

UGANDA MARTYRS UNIVERSITY RUBAGA CAMPUS.

**THE INFLUENCE OF QUALITY SERVICE MANAGEMENT ON CUSTOMER
SATISFACTION RETAIL BUSINESS IN UGANDA**

CASE STUDY: GAME STORES SUPER MARKET.



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DEDICATION

This research is dedicated to my lovely aunt Miss Anita Kawuma who tirelessly parented me with love and commitment as I pursued this program.

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May God grant us the serenity to accept the things we cannot change, courage to change the things we can and the wisdom to discern the right things always.

TABLE OF CONTENTS

APPROVAL	i
DECLARATION.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF ABBREVIATIONS	x
ABSTRACT.....	xi
CHAPTER ONE	1
1.0. Introduction.....	1
1.1. Background to the Study.....	1
1.2. Statement to the problem.	4
1.7. Significance of the study.....	5
1.9. Conceptual frame work.....	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.0 Introduction.....	9
2.3.2. Customer perception.	14
2.3.4 Customer-perceived value.....	15
2.5.4 Dissatisfaction responses.	21
2.5.6 Measurement of quality service and customer satisfaction.	23
3.0. Introduction.....	26
3.3. Study population.	27
3.9. Data analysis and presentation.	30
4.1. DEMOGRAPHIC RESPONDENTS CHARACTERISTICS.....	32
4.2. To determine the effect of reliability and customer loyalty	37
4.4. Role of quality service management on customer satisfaction.	49
CHAPTER FIVE	51
SUMMARY CONCLUSION AND RECOMMENDATION.....	51
5.0 Introduction.....	51
5.1. Summary of the findings.	51
5.1.1. Determining the effect of reliability on customer loyalty.....	51

5.1.2. Establishing the effect of quality assurance on customer perception.	51
5.1.3. Determining the relationship between empathy and customer recommendation. .	52
5.1.4. Establishing the role of quality service management on customer satisfaction.	52
5.2. Conclusions.....	52
5.2.1. Determining the effect of reliability on customer loyalty.....	52
5.2.2 Establishing the effect of quality assurance on customer perception.	52
5.2.3 Determining the relationship between empathy and customer recommendation. .	52
5.2.4. Establishing the role of quality service management on customer satisfaction.	53
5.3. Recommendations.	53
5.4. Areas for further research.	54
APPENDIX 1: REFERENCES.....	55
APPENDIX II-RESEARCH QUESTIONNAIRES.....	57

LIST OF TABLES

Table 1 : Showing the Category of respondents by gender.	32
Table 2: Showing respondents categorized by age	32
Table 3: Showing the levels of education.	33
Table 4: Showing the respondent’s years of work.	33
Table 5: Showing the respondents level of current position in the company.	35
Table 6: Showing hours the company operates	36
Table 7: Showing the effect of reliability on customer loyalty at Game stores supermarket. .	37
Table 8: Relationship between reliability and customer loyalty	40
Table 9: Showing the effect of quality assurance on customer perception.....	41
Table 10: Showing relationship between quality assurance and customer perception.	43
Table 11: Showing the findings about the relationship between empathy and customer recommendation.	45
Table 12: Showing the relationship between empathy and customer recommendation.	48
Table 13: Showing the findings about role of quality service management on customer satisfaction.	49

LIST OF ABBREVIATIONS

- 1) C.S.I.-Customer Satisfaction Index.
- 2) W.O.M-Word of Mouth.
- 3) Q.S.M-Quality Service Management.
- 4) G.S.S-Game Stores Supermarket.

ABSTRACT.

The study investigated the influence of Quality Service Management (QSM) on Customer Satisfaction (CS), a case study of Game Stores Supermarket. The major objective of the study is to identify the role of quality service management towards ensuring customer satisfaction and how the quality service dimensions like empathy, reliability and assurance lead to customer satisfaction.

The methodology applied in the study included a case study design namely, stratified and simple random sampling techniques, data collection instruments used in the study were structured questionnaires: open and closed ended questions. The study consisted of 65 employees who were randomly selected to respond to the questionnaires. Statistical data analysis approaches that incorporated frequency distributions, standard deviation and correlation were used. Tables and central tendencies were used to analyze quantitative data. Qualitatively the researcher used content analysis, statements and sentences.

The results revealed distinctive results for the relationship between quality service management and customer satisfaction. Game super market had significant relationship between quality service and customer satisfaction, mean while the results also revealed that empathy, reliability and assurance gave out clear results in regards to quality and satisfaction.

The study concluded that quality service management practices like early salary and wage payments greatly influences employee and on the other hand providing a conducive and well designed service environment greatly leads to customer satisfaction, also managing stock and winning of competitors greatly creates good will for the company.

CHAPTER ONE

1.0. Introduction.

This study is to unearth the effect of Quality Service on Customer Satisfaction. The study was carried out at Game stores supermarket Lugogo in Kampala Uganda. The study specifically examined the different dimensions of Quality Service and how it influences Customer Satisfaction in retail businesses like supermarkets.

