respondents also gave their opinions on a statement that a satisfied customer continues to recommend or maintain a positive attitude towards the service provider. 69(100%) respondents discernible in table 5. The findings illustrate a mean of 5.0000 and a standard deviation of 0.000 which possibly implies all respondents agreed to the statement. This possibly implies that any satisfied customer recommends other persons to you as well as maintaining a positive attitude towards the service provider. These findings agree with Williams and Naumann (2011) that satisfaction leads to attitudinal loyalty that possibly implies customers will tend to recommend others to purchase from the organization.

Respondents gave different opinions about this section like by making customers number one is the key to enhance customer satisfaction. The respondents emphasized that people like to feel that they are important and valued. The organization can go a long way towards providing solid customer service and building a strong relationship with customers as it act on that fact. The organization can generate much good will while meeting customer needs.

Respondents also suggested that every time you encounter a customer in person or even over the Phone, you have the opportunity to provide excellent service and this can be done by making positive initial contact since first impression is crucial and often lasting, establishing rapport as customers deal effectively with employees whom they perceive as likable, and helpful. Identifying and satisfy customer needs quickly by questioning, listening, observing and follow-up the customer on her or his next visit or via telephone to ensure that they are satisfied. They further suggested that employees especially in the hotel can encourage customers to return through smiling, as well as reminding them that you are available to help them in future.

4.4 QUALITY ASSURANCE AND CUSTOMER SATIFICATION

In this section, respondents were asked to give their opinions on different statements concerning quality assurance and customer satisfaction as per their level of experience.

Table 9: Respondents' opinions on quality assurance and customer satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
Impact of quality assurance on customer satisfaction	69	2.00	5.00	4.4348	.91520
Level at which quality assurance impact customer satisfaction	69	1.00	5.00	3.7536	1.07657
High service quality lead to customer satisfaction	69	1.00	5.00	4.6667	.86885
Good customer relationship lead to customer satisfaction	69	1.00	5.00	4.2754	1.16169
Good customer perception towards service quality lead to satisfaction	69	1.00	5.00	4.0145	1.25432
Valid N (listwise)	69				

Source; Primary data (2017)

During the study, respondents were asked about the impact of quality assurance on customer satisfaction; 47(68%) respondents gave answer number 5, 8(12%) respondents gave answer number 4, 11(16%) respondents gave answer number 3, 3(4%) respondents however gave answer number 1. The findings stated a mean of 4.4348 which likely implies that over 80% of

the respondents agreed to the statement although a standard deviation of 0.91520 stated that respondents had different views on this statement. This possibly implies that quality assurance greatly impacted on customer satisfaction although there are other factors which have big influence on customer satisfaction like customer care service, price of the service and or product, government policies, cleanliness of the place, reliability of service or product among others. This is also in conformity with Martinez and Pina (2003) who asserts that quality assurance and customer satisfaction are so related.

Respondents were further asked to respond on the statement concerning the level at which quality assurance impact customer satisfaction. 19(28%) gave answer number 5, 25(36%) of the respondents gave answer number 4, 17(24%) respondents gave answer number 3, 5(8%) respondents gave answer number 2 yet 3(4%) gave answer number 1. The findings stated a mean of 3.7536 and a standard deviation of 1.07657 which possibly implies that although majority of the respondents (44/69) agreed to the statement, there were some respondents (25) with different opinions about the statement. This probably implies that even when the quality of service is very good; some customers consider many factors so as to get satisfaction. Some customers mentioned the issue of the beauty of waitresses as one of factors that drive many male customers who visit hotels.

The study posed a question on statement that high service quality lead to customer satisfaction, 55(80%) respondents gave answer number 5, 11(16%) respondents gave answer number 4, 3(4%) respondents gave answer number 1 yet none of the respondents marked in other tables (0%). The findings stated a mean of 4.6667 which implied that over 80% of the respondents agreed with the statement, and a standard deviation of 0.86885 which states that although majority of the respondents agreed with the statement, there were some who had different opinions. The findings possibly implies that whenever the organization improve the

quality of its services, customer satisfaction also increased besides working on other factors like reliability of the service, charging reasonable prices, respecting customers (practicing good customer care services), preserving environment among others. This is also in agreement with Shi and Su (2007) who emphasizes the relationship that exist between customer satisfaction and service quality.

Respondents were also requested to respond to the statement that good customer relationship leads to customer satisfaction. 44(64%) respondents gave answer number 5, 11(16%) gave answer number 4, 6(9%) gave answer number 3, 5(7%) gave answer number 2 and 3(4%) of the respondents gave answer number 1. The findings illustrate a mean of 4.2754 and a standard deviation of 1.16169 which likely implies that majority (55) of the respondents agreed to the statement although there were respondents who expressed different opinions. Basing on these opinions, it is possible that good customer relationship strictly lead to customer satisfaction because even if the price of the service is high and there is occasional breakdown in the quality of service, good customer relationship help to maintain customer satisfaction since the organization creates the bridge that joins customers and organization which help the organization to identify customers' needs and then provide them better than they expect. The findings are in agreement with Sebor and Jessica (2008) who asserts that improving business relationship with customers, catalyses sales growth.

Respondents were also asked to answer a question on a statement that good customer perception towards service quality lead to customer satisfaction. 33(48%) respondents gave answer number 5, 19(28%) respondents gave answer number 4, 8(12%) respondents gave answer number 3, 3(4%) gave answer number 2 yet 6(8%) respondents gave answer number 1. The findings stated a mean of 4.0145 and a standard deviation of 1.25432 which states that majority (52) of respondents agreed with the statement in question. However, the standard

deviation states that there were some respondents who had different opinions about the statement. This implied that whenever customers have a positive attitude towards service quality, their level of satisfaction is high because they trust highly the organization such that their level of satisfaction is not only determined by price charged, greatly by the quality of service provided. This is in line with Looy et al (2003) who asserts that the subjective assessment of the actual service experience is the customer perceived quality.