1.1. Background to the Study.

The supermarkets in Uganda contribute greatly to the economy and welfare of the society. They have emerged in the recent years. The major players in the sector are Shoprite supermarket, Game Stores supermarket, Nakumatt supermarket, capital shoppers, Embassy supermarket, and Mega standard. Quality management is divided into quality service and quality product where by quality management is intended to convey a vertical approach to quality in a business, that is to say quality is a matter of concern for everyone from the board of directors down to the humblest employee (College, et al.2004). however according to (Gerald. et al.2004), it's difficult to find an agreement on quality service as a branch of quality management since much depends on those who are concerned, for example an accountant judges a product or service in terms of its cost effectiveness while a customer may judge a product or service in terms of its reliability. Therefore basing on Game Stores Supermarket, quality is realized when all the customers are served to the fullest and when they seem to be appreciative towards the services provided by the Game stores supermarket.

In Game Stores Supermarket, costs must be minimized so as to achieve greater profitability; therefore it has to make sure that the operating costs are minimized as well as maintaining a quality service which will lead to customer satisfaction. In such aspects, quality service

approach needs to be continuously improving in the business. However, the costs are increasing due to inadequate quality service management in Game Stores Super market. (Management report, 2015).

According to Deming, Juran and Ishikawa, the greatest influences on quality service under management have been exercised by two Americans and developed by one Japanese. The first two that is Edwards and Juran applied and developed earlier techniques such as statistical process control to the post-war industries of Japan. They showed that by paying attention to the idea of quality at every stage of a service, it's possible to achieve consistently high standards of a service rendered which attracts more customers towards the supermarket as compared to other supermarkets; this ensures acceptance and performance of the business.

Also kaoru Ishakawa continues to say that in quality service management, the first concern of the business is the happiness of people who are connected to the business (advocates). If the people do not feel happy the business does not deserve to exist. The first order of business is to let the employees have adequate income, respect their humanity and that they must be given an opportunity to enjoy their work so as to lead to a happy life, this is one of the ways on how to maintain a good customer relationship hence leading to customer satisfaction in a business.

Richa. (2014) Also continues to talk about quality service management and its dimensions, it relies on customer perception and this could be different from the expected service. Therefore to determine the gap between services expected and perceived service, several models are used like the SERVQUAL model, RATER model and e-SERVICE QUALITY model.

Basing on the dependent variable, customer satisfaction is generally an accepted fact that a good business enterprise must strive to ensure the quality of service and mode of speed delivery. The price structure and public relations are geared towards the satisfaction of the needs and expectations of its customers. It includes focusing on the customer invariably

demands creating and sustaining customer interest and satisfaction in the service rendered. More about that is that the service provider has to offer quality services in sufficient quantities or to acceptable specifications, meeting the tastes and expectations of customers. (William, 2009).

Customers recognize that quality is an important attribute in a service; this proves that quality is an important differentiator between the business's own offerings and those of their competitors. In the past two decades this quality gap has been greatly reduced between competitive products and services. This is partly due to contracting manufacturing countries like china; also standards of quality have been met in order to meet international standards and customer demands. This is proved by the ISO9000 series of international standards of quality service management.

1.1.1 Background to the case study.

Game super market is known as the Africa's largest discount retailer and the leading mega store and supermarket in Uganda and across Southern Africa. It's located at plot 2-8 Lugogo by pass road Kampala. It's a subsidiary of South Africa JSE listed company, Massmart holdings meaning the Africa's third largest distributor of consumer goods, merchandise among others. It has multiple stores in eleven African countries and is continually opening new stores across the continent.

The first game store opened in Durban, South Africa in 1970. It was born out of the belief by its founders that shopping had become tedious and boring in the past times, they wanted to create a fun shopping environment and so conceptualized retailing as a game under the signature shocking pink which is still prevailing till today.

1.2. Statement to the problem.

Quality Service Management needs to compare more of customer expectations and service performance therefore basing on this aspect, there is still inadequate quality service management that has resulted into the reduction of customer satisfaction in Game Stores supermarket and in so doing the, supermarket has not yet meant the customer expectations therefore customers have little interest in dealing with their services (Management report, 2015). Also sales are not at a desirable level thus affecting the profits. This has attributed to inadequate customer service delivery (Management report, 2015). There is also failure in satisfying external customers and the internal customers (employees); therefore this has decreased the level of customer satisfaction in the business organization. Also internal customers are not well involved in activities that are geared to them towards the activation of quality service management in this supermarket.

1.3. Purpose of the study.

To establish the influence of Quality Service Management on customer satisfaction in businesses like supermarkets in Uganda with a case study of Game Stores Supermarket Lugogo.

1.4. Specific objectives.

- ❖ To assess the effect of reliability on customer loyalty at Game stores supermarket.
- ❖ To establish the effect of quality assurance on customer perception at Game Stores Supermarket.
- ❖ To determine the relationship between empathy and customer recommendation at Game stores supermarket.
- ❖ To establish the role of quality service management towards ensuring customer satisfaction at Game stores supermarket.

1.5. Research questions.

- ❖ What is the effect of reliability and customer loyalty at Game stores supermarket?
- ❖ What is the effect of quality assurance on customer perception at Game stores supermarket?
- ❖ What is the relationship between empathy and customer recommendation at Game stores supermarket?
- ❖ What is the role of quality service management towards ensuring customer satisfaction at Game stores supermarket?

1.6. Scope of the study.

1.6.1 Subject scope.

The researcher focused mainly on quality service management in relation to customer satisfaction at Game stores supermarket. The study examined in depth the different dimensions of quality service management and their role towards ensuring customer satisfaction at Game Stores supermarket Lugogo by pass Kampala.

1.6.2. Time scope.

The study was carried out in a period of 3-4 months which time was long enough for the researcher to carry out all the research activities.

1.6.3. Geographical scope.

This research was carried out at Game stores supermarket which is located at Lugogo shopping mall, Jinja road, Kampala Uganda.

1.7. Significance of the study.

- i. The study will help Game stores supermarket and the policy makers such as government, educationists as well as development partners to know the influence of

quality service management on customer satisfaction and how they can get rid of the influencing problems.

- ii. The study will facilitate a quick customers' realization about their contribution in a service business.
- iii. The study will act as a reference to other scholars who may wish to carry on further research.

1.8. Justification of the study.

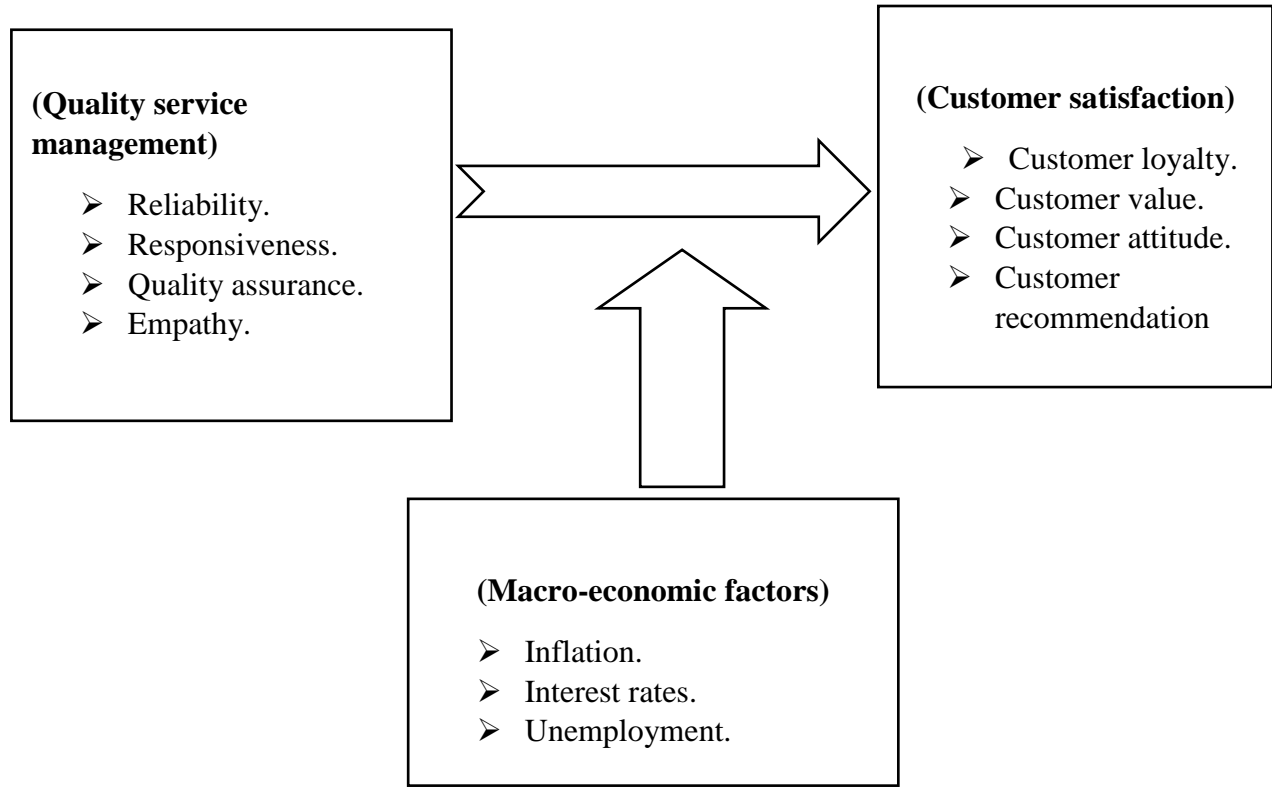
The purpose of the study was to examine the relationship between quality service management and customer satisfaction in service sectors with respect to the service quality dimensions.

Therefore a research like was essential in assessing and improving service delivery and design, because it was to provide management with data that they can use in making inferences about the customers (Wilson et al.2008).Thus the research was carried out to ensure improvement in service delivering modules towards the customers.

1.9. Conceptual frame work.

Independent variable.

Dependent variable.



Source: zeithaml. et al, 2006.

The conceptual frame work included the independent variable that cause cautions to happen, the dependent variable and the other limiting factors.

Assurance or quality assurance refers to the measure of the ability to convey trust to the customers and how they extend the courtesy. This means that the supermarket needs to exercise all these duties in relation to quality assurance in order to lead to customer retention in a business which leads to customer satisfaction.