Respondents gave different opinions under this section which include; they said that quality assurance enable customers to remain loyal to a service as well as the organization that they believe it meet their needs. Respondents said that even when there is an actual or perceived break down in quality, many customers will return to organization which they believe sincerely attempts to solve a problem or make restriction for an error.

They said that good customer relationship can enhance hotel performance because it enables the organization to identify exactly customers' needs and think on ways of meeting them. They further said that this relationship help customers to rise issues concerning organization performance outside which help the organization to know areas which are performed poorly. As they gave their opinions, they further reported that, listening to customers effectively is the primary possibly implies of quality service professional as they determine the needs of their customers. Since these needs are not communicated to you directly but through inferences; indirect comments; and non verbal signals, a skilled listener can pick up on these cues and conduct follow-up questioning and or probe deeply in order to determine the real needs.

Respondents further said that quality assurance as well as good customer relationship helps to increase number of customers dealing with the organization. This is because customers always return to organization where they feel welcomed, served well and being respected.

The study sought to identify the relationship between quality assurance and customer satisfaction basing on the opinions given by the respondents as gathered by the researcher

Table 10: Correlation between quality assurance and customer satisfaction.

		Quality assurance	Customer satisfaction
Quality assurance	Pearson Correlation	1	.752**
	Sig. (2-tailed)		.000
	N	69	69
Customer satisfaction	Pearson Correlation	.752**	1
	Sig. (2-tailed)	.000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data (2017)

The correlation analysis illustrates a strong positive significant relationship ($r = 0.752$, $p < 0.01$) between quality assurance and customer satisfaction. This possibly implies that customer satisfaction is highly impacted with quality assurance. This is in line with Martinez and Pina (2003) who asserts that customer satisfaction and quality are highly related. The findings possibly implies that for the organization to achieve customer satisfaction, more attention should be put on quality assurance, for example providing quality services, improving customer relationship.

4.5 service quality and customer satisfaction

Respondents gave opinions relating to service quality and customer satisfaction as they based on experiences they received at this hotel or even at other related organization.

Table 11: Respondents' opinions on service quality on customer satisfaction.

	N	Minimum	Maximum	Mean	Std. Deviation
Opinion on the impact of service quality on customer satisfaction	69	3.00	5.00	4.6377	.68537
Level at which service quality impact customer satisfaction	69	3.00	4.00	3.8841	.32250
Service quality attracts customers to purchase again	69	3.00	5.00	4.8406	.47351
Service quality lead to high rate of customer loyalty	69	2.00	5.00	4.5942	.81021
High quality service enhances customer retention	69	2.00	5.00	4.3913	.91100
Valid N (listwise)	69				

Respondents were requested to respond to a statement that service quality impact satisfaction in their organization. 52(76%) respondents (19 employees and 33 customers) gave answer number 5; 9(13%) respondents (3employees and 6 customers) gave answer number 4, 8(11%) respondent (3 employees and 5 customers) also gave answer number 3. None of them gave answer number below 2. The findings stated a mean of 4.6377 which possibly implies that majority (60) of the respondents agreed with the statement, and a standard deviation of 0.68537 which possibly implies that there some (9) respondents who had different opinions. Majority of the respondents agreed that service quality really have maximum impact on customer satisfaction although some respondents reported that not only service quality lead to customer satisfaction but also other factors which need to be worked on effectively to enhance customer satisfaction. However this possibly implies that whenever the organization provides quality services, customers are always satisfied and increased as they come from different areas less considering the price or charges of the service.

Respondents were further asked to give their opinions on the level that service quality impact customer satisfaction, 61(88%) respondents (22 employees and 39 customers) gave answer number 4; 8(12%) of the respondents (3 employees and 5 customers) gave answer number 3 yet none marked in other tables. The findings illustrate a mean of 3.8841 and a standard deviation of 0.32250 which possibly implies that majority (61) of the respondents agreed to the opinion that service quality highly impact customer satisfaction although some respondents had different opinion about the matter. The findings are in line with Nilsson, and Gustafsson (2001) who argues that in the hotel industry, as service has direct interaction with customers, customer satisfaction can be a replication of service quality.

Respondents also gave their opinions the study paused a question on statement that on satisfied customers are retained to purchase again in future. 61(88%) of respondents (22

employees and 39 customers) gave answer number 5, 5(8%) respondents (2 employees and 3 customers) gave answer number 4 yet 3(4%) respondents (1 employee and 2 customers) gave answer number 3 and none (0%) respondents marked in other tables. The findings stated a mean of 4.8406 which possibly implies that majority (over 95%) of the respondents agreed with the statement, and a standard deviation of 0.47351 which states that some respondents had varying opinions. These findings show a possibility that satisfied customers are more likely to return to the organization. This is in line with Bowen (2001) who asserts that satisfied customers will continue to buy from the organization as well as recommending, and or maintaining a positive attitude towards a service provider.

The study paused a question on statement that service quality lead to higher rate in customer loyalty, 52 (76%) respondents (19 employees and 33) gave answer number 5; 9(12%) (3 employees and 6 customers) gave answer number 4; 5(8%) (2 employees and 3 customers) gave answer number 3, and 3(4%) respondents (1 employee and 2 customers) gave answer number 2. None of the respondents marked in other table. The findings illustrates a mean of 4.5942 which possibly implies that 61(88%) of the respondents agreed with the statement, and a standard deviation of 0.81021 which states that 8 respondents held different opinions about the matter since majority of respondents agreed upon to the statement. It possibly implies that the organization should endeavor to provide quality services because to gain and maintain trust, the organization must actively work towards incorporating the values and beliefs of its customers deliver quality services besides information that satisfy customers' needs so as to beat the competition. This is in agreement with William and Naumann (2011) who argued that satisfied customers intend to repurchase and also recommend others which is a good sign of customer loyalty.