Responsiveness refers to how quickly the services are rendered to the customers and the promptness of service delivery. It can also mean the ability to respond to customer problems or give solutions. This is related to customer attitude which means the way how a customer responds towards the services of rendered by the business, it can be either positive or negative.

Reliability as an independent factor refers to the ability of a business to perform the services dependably and accurately, as promised.

Empathy. This means giving personalized attention, understanding the requirements and caring for the customers.

Limiting factors

These are factors which hinder both the independent and the dependent variable from effectively causing an action. In this case, inflation, interest rates and unemployment are some of the factors which are hindering quality service management in relation to customer satisfaction.

All in all companies need to get closer to customers by providing more services in addition to what they are providing as offers, for example discounts among others being the fact that the objective of a business is to maximize profits and minimize costs. All these can be reached if all the factors in dependent, independent and limiting factors are well fulfilled in businesses like the supermarkets.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section reviews the related literature on the study variables as put forward by the researchers and scholars. It looks at Quality Service Management as an independent variable and Customer Satisfaction as a dependent variable together with the macro-economic factors as the limiting variables. This chapter also is to explore the specific objectives of the research, theoretical frame work of the study, the effect of quality service management towards customer satisfaction in a service centered business and the level of customer satisfaction in Game super market.

2.1. Review of key variables.

2.1.1 Quality service management.

Quality service management is defined as an aspect in the business which ensures that a business, product or service is consistent. It has four main components; quality planning, quality assurance, quality control and quality improvement. Quality management is focused not only on product and service, but also the means o achieve it (Richa, 2014).it also involves the monitoring and maintenance of the varied services that are offered to customers by a business. It's integral to managing customers' expectations and business growth and it can either related to the service potential or on the service result.

2.1.2. Customer satisfaction.

This is a marketing term that measures how products or services supplied by a company, meet or surpass a customer's expectation. It is an important aspect because it provides businesses with a metric that they can use it. It also includes focusing on the customer

invariably demands, creating and sustaining customer interest and satisfaction in the services rendered (Kaurkiran, 2010).

2.2. The effect of reliability on customer loyalty.

2.2.1. Reliability.

In services it's defined differently from products as one of the dimensions of quality. It relates to the ability to perform the promised service dependably and accurately. It also means the measure of the ability of services, part or system to perform its intended function under a prescribed set of conditions. This can be explained in the way that; suppose an item has a reliability of 90 percent probability of functioning as intended. The probability it will fail is $1-90=10$ or 10 percent. Hence, it's expected that on the average, 1 of every 10 such items will fail or equivalently, that the item will fail, on average, once in 10 trials (William, 2002).

According to (zeithamal, 2006), reliability is reflected in the SERVQUAL mode which represents the service provider's ability to perform the promised service dependably and accurately. This is achieved through keeping promises to do something, providing right services, consistency of performance and dependability, service is performed right at the first time, the company keeps its promises accurately in billing and keeping records correctly, available merchandise and error-free sales, transactions and records. It also consists of accurate order fulfillment, record, quote, billing calculations, and keeping service promise. Reliability is the most important factor in service businesses (Yang,2003).The higher the customers appreciate the reliability, the higher the overall evaluation of retail service quality is and thus leading to customer loyalty (Ndubisi,2006).

Also according to (Julius, K .2009), Reliability refers to the ability of the product or service to be able to function without failure for a specified period of time. Therefore for a service or product to be reliable, failure rate per unit time, average time between failures, rate of

malfunctions and need for repairs or guarantees should be below, that is as minimal as possible.

2.2.2. Customer loyalty.

Customer loyalty is a deeply held commitment to re-buy or re-patronize a preferred service consistently in the future, thereby causing repetitive purchasing of the same service, despite situational influences and marketing efforts. Also (Gremler & Brown.1996) define it as the degree to which a customer exhibits repeat purchasing behavior from a service provider, possess a positive attitude towards the provider, and considers using this provider when a need for this service arises. Loyalty therefore is an attitude or behavior that customers explicitly vocalize or exhibit.

Loyalty in service businesses refers to the customer's commitment to do business with particular organization, purchasing their service repeatedly and recommending others to the organization's services. (Anderson & Jacobson.2000) assert that customer loyalty is actually the result of an organization creating a benefit for customer so that they will maintain or increase their purchase from the organization. Anderson and Jacobson continue to indicate that true loyalty is created when the customer becomes an advocate for the organization without incentives.

2.2.3. Dimensions of customer loyalty.

There are two dimensions of customer loyalty and these are;

- a) Attitudinal loyalty. This reflects a situation where different feelings create an individual's overall attachment to a service or product in a company or business. (Fornier, 1994).These feelings define the individual's cognitive degree of loyalty.
- b) Behavioral loyalty. This reflects the degree to which attitudinal feelings are translated into loyalty behavior. In other words, it reflects intentions being translated into actions for example continuous purchasing or use of a service, increasing the scale and scope

of a relationship, or the act of recommending a service, increased purchase frequency and word of mouth recommendation (WOM) (Best,2009).

Furthermore, all about customer loyalty is to ensure that service organizations (supermarkets) are aware of creating customer loyalty importance and dealing with it continuously as a permanent source of profits and also the success depends on their capacities and capabilities to ensure a sound base of loyal customers, taking in consideration that many loyal customers often act as a source of attracting new customers through their positive recommendations, suggestions and opinions that affect new or potential customers (Thorten, et al.2002).modern organizations have realized the customer loyalty economic consequences and importance. Since all organizations enjoying a greater share of loyal customers achieve greater profits as a result of increasing repurchase rates and willingness to pay higher prices and positive nomination behavior (AL-Aali, 2011).

More so literature agrees that loyalty is associated with customer's desire to continue with dealing together with the organization. Also (Kotler, 2003) continues to define it as the customer's measure and their desire to include their self in participation activities.

However, there are also customer loyalty measurement standards and these include the following;

- a) Word of mouth communication which means recommending the service or organization to others.
- b) The intention of re-dealing which reflect frequent dealing with the organization.
- c) Non-price sensitivity through willingness by customer to pay higher prices.

Complaint behavior through bearing the consequences as a result of problems that may be encountered when dealing with the organization.

The challenging question to service quality in supermarkets service managers is; how customers perceive and judge service quality in supermarket businesses, also how can they build loyalty by choice? The answer to these crucial questions are noted in a study by (Boohene & Agyapony,2011) who sate that “ due to the fact that service businesses like supermarkets provide both tangible products for example merchandise and non-tangible products like pay-way services, the service quality is usually assessed by measure of the service provider’s relationship with customers. Thus supermarket service management should pay attention to staff skills profession and offering fast and efficient services”. However all these can be achieved by introducing some technology systems like self-check-out and in ,which leads to speed, and that they are convenient to the customers hence leading to customer loyalty, experience and ultimately satisfaction.

2.3. The effect of quality assurance on customer perception.

2.3.1. Quality assurance.

According to the international journal of current research and academic review (2014), quality assurance refers to all policies and processes directed so as to ensure quality maintenance and enhancement. The term assurance has been used as a statement on indication that inspires guarantee or a pledge. It can also mean freedom from doubt as certainly or self-confidence.

Also other scholars like (Zeithaml et al, 2006), define it as the employee’s knowledge, courtesy and the service provider’s ability to inspire trust and confidence. Also according to (Andaleeb & Conway, 2006), assurance may not be so important relative to other industries where the risk is higher and the outcome of using the service is uncertain. Thus for the supermarket service industry, assurance is an important dimension that customers look at while assessing a supermarket operation. The trust and confidence may be represented in the personnel who link the customer to the organization (Zeithaml et al, 2006).

2.3.2. Customer perception.

Customer perception is defined in a way that; market quality leadership in the 1990s is not merely measured in such traditional terms as quality defects zero or otherwise. It's instead measured in terms of the total customers' perception of quality. This means that the quality of the merchandising service the customer receives is an important part but just one part of the complete support (billing accuracy and delivery reliability) package she or he expects they are buying.

This description of customers' perception is more in tune with customer's experience, certainly an important component but not customer's perception as we define it (Kureemum & Fantina, 2011).

Kureemum and Fantina continue to assert that both the previous definitions look at the specifics of a service, not the many factors often unrelated that contribute to customers' perception of quality.

Furthermore, a company can have the most efficient systems for achieving defect-free products, can offer products or services at the best prices and still lose customers. This occurs for the simple reason that, for some purpose unknown to the company; its customers do not perceive it as offering high quality. This is caused by;

A company's website may be difficult to navigate where by a customer looking for some information may become frustrated trying to find it online therefore due to this a customer may perceive the company service as un-reliable.

Being the fact that each business is focused to serve different kinds and groups of customers, Game supermarket serves all the groups of customers that is; from young to old and it designs its services basing on the groups of the customers' needs and thus continuing to satisfy its particular group of customers.

2.3.4 Customer-perceived value.

Customer perceived value is the benefit perceived from the customer's point of view, which is a subjective evaluation of services or product attributes, performance and the consequences of using that service (Woodraff, 1997).

More about that, perceived value is claimed to be a major tool to help the service providers gain a better competitive position in the market. In this study, customer perceived value is defined as the degree of how well the benefits are felt. Value in mind is further conceptualized to affect the performances and finally preferences affect the intention to be a customer.

2.3.5. Relating quality assurance to customer perception.

This involves including managers of the business, and for that case the first step for managers is to define the particular market their firm is serving or wants to serve. A market is a set of buyers where by these buyers have different wants and needs. Therefore once the market has been defined, managers need to learn as much as possible about their derived customers as they can, so that the service they provide can be tailored to meet the specific customers' needs. Therefore, all in all managers need to design their services in a way that makes their services to be perceived positively and that they have the ability to convey trust to the customers (Davis & Heineken, 2003).

According to (Tam.2011) asserts that customers with higher perception of the value of services result in turn with greater satisfaction thus proving the concept of assurance in services.

2.4. The relationship between empathy and customer recommendation.

According to me, empathy refers to the ability to show caring and individualized attention to customers. Some scholars defined it as the caring, individualized attention the firm provides to its customers (Zeithaml et al, 2006).It involves treating a customer as a unique and special

person. Therefore, the several ways that empathy can be provided include; knowing your customer's name, his preferences and needs among others. Many companies use this ability to provide customized services as a competitive advantage over the other competing firms.