Respondents were also asked to respond to the statement that providing high quality services enhance customer retention rates. 42(60%) of the respondents (15 employees and 27 customers) gave answer number 5; 17(24%) respondents (6 employees and 11 customers) gave answer number 4; 5(8%) respondents (2 employees and 3 customers) gave answer number 3 and 5(8%) respondents (2 employees and 3 customers) also gave answer number 2 yet none (0%) of the respondents gave answer number 1. The findings from the analysis stated a mean of 4.3913 which possibly implies that 59(84%) of the respondents agreed with the statement, and a standard deviation of 0.91100 which illustrates that 10 respondents had different opinions. The findings possibly implies that the organization must interact with customers in a longer-term perspective be considering longer term implications. The organization can do this by treating both internal and external customers in a manner that make them to believe that you care for them and have their best interest at heart.

Different opinions were given on this section and the most appealing ones include; the organization must exhibit trustworthiness both in words and in actions because although it takes long time to gain trust, it can be lost in seconds and it don't react quickly to correct the situation, it may never regain the total confidence of customers.

Respondents further suggested that it is better to go beyond customers' expectations basing on the fact that today's customers are more disconcerting, better educated, have access to more up-to dated and accurate information as well as demanding than those in past days. Since they have certain expectations about your service and or product, and the way that you will provide them, failure to fulfill those expectations can lead to dissatisfaction in customers, confrontation or even loss of business at time. During the interviews held, one of the respondents Mathew (2017) stated;

“..Most people come hotels expecting to find a calm environment and it is on this basis they measure quality of the services provided. As long as the environment is calm, the services provided are considered to be of quality...”

The researcher sought to find out the relationship between service quality and customer satisfaction. This was based on the opinions given by the respondents through the interviews carried out by the researcher.

Table 12: Correlation of service quality and customer satisfaction.

		Service quality	Customer satisfaction
Service quality	Pearson Correlation	1	.867**
	Sig. (2-tailed)		.000
	N	69	69
Customer satisfaction	Pearson Correlation	.867**	1
	Sig. (2-tailed)	.000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis illustrates a positive significant relationship ($r = 0.867$, $p < 0.01$) between service quality and customer satisfaction. This is in agreement with Shi and Su (2007) who asserts that service quality is highly related with customer satisfaction. Basing on these findings, it is illustrated that management of Kenlon Hotel Limited should put much

attention and maintain the quality of the services offered. For any organization to achieve customer satisfaction enough attention should be put on the quality of services offered.

4.6 CUSTOMER RELATIONSHIP AND CUSTOMER SATISFACTION

In this study, customer relationship referred to an approach to managing a company's interaction with current and potential future customers. Respondents were requested to respond to different statements according to their level of experience in the organization or even in related organization before they join Kenlon Hotel Limited.

Table 13: Respondents’ opinions on customer relationship and customer satisfaction.

	N	Minimum	Maximum	Mean	Std. Deviation
Opinion on the impact of customer relationship on customer satisfaction	69	1.00	5.00	4.0145	1.10471
Level at which customer relationship impact customer satisfaction	69	3.00	5.00	4.8696	.45092
Good relationship make customers to come back	69	1.00	5.00	4.2464	1.22961
Customer relationship focuses on customer retention	69	1.00	5.00	3.2754	1.10990
The company maintains an information system about customers	69	1.00	5.00	2.7826	1.80579
Valid N (listwise)	69				

Source: primary data (2017)

Respondents were requested to respond to the statement whether customer relationship impacts customer satisfaction in their organization, 30(44%) respondents (11 employees and 19 customers) gave answer number 5; 19(28%) respondents (7 employees and 12 customers) gave answer number 4; 14(20%) respondents (5 employees and 9 customers) marked in 3;

3(4%) respondents (1 employee and 2 customers) in table 2 and 3(4%) respondents (1 employee and 2 customers) also gave answer number 1. The findings stated a mean of 4.0145 which possibly implies that 49(72%) of the respondents agreed to the statement, and a standard deviation of 1.10471 which illustrated that 20(28%) respondents had different opinions about the matter. These findings are in line with the assertions of Thompson and Kolsky (2004) that businesses learn more about their customers and how best to cater for their needs, hence leading to customer satisfaction. As majority of respondents agreed to the statement, it probably implies that the organization must actively work on creating good relationship with customer so as to enhance customer satisfaction because customer will put trust in this organization and remain satisfied even when there is certain changes like increase in price charges, or break down in quality due to communication link created in between the two parties.

Respondents also gave opinions on the level at which customer relationship lead to customer satisfaction. 63(92%) of the respondents (23 employees and 40 customers) gave answer number 5; 3(4%) respondents (1 employee and 2 customers) gave answer number 4; and 3(4%) respondents (1 employee and 2 customers) gave answer number 3. None of them marked in other tables. The findings stated a mean of 4.8696 and a standard deviation of 0.45092 which illustrates that 66 (96%) of the respondents agreed to the statement, although there were 3(4%) respondents who held different opinions. These possibly implies that whenever customers feel comfortable with the organization, they are able express their interests. Therefore organizations (hotels) must always create good rapport with the customers, try to identify their favorites like food, drinks especially for the daily customers such that there is no need of asking them every time they come to the hotel. This will increase their level of satisfaction as well as loyalty.