This dimension is more suitable in industries where building relationships with customers ensures the firm's survival as opposed to transaction marketing (Andaleeb and Conway, 2006). Thus in the context of a quick service supermarket, empathy may not be so applicable where customers look for quick services and the queues at the counters are so long. However, in a fine supermarket, empathy may be important to ensure customer loyalty as the server knows how the consumer likes his or her purchased goods packed or prepared thus leading to a good customer recommendation to others.

However on the other hand, some customers may not want much attention. Empathy in the context of fine supermarkets can be demonstrated through showing concern in times of service failure and providing service recovery or going out of the way to meet a customer's special requirements, for instance providing a push to the car after the purchase of goods.

2.5. The role of quality service management on customer satisfaction.

Quality has had different meanings over different years that is to say; in 1900s, it meant inspection, which was the primary method used to ensure .in 1940s, it took on a statistical connotation as statistical methods were first used to control quality within the natural variation of the process. In 1960s, the meaning of the term was expanded to include the entire organization as all functions helped in designing and producing quality. Now, quality is taking on a broader meaning including continuous improvement, competitive advantage and customer focus (Samuel, 2000). Samuel also continues to state that QSM involves meeting or exceeding the requirements of the customers now and in the future, this call for fitness use and for that case it's only the customer to determine quality.

Also it can be known as the process of managing the quality of service delivered to a customer according to his or her expectations. It therefore assesses how well a service has been delivered so as to improve its quality in the future, identify problems and correct these problems so as to increase customer satisfaction.

Service quality management encompasses the monitoring and maintenance of the varied services that are offered to customers by an organization. It is integral to managing customer expectations and growth of the business. The service quality can either relate to the service potential that is qualifications of the persons offering the service, service process or the service result (meeting the customer expectations).therefore managers are called upon to get concerned more onto their business quality because quality and costs are closely related. Every time a customer is dissatisfied with the way a service is provided, the organization is likely to incur three significant costs that is to say;

- i. It takes time dealing with unhappy customer, time which cannot be used to serve other customers.
- ii. Customers who are unhappy are more likely to tell others which hurt the reputation of the business and the service providers.
- iii. Every time customer is dissatisfied with services, there is a good chance that the service provider will lose the entire future stream of service opportunities and profits from the customer (zeithaml. et al, 2000).

2.5.1. Service quality.

It is referred to as the intangibility of a product. Services cannot be easily quantified or defined, but this is incomplete. A service is produced and consumed simultaneously, therefore a service never exists, only the results of the services can be observed for example if you go in a supermarket and buy good, the effect is obvious but the service itself was produced and consumed at the same time (Roger ,G, 2000).

Rogers continues to assert that simultaneously production and consumption is a critical aspect of services, because it implies that the customer must be in production system while production takes place. The customer can introduce uncertainty into the process by placing demands on the producer or service provider. Also the simultaneity of production and consumption indicates that services cannot be stored or transported, it must be produced at the point of consumption. Therefore it must be located near customers because it cannot be produced and put in store for example a supermarket cannot be transported to the customer's place of being but it is the customer to go and enjoy the service in the place where the supermarket is located.

Mark and Davis (2003) continue to assert that quality means something different to each of us, and it can mean something different to the same person in different environments. Customers of services are not aware of the individual dimensions of quality; rather they view quality in light of the experience as a whole.

Quality matters to every customer therefore it should be of high priority for every service manager. However it is always very difficult to manage a variety of reasons. Managing service quality requires knowing exactly what customers want, designing services to meet the needs of the customers, developing and monitoring processes that deliver services, training workers and measuring customer satisfaction.

Mark and Davis continue to stress the fact that service quality is highly subjective than product quality. It includes friendliness of the servers, the ease of access to service, knowledge ability of the server, speed of the service that is not making customers stay in queues for long, the length and comfort obtained when waiting for the service. Therefore, good managers should manage service-quality very carefully because keeping customers is easier and more profitable than finding new ones.

2.5.2. Customer satisfaction.

A customer is a stakeholder of the business. Customers became very vital in business during the marketing era of the 1950s when companies could produce what they sell and not just selling what they can produce as it was during the production era. Since the beginning of the consumption era in marketing (business-key.com) the focus on customers has increased more as the consumption era also shifts to post-consumption; where organizations are obliged to render more services in addition to what they provide as offers to their customers (David, A, 2009).

Also (Solomon.2009) continues to assert the difference between a customer and a consumer. He stresses that a customer can be a consumer but a consumer cannot be a customer. He explains this difference that is to say; a customer is the person who does the buying of the products or service and the consumer is the person who ultimately consumes the product or uses the services.

When a customer is contented with the services, it is termed as satisfaction. It can also be a person's feeling of pleasure or disappointment that results from comparing a service's perceived performance or out come with their expectations (Kotler&Keller, 2009).Furthermore, as a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people or a state of being happy with a situation.

Davis and Heineken (2003) continue to talk about the ISO9000 series of standards; its purpose is to satisfy the customer organizing, quality assurance requirements and to increase the level of confidence of the customer organizations with their suppliers.