They were further asked whether customers are able to come back at the organization because of the good relationship between the two parties. Out of 69 respondents, 44 (64%) respondents (16 employees and 28 customers) gave answer number 5; 11 (16%) respondents (4 employees and 7 customers) gave answer number 4; 6 (9%) respondents (2 employees and 4 customers) gave answer number 3; 3(4%) respondents (1employee and 3 customers) gave answer number 2; and 5 (7%) respondents (2 employees and 3 customers) gave answer number 1. The findings stated a mean of 4.2464 and a standard deviation of 1.22961 which implied that 55(80%) of the respondents agreed to the statement although 14(20%) of the respondents held different opinions about the issue. It possibly implies that customers most times desire to come back to organizations where they have good relationship because they had assurance that they will be satisfied with the service, be served even when they do not have cash at that time but because the organization has good relationship with the customer, it had assurance that customer will come back and pay which in return help to increase number of customers hence higher performance. The findings are in conformity with Sebor and Jessica (2008) who asserts that business relationship with customers improves customer retention and drives sales growth.

Respondents further respondent to the statement of whether customer relationship focuses on customer retention intention, 11 (16%) of the respondents (4 employees and 7 customers) gave answer number 5; 16 (24%) respondents (6 employees and 10 customers) gave answer number 4; 28 (40%) respondents (10 employees and 18 customers) gave answer number 3; 9 (12%) (3 employees and 6 customers) gave answer number 2, although 5(8%) respondents (2 employees and 3 customers) gave answer number 1. The findings illustrates a mean of 3.2754 which possibly implies that 27(40%) of the respondents agreed with the statement, however, 60% of the respondents gave different opinions given the standard deviation of 1.10990. This also agrees with Sebor and Jessica (2008) who asserts that customer relationship specifically

focuses on customer retention. However, 28 respondents did not give a clear stand on this statement. These findings probably imply that maybe these respondents were not so knowledgeable about the operations of Kenlon Hotel Limited, and or the statement was not clear to them.

The study posed a question on statement that the company maintains a quality information system that enables the sharing of quality information and prevention of problems before they occur, and prevents re-occurrence of quality problems. 25 (36%) respondents (9 employees and 16 customers) gave answer number 5; 3 (4%) respondents (1 employee and 2 customers) gave answer number 4; 14 (20%) (5 employees and 9 customers) gave answer number 2 and 27(40%) respondents (10 employees and 17 customers) gave answer number 1. The findings state a mean of 2.7826 which illustrated that although 28(40%) of the respondents agreed with the statement, a standard deviation of 1.80579 possibly implies that the organization is not doing so well in that area. These findings possibly imply that the organization lacks strong quality information system such that all workers can notify any problem about quality before it occurs. These findings illustrate that the organization is likely to miss out on the advantages of maintaining good information system as mentioned by Bowen (2001)

During the study, respondents gave different opinions which include; they reported that good customer relationship enable customers to raise their issues concerning organization performance especially outside however it also enable the organization to identify exactly customers' needs as it suggest ways of meeting them in order to satisfy its customers besides knowing areas where it performed poorly which help it to improve so as to win the market share in the competitive market.

From the interview carried out, customers were asked the impact of customer relationship on customer satisfaction. They reported that it helps to build the bridge between the two parties as they communicate better. One of the respondents Benon (2017) stated;

“..if I spend a week without coming to the hotel and I receive any call from any member of the hotel asking me why am not coming, I will feel so valued by the hotel and that will force me to come back to the hotel for the services...”

This helps the organization to identify customers' needs immediately and accurately as well as knowing what is on the ground in terms of quality and developing better way of providing excellent service to customers which leads to more satisfaction. Customers further reported that this relationship help to increase customer retention as well as directing other customers and customers become tolerant to the organization such that even when they come when services like food are not yet ready. They become patient to the situation instead of going to other organizations.

The study sought to identify the relation between customer relationship and customer satisfaction basing on the opinions given by the respondents

Table 14: correlation of customer relationship and customer Satisfaction

		Customer relationship	Customer satisfaction
Customer relationship	Pearson Correlation	1	.906**
	Sig. (2-tailed)		.000
	N	69	69
Customer satisfaction	Pearson Correlation	.906**	1
	Sig. (2-tailed)	.000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Source: primary data (2017)

The findings illustrate a very strong positive relationship ($r = 0.906$, $p < 0.01$) between customer relationship and customer satisfaction. These findings are in agreement with Sebor and Jessica (2008) who asserts that customer relationship improves business relationship with customers. For the organization to achieve its goals, customer relationship should be given more time. These findings possibly imply that the management of Kenlon Hotel Limited is so far doing well as far as relating with the customers. However, the possibility that there some respondents who gave a different opinion, management should maintain what is being done now as well as improving those areas which are not done well. Areas which are possibly not done well according to the respondents include the after sales service, for example, following up customers, and or providing feedback to customers. One of the respondents Mulindwa (2017) during the interviews stated;

“..the problem with Kenlon is that they do not follow up their customers. They only value you when you are still in their premises. They do not also provide information to their customers in time in case of any change in a service, for example in case of prices changes...”

This statement by the respondent possibly implies that the management of Kenlon Hotel Limited has to improve on the way customers are followed up and the way communication flows to the customers.

4.7 CUSTOMER PERCEIVED SERVICE QUALITY AND CUSTOMER SATISFACTION

During the study, respondents were asked the impact of customer perceived service quality and customer satisfaction. Respondents reported that since customers come with different perception on quality service like the type of service, how the organization must provide it, price of the service and standard of the service. Failure to fulfill all these can lead to dissatisfaction of customers. They said that this happen because now day’s customers are more educated and have access to a lot of information about quality service. This possibly implies that the organization must identify customers’ expectation and perception as well as working to go beyond their perception.

Table 15: Respondents’ opinions on customer perception towards service quality and customer satisfaction.