Customers need to be rewarded in order to become loyal and satisfied. Also introduction of customer loyalty programs so as to increase satisfaction, commitment and retention of key customers (Hawkins. et al. 2001).

2.5.3. Determinants of satisfaction.

A major study of the reasons customers switch service providers found competitor actions to be a relatively minor cause. Most customers did not switch from a satisfactory provider to a better provider; instead, they switched because of perceived problems with their current service provider. The nature of these problems and the percentage listing each as a reason as to why they changed providers following; service failure, inconveniences, attraction to competitors and involuntary switching (Hawkins. et al, 2001).

Other studies have found out that waiting time has a major impact on evaluation of services. Consumers have particularly negative reactions to delays over which they believe the service providers have control and during which they have little to occupy their time. Obviously organizations should attempt to minimize the delays encountered by their customers. If delays are unavoidable, the cause should be clearly indicated as well as accurate estimates of the duration. Therefore consumers should be provided with the activities or entertainers during these delays.

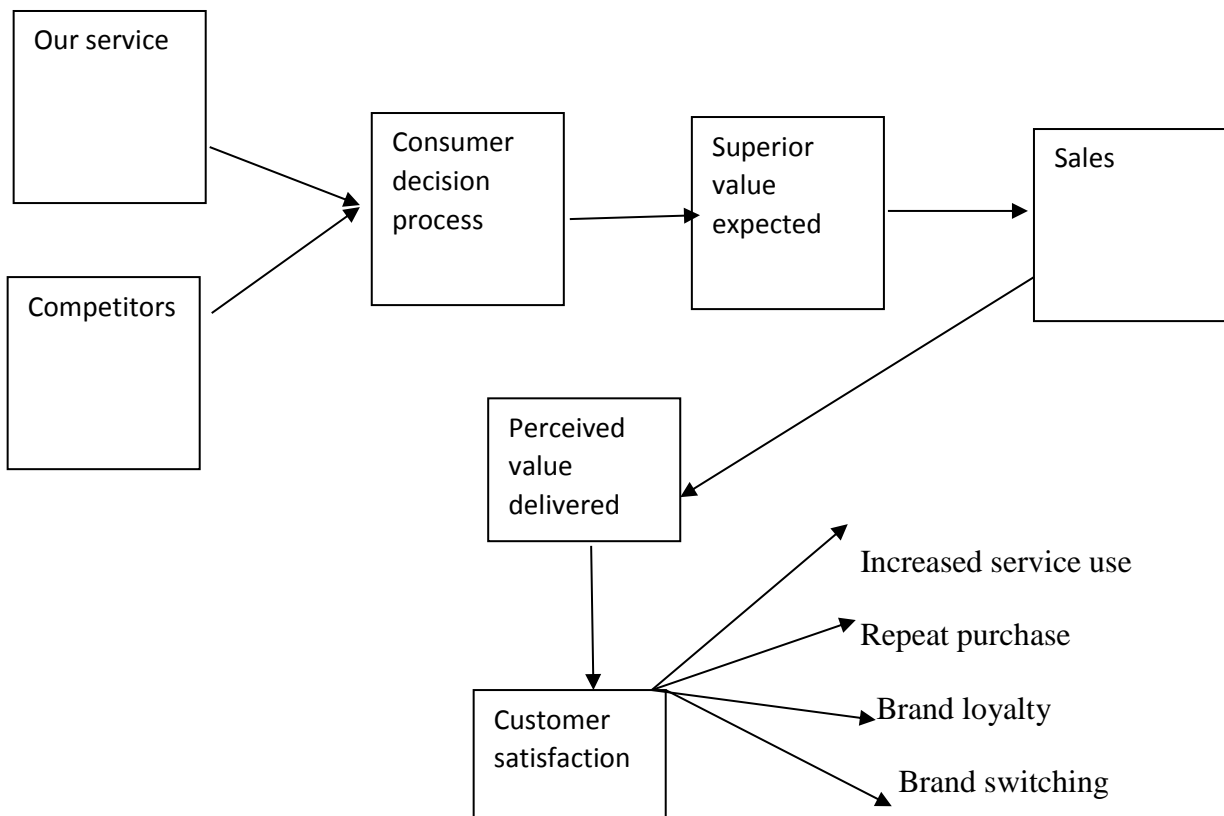
Also the nature and extent of personal contact with customers in service encounters is of critical importance in determining customer satisfaction. While extended personalized customer contact is expensive, it's also very effective at increasing satisfaction and repeat purchase intentions.

Also guaranteeing the services, these guarantees can range from inclusive and general "satisfaction guaranteed" to specific in terms of coverage and payout-"delivery in thirty minutes or its free". Such services guarantees can increase expected performance levels and patronage or costs.

2.5.4 Dissatisfaction responses.

This means that by taking no action, the consumer decides to live with the unsatisfactory situation. It is very important to note that even when no external action is taken, the consumer is likely to have less favorable attitude towards the store or brand (Hawkins. 2001).

Fig 1.Customer satisfaction outcomes. Hawkins. 2001.



The above figure clearly explains the routes to customer satisfaction and how does it lead to a positive outcome in the service business.