	N	Minimum	Maximum	Mean	Std. Deviation
Opinion on the impact of customer perception on customer satisfaction	69	1.00	5.00	4.1159	1.11851
Level at which customer perception impact their satisfaction	69	1.00	5.00	4.1739	1.16261
Customers with good perception are highly satisfied	69	3.00	5.00	4.7971	.50234
Customers with negative experiences are more likely to discourage others	69	1.00	5.00	4.7826	.83788
Valid N (listwise)	69				

Source: Primary data (2017)

Respondents from the organization were asked whether customer perception towards the service impact customer satisfaction. 33(48%) of the respondents (12 employees and 21customers) gave answer number 5, 22(32%) respondents (8 employees and 14 customers) gave answer number 4, 6(9%) respondents (2 employees and 4 customers) gave answer number 3, 5(7%) (2 employees and 3 customers) gave answer number 2 yet 3(4%) (1

employee and 2 customers) gave answer number 1. The descriptive analysis stated a mean of 4.1159 which possibly implies that 55(80%) of the respondents agreed with the statement, and a standard deviation of 1.11851 which states that 14(20%) respondents had different opinions about the matter. The findings possibly implies that when customers come with certain perception about the service, it greatly affect their satisfaction especially not meeting it or failing to go beyond it totally lead to dissatisfaction. This is in agreement with Gronroos (2001), stating; “..*quality is what customers perceive...*”

Respondents were further asked the level at which customer perception towards service quality impact customer satisfaction. 39(56%) respondents (14 employees and 25 customers) gave answer number 5, 14(20%) respondents (5 employees and 9 customers) gave answer number 4, 8(12%) respondents (3 employees and 5 customers) gave answer number 3, 5(8%) (2 employees and 3 customers) in table 2 and 3(4%) respondents (1 employee and 2 customers) gave answer number 1. From the research carried out, the findings illustrate that 53(76%) of respondents agreed upon that customer perception towards service quality highly impacted customer satisfaction given the mean of 4.1739 although a standard deviation of 1.16261 which was provided states that respondents held different opinions about this issue. The findings are in agreement with Looy et al (2003) that the subjective assessment of the actual service experiences is the customer perceived service quality.

The study posed a question on statement that customers are ultimately happy with the quality of the service when they have good perception about the service, 58(84%) of the respondents (21 employees and 37 customers) gave answer number 5, 8(12%) respondents (3 employees and 5 customers) gave answer number 4 and 3(4%) respondents (1 employee and 2 customers) gave answer number 3. The findings stated a mean of 4.7971 which possibly implies that over 95% of the respondents agreed with the statement, and a standard deviation

of 0.50234 which illustrates that at least 3 respondents had different opinions. These findings possibly imply that the organization is trying to work on customers' perception by offering customer service, working on the behaviors of the employees as well as improving the ambiance of the place plus all other factors that influence the perception of the customers. This possibly implies that if the organization's quality of service matches with the customers' perception, they greatly become happy and their level of satisfaction is high.

The study posed a question on statement that a customer who experiences negative customer service is more likely to share it among others than someone who experiences a positive customer service, majority of the respondents agreed to the statement since 63(92%) (23 employees and 40 customers) gave answer number 5, 3(4%) respondents (1 employee and 2 customers) gave answer number 4, and 3(4%) respondents(1 employee and 2 customers) gave answer number 1. The findings stated a mean of 4.7826 which possibly implies that about 66(96%) of the respondents agreed to the statement, and a standard deviation of 0.85788 which stated that there were some (3) respondents who held different opinions on this issue. The findings probably imply that the organization must ensure that every customer is served with maximum attention such that at the end become satisfied. These findings are in line Sureschander et al (2002) who points out that the aspect of managing service interaction also requires understanding the complicated factors that find their ways into customer's perception of the service quality

The study sought to find out the relationship between customer perception towards service quality and customer satisfaction. The findings according to the opinions given by the respondents are analyzed below.

Table 16: correlation of customer perception towards service quality on customer satisfaction.

		Customer perception towards a service	Customer satisfaction
Customer perception towards a service	Pearson Correlation	1	.929**
	Sig. (2-tailed)		.000
	N	69	69
Customer satisfaction	Pearson Correlation	.929**	1
	Sig. (2-tailed)	.000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

Source: primary data (2017)

The correlation analysis illustrates a positive relationship ($r = 0.929$, $p < 0.01$) between customer relationship and customer satisfaction. For example in most cases, a customer is easily satisfied when he/she has positively perceived the service. This is in agreement with Gronoos (2001), who states that customers to buy a service, they consider everything that contributes to the process and the final outcome. Therefore, it is necessary for the organization to handle each customer with care since they have different experiences and attitudes. These findings illustrate that the management of Kenlon Hotel Limited is trying to create a good image to create an impression for their services. However, some respondents

gave different opinions as to what the management should do to create impression. One of the respondents during the interview stated;

“..many men are impressed with the beauty of the waitresses. Whenever a man is served by a nice looking girl, is more impressed that when is served by a boy. Even the smartness of the people serving is also important, and here kenlon is scoring...”

4.8 MODERATING VARIABLES

In this section, respondents were requested to give their opinions on the impact of the moderating variables

Table 17: Respondents opinions on moderating variables

	N	Minimum	Maximum	Mean	Std. Deviation
Impact of social culture on quality assurance and customer satisfaction	69	1.00	5.00	2.4203	1.44920
impact of state policies on quality assurance and customer satisfaction	69	2.00	55.00	5.2174	6.15216
impact of competition on quality assurance and customer satisfaction	69	3.00	5.00	4.7391	.58542
The organization reacts positively to competition and state policies on quality assurance and customer satisfaction.	69	1.00	5.00	2.7971	1.34580
Valid N (listwise)	69				

From the study carried out respondents were asked to respond on how social cultural beliefs impact quality assurance. Respondents reported that since people were of different cultures and beliefs, perception on quality of the service is also different such that one culture may have way of doing things like way of preparing food which was different to other cultures in the community which might be a problem for the organization to cater and satisfy all those culture

However respondents from within the organization were asked the extent to which social cultural beliefs affect quality assurance. 9 employees and 16 customers, 25(36%) respondents gave answer number 1, 17(24%) respondents (6 employees and 11 customers) gave answer number 2, 11(16%) respondents (4 employees and 7 customers) in table 3, 5(8%) respondents (2 employees and 3 customers) in table 4 and 11(16%) of the respondent (4 employees and 7 customers) in table 5. The findings stated a mean of 2.4203 which possibly implies that 16 (24%) respondents agreed to the statement, and a standard deviation of 1. 44920 which implied that 53(76%) respondents had different opinions. These findings imply that although it is difficult to cater and satisfy different cultural groups, the organization must have standard quality and provide service that match with the culture of the customer in particular and this calls upon the service of one customer at time and treating that customer as number one. This will help customers to feel satisfied and being respected.

Respondents were further asked whether government policies affect quality assurance and customer satisfaction. 50(72%) of the respondents (18 employees and 32 customers) gave answer number 5, 8(14%) respondents (3 employees and 5 customers) in table4, 6(9%) 3 employees and 3 customers in table 3, and 5(8%) respondents (2 employees and 3 customers) in table 2. Findings stated a mean of 5.2174 and a standard deviation of 6.15216. The

findings possibly imply that government policies greatly affect quality assurance of the hotels which in return affect customer satisfaction.

Respondents were further asked whether competition encourages quality assurance thus customer satisfaction. 56(80%) of the respondents (20 employees and 36 customers) gave answer number 5, 8(12%) respondents (3 employees and 5 customers) in table 4 yet 5(8%) respondents (2 employees and 3 customers) of the respondents gave answer number 3 and none (0%) of the respondents marked in other tables. The findings stated a mean of 4.7391 which possibly implies that majority of the respondents agreed with the statement, and a standard deviation of 0.58542 which illustrate that respondents also held different opinions. These findings likely imply that competition plays a great role in encouraging quality assurance which at the end leads to customer satisfaction. This is because every organization being fighting to win the market share as many of them fight for the same customers, every organization work actively to provide the most quality service which also give customers opportunity to from variety the most organization that provide quality service which maximize their satisfaction than when the organization is monopoly in market.

Respondents were requested also to respond on the statement of whether the organization reacts positively to competition and government policies to ensure quality assurance and customer satisfaction, 16(24%) of the respondents (6 employees and 10 customers) gave answer number 5, 30(44%) of respondents (11 employees and 19 customers) gave answer number 2, 15(20%) respondents (5 employees and 10 customers) gave answer number 3, and 8(12%) of the respondents (3 employees and 5 customers) gave answer number 1. The findings illustrate a mean of 2.7971 and a standard deviation of 1.34580 which possibly implies that although 31(44%) of the respondents agreed with the statement, there was also a big number of (38) respondents who had different opinions about the statement. These

findings possibly imply that the organization does not react actively to competition and government policies as it less visit its competitors and less adjust to government policies for example when the government lowers prices on certain commodities, this organization does not reduce the charges on services provided.

From the interview carried where customers were asked how competition and government policies impact quality assurance and customer satisfaction, they reported that competition enable the organization to improve the standard of its service at relative charges as possible means of winning customers. Respondents however, stated that Kenlon Hotel management is actively reacting to forces of competition. During the interviews, one of the respondents, Kalyango (2017) stated;

“..many hotels have come up with similar services, some with even better facilities than those of Kenlon, but it seems Kenlon management is not bothered with this competition since there is nothing special done to attract the attention of the customer who would run to other places...”

Respondents further suggested that government policies enable organization to respect customers' rights for example not selling and using expired product in preparing its services. This possibly implies that customers are not treated as possibly implies of generating profits but as an end. These at the end help the organization to ensure quality services hence customer satisfaction.

Different opinions were suggested by the respondents in accordance to this section and these include: the government should incorporate policies which are favorable to companies like hotel for instance relative taxes on organizations and on materials like agricultural equipments subsidizing farmers such that food is available at costs. This will help organizations

(hotels) to provide quality services also at favorable charges which at the end lead to customer satisfaction.

The organization must always respect its competitors and learn good things from them by visiting them some times, advising them on how to provide quality services instead of fighting them to get out the market

Table 18: correlation of moderating variables on quality assurance and customer satisfaction.

		Moderating variables	Quality assurance and customer satisfaction
Moderating variables	Pearson Correlation	1	-.923**
	Sig. (2-tailed)		.000
	N	69	69
Quality assurance and customer satisfaction	Pearson Correlation	-.923**	1
	Sig. (2-tailed)	.000	
	N	69	69

** . Correlation is significant at the 0.01 level (2-tailed).

The findings illustrates a negative relationship ($r = -0.923$, $p < 0.01$) between the moderating variables and quality assurance in order to achieve customer satisfaction. The findings possibly imply that the organization needs to improve on the way it reacts to the external factors to ensure quality in its operation. External factors like government policies, competition, among others should be considered in order to achieve customer satisfaction.

4.9 CONCLUSION

The findings generated from this study illustrate a very strong relationship between the three independent and the dependent variables. This possibly implies that basing on the opinions given by the respondents; the employees and the customers, the organization should put much attention on those areas if it is to achieve customer satisfaction. Quality of services must be attended to, more efforts should be put in customers relations, for example, doing customer follow ups, providing feedbacks to customers, among others, and also employees should well equipped for them to provide impression to customers as it has been proved in the findings that customers are much driven by the fast impression they from the service provider. The findings illustrate a positive significant relationship between service quality, customer relationship, customer perception towards service quality and customer satisfaction. These findings probably imply that the management of Kenlon Hotel Limited is doing well in attending to the three dimensions. However, since there was some respondents who did not agree with the statements, this could probably imply that the organization must improve on the service quality, customer relationship as well as working on the factors that create impression to the customers.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter has dealt with summarization of research findings. Conclusion and recommendation were drawn from the study findings and areas of further research were suggested.