2.5.5 Relating quality service management to customer satisfaction.

In relating quality service to customer satisfaction, researchers have been more precise about the meaning and measurements of satisfaction and quality service. Quality and satisfaction have certain things in common, but satisfaction generally is abroad concept, whereas quality

service focuses specifically on dimensions of service (Wilson et al.2008). Although other factors like price are also components of customer satisfaction (Zeithaml et al.2006).

The figure below elaborates the how quality service dimensions relate to customer satisfaction in an organization.

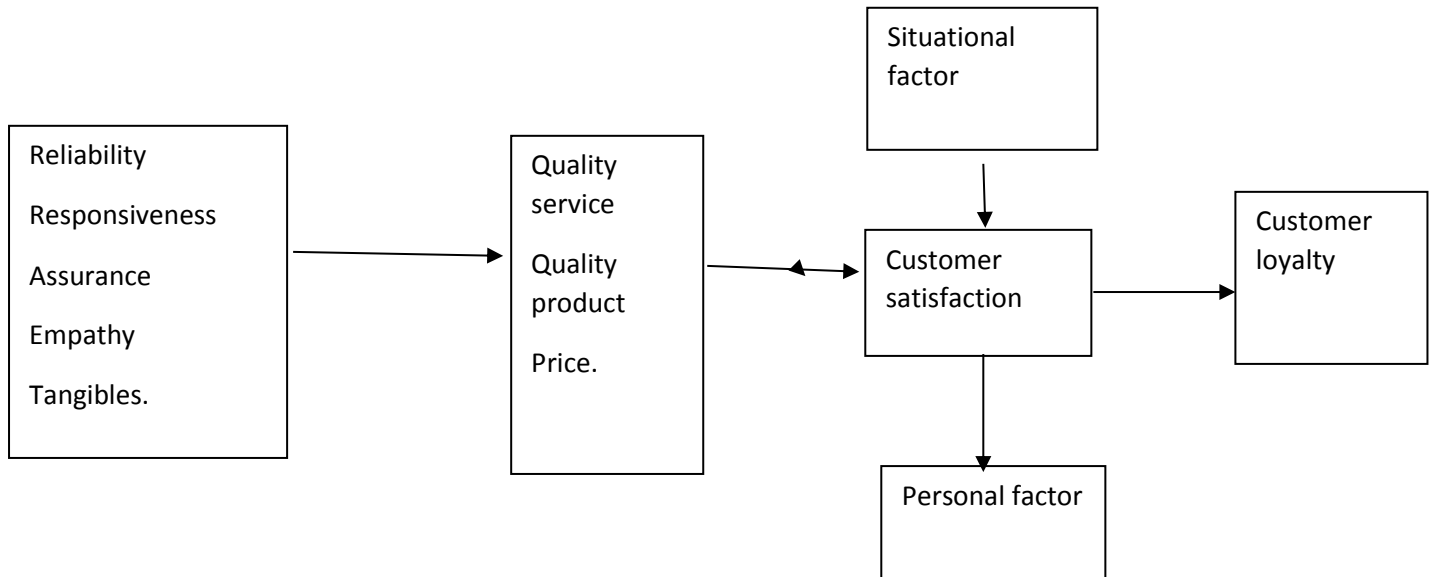


Figure2. Customer perceptions of quality and customer satisfaction. Wilson et al.2008.

The above figure shows the relationship between quality service and customer satisfaction. Wilson stated a situation that quality service is a focused evaluation that reflects the customer’s perception of reliability, assurance, responsiveness, empathy and tangibility while satisfaction is more inclusive and it’s influenced by perceptions of quality service, situation and personal factors.

All service quality attributes are positively correlated with customer satisfaction (Dharmalingan, 2011).Also (Elangovan &Sabitha, 2011) in their empirical study found out that there is no significant difference in the level of satisfaction of the respondents belonging to different age, education, occupation except income.

2.5.6 Measurement of quality service and customer satisfaction.

Hazlina (2011) asserted that quality service is a magnificent tool to measure customer satisfaction. Given the complex nature of customer satisfaction, its measurement is not an exact science and research and for that case, in this area it seems rather exploratory (Gilbert & Veloutsou, 2007). There is no commonly agreed method of measuring the concept and several theories of measuring customer satisfaction which have been proposed by scholars. One of the most well-known is the confirmation-disconfirmation approach, the performance-only approach and the overall satisfaction approach.

Generally it's agreed that customer satisfaction is an evaluation by a user of a product or service after consumption (Yuksel & Rimmington, 1998). In addition, it should be measured as close to the day of the service transaction for greater accuracy. Multi-item scales rather than single items are used because the customer satisfaction construct is complex to measure.

The confirmation-disconfirmation approach compares the expectations of a user of a service with what he experienced (Yuksel & Rimmington, 1998). The Customer Satisfaction Index (CSI) is commonly used to monitor the financial health of companies and industries (Anderson & Fornell, 2000). It uses predictive models based on customer expectations, post-consumption perceptions of quality and value. All these assessments are made through communication and the service is evaluated for service quality, reliability and whether it meets the needs of the customer.

The performance-only approach. This measures transaction