5.1.0 Summary of findings.

The study focused on impact of quality assurance on customer satisfaction in Kampala District, taking Kenlon Hotel Limited as a case study. It had three specific objectives which include;

- To find out the effect of services quality on customer satisfaction
- To identify the effect of customer relationship on customer satisfaction.
- To examine the effect of customer perceived service quality on customer satisfaction.

The summary below deals with every specific objective in detail.

5.1.1 The effect of services quality on customer satisfaction

The study findings stated that there is a strong, positive and significant relationship ($r = 0.867, p < 0.01$) between service quality and customer satisfaction at Kenlon Hotel Limited.

Majority of respondents agreed that there are positive benefits (impacts) accrued from service quality towards customer satisfaction since customers are increased because by providing quality services, customers are attracted from different areas. It was discovered that service

quality enabled the organization to increase customer loyalty as it is able to gain and maintain trust of customers, enhancing retention rates among others.

It was discovered that the organization like Hotel should work actively to gain the total confidence of customers by exhibiting trustworthiness in everything it does although it may take long time but it may increase customer satisfaction regardless of higher charges.

The organization must interact with customers in a longer-term perspective by considering longer-term implications where by both internal and external customers are treated fairly in that they can acknowledge that you care for them and you have their interests at your heart. This will help the organization to beat up the competition as well as enhancing customer satisfaction.

It was further discovered that organizations especially hotels must work actively to go beyond customers' expectations because today's customers are more educated and a lot of information on how to provide certain services is available to them. Therefore, they have a lot of expectations and failure to fulfill them can lead to dissatisfaction or even loss of business in the competitive market.

5.1.2 The effect of customer relationship on customer satisfaction

The study findings illustrated a very strong, positive and significant relationship ($r = 0.906$, $r < 0.01$) between customer relationship and customer satisfaction at Kenlon Hotel Limited.

According to research findings, it was discovered that majority of respondents agreed that customer relationship enhance customer satisfaction. This possibly implies that every organization must work harder to create good relationship with customers because it help customers to trust the organization and remain satisfied even when there is breakdown in quality or even increment in charges. The organizations must also always try to create good

rapport with customers such that customers are able to express their interests which in return help the organization to maximize customers' expectations hence customer loyalty.

It was further identified that the organization should install good information system such that the organization is in position to share quality information as well as prevention of problems before they happen because according to findings, the organization lack quality information system where all workers can share information concerning quality which discourage quality progress and customer satisfaction.

Basing on the findings, it was further discovered that due to customer relationship a link between the two parties are created which help the organization to maximize customers' satisfaction since it is in position to identify customers' needs quickly and plan on how to provide them in a better way. This also increases the tolerance of customers to the organization.

5.1.3 The effect of customer perceived service quality on customer satisfaction.

The study findings elaborated that there is a very strong, positive and significant relationship ($p = 0.929$, $r < 0.01$) between customer perceived service quality and customer satisfaction at Kenlon Hotel Limited.

It was discovered that today customers are more informed on the quality of services and how services will be provided since they are more educated and a lot of information is available. Therefore, organization especially hotels must work actively to identify customers expectations and suggest ways of working them over.

5.2 Conclusion

From the above findings, it can be concluded that indeed there is a strong relationship between quality assurance and customer satisfaction. Organization which respected the idea of service quality and interact with customers in longer-term perspective performs better as it maximize customer satisfaction and in return customer loyalty and retention are increased which gives it a competitive edge.

It can also be concluded that creating good relationship with customers help the organization to win and maintain trust of customers such that even when there is a perceived breakdown in quality and or increment in price charges, customers can come back to the organization which they think attempts to solve their problems. The organization is also in position to know what is on ground concerning the performance as customers are able to express their issues or complaints.

The organization must ensure that quality information system is installed to enable sharing of quality information amongst workers in the organization such that problems are quickly identified. The organization must work actively to go beyond customers' perception so as maximize their satisfaction because if the quality of service matches with customers' perception or even beyond it, their level of satisfaction is also become higher and they will share their experience with many people which in return lead to increased number of customers.

5.3 Recommendations.

Basing on the above findings, the researcher made the following recommendations.

Business organizations must endeavor to provide quality services and interact with customers in longer-term perspective by considering longer-term implications but not only considering

profit motive. This will increase customer satisfaction which can be seen in terms of customer loyalty as well as increased number of customer.

Organizations should always work actively to create good relationship with customers so as to win and maintain their trust. This is because there will be a link created where customers can express their interests and give opportunity for the organization to maximize their satisfaction with ease besides customers being tolerant to the organization.

Business organizations must always react positively to competition because it helps the organization to learn new techniques and hence strengthening its quality of services which in return help to maximize customer satisfaction.

Organizations that work hand in hand to go beyond customers' perception about service quality perform better because customers come from different areas with different perception and expectations. Therefore business organization must try to fulfill them and go beyond them so as to maximize customer satisfaction. This can be done by installing quality information system whereby problems and errors concerning quality of the service can easily be identified and the solution generated. This can help the organization to win total confidence of customers.

Also it was recommended that every business organization must obey government policies in order to win customers satisfaction. This is because every customer wants to deal with responsible organization which pays taxes, respecting human rights, preserving the environment in which it operates but not only maximizing profits.

5.4 Areas for further research

A similar topic “impact of quality assurance on customer satisfaction” should be researched on in other areas of Uganda, taking into consideration different lines of businesses.

A study should be carried to find out the influence of price on customer satisfaction.

Also a study should be carried to find out the effect of customer care services on organizational performance.

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APPENDIX I

QUESTIONNAIRE FOR RESPONDENTS

Dear Respondent,

I am LUMU ROBERT a student of Uganda Martyrs University, pursuing a Bachelor's degree in business administration and management. I am carrying out a research on "quality assurance and customer satisfaction, a case study: Kenlon Hotel Ltd". You have been chosen as a respondent because of the knowledge and information that you will have with regard to this topic. You're kindly been requested to answer the following questions. The information you give is exclusively and only for academic purposes and will be treated with at most confidentiality. This questionnaire is designed for purely academic purposes.

SECTION A: Socio-economic Background of the Respondents (Tick in the box provided)

1. Sex

a) Female b) Male

2. Age

a. 18 - 25 b. 26 - 33 c. 34 - 41

d. 42-49 e. 50 and above

3. Years of services

a) 1 - 4 b. 5 - 9 c. 10 - 15 d) 16 and above

4. Marital status

a. Single b. Married c. Separated
d. Divorced e. Widowed f. Co-habitant

5. Level of Education

- a. Certificate and below b. Diploma c. Bachelors
 b. Masters e. PHD
 f. Others (specify)

SECTION B: QUALITY ASSURANCE

Quality assurance is a way of preventing mistakes or defects in manufactured products and avoiding problems when delivering solutions or services to customers.

Please tick any option related to your experience, if 1 is the minimum and if 5 is the maximum

Statement.	1	2	3	4	5
What is your opinion on quality assurance in your organization?					
Quality assurance at Kenlon is a lot about quality management to provide confidence that quality requires					
Quality assurance prevents mistakes or defects products and avoid problems when delivering solutions or services to customers					
Quality assurance is aimed at maintaining desired level of quality in service or product					
Quality assurance is a planned and systematic activity implemented in a quality system so that quality requirements of a product or service will be fulfilled					

Give a reason for your opinion

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SECTION C: CUSTOMER SATISFACTION

Customer satisfaction is the measure of how products and services supplied by a company meet or surpass customer expectations.

Please tick any option related to your experience, if 1 is the minimum and if 5 is the maximum

Statement	1	2	3	4	5
What is your opinion on customer satisfaction in your organization?					
High customer satisfaction translates to customer loyalty					
Satisfied customers are able to keep coming back for the hotel services					
Customers are satisfied with the hotel services					
A satisfied customer continues to recommend or maintains a positive attitude towards the service provider					

Give a reason(s) for your opinion

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SECTION D: QUALITY ASSURANCE AND CUSTOMER SATISFACTION.

Particulars	1	2	3	4	5
What is the impact of quality assurance on customer satisfaction?					
To what level does quality assurance impact customer satisfaction					
High service quality lead to customer satisfaction					
Good customer relationship lead to customer satisfaction					
Good customer perception towards service quality lead to customer satisfaction.					

Give reason(s) for your opinion.

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SECTION E: SERVICES QUALITY AND CUSTOMER SATISFACTION

Service quality is the customer’s overall impression of the relative inferiority/superiority of the organization and its services.

Please tick any option related to your experience, if 1 is the minimum and if 5 is the maximum

Statement.	1	2	3	4	5
Does services quality impact customer satisfaction in your organization?					
To what level does service quality impact customer satisfaction					
Satisfied customer are retained to purchase again in the future					
Service quality lead to a higher rate in customer loyalty					
Providing high-quality services enhance customer retention rates					

Give a reason(s) for your opinion

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SECTION F: CUSTOMER RELATIONSHIP AND CUSTOMER SATISFACTION

Customer relationship is an approach to managing a company’s interaction with current and potential future customers.

Please tick any option related to your experience, if 1 is the minimum and if 5 is the maximum

Statements	1	2	3	4	5
Does customer relationship impact customer satisfaction in your organization?					
To what level does customer relationship lead to customer satisfaction					
Customers are able to come back at the organization because of the good relationship between the two parties					
Customer relationships focuses on customer retention intentions					
The company maintains a quality information system that enables the sharing of quality information and prevention of problems before they occur, and prevents recurrence of quality problems.					

Give a reason(s) for your opinion.

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SECTION G: CUSTOMER PERCEIVED SERVICE QUALITY AND CUSTOMER SATISFACTION?

Customer perceived service quality is the customer’s own perception of the service based on the different factors contributing to the service, from the process to the final outcome.

Please tick any option related to your experience, if 1 is the minimum and if 5 is the maximum

Statements	1	2	3	4	5
Does customer perception towards the service impact customer satisfaction in your organization?					
To what level does customer perception towards service quality impact customer satisfaction					
The customer is ultimately happy with the quality of the service when they he/she have good perception about the service					
A customer who experiences a negative customer service is more likely to share it among others than someone who experience a positive customer service					
The company offer products and services that please and impress our customers, gain their strong trust, and ensure their peace of mind.					

Give reason(s) for your opinion.

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SECTION H: MODERATING VARIABLES.

Social culture means the integrated pattern of human behavior that include language, thoughts, actions, customs, beliefs and institutions of racial, ethnic, social or religious groups.

Government policies are set of rules and regulations that guide the operations in a country.

Particulars	1	2	3	4	5
To what extent does social cultural beliefs affect quality assurance and customer satisfaction?					
Do government policies affect quality assurance and customer satisfaction?					
Competition encourages quality assurance thus customer satisfaction					
The organization reacts positively to competition and government policies to ensure quality and customer satisfaction.					
What is your opinion on social culture beliefs					
What is your opinion on service quality					
What is your opinion on customer relationship					
What is your opinion on customer perceived service quality					
What is your opinion on government policies					
What is your opinion on competition					

Give reason(s) for your opinion.

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THANK YOU FOR YOUR COOPERATION

APPENDIX II

INTERVIEW QUESTIONS.

1. What is the impact of quality assurance on customer satisfaction?
2. What is the impact of service quality on customer satisfaction?
3. What is the impact of customer relationship on customer satisfaction?
4. What is the impact of customer perceived service quality on customer satisfaction?
5. How do social cultural beliefs impact quality assurance and customer satisfaction?
6. How does competition and government policies impact quality assurance and customer satisfaction?

APPENDIX III

INTERVIEWS WITH RESPONDENTS

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APPENDIX IV

KREJCIE AND MORGAN TABLE

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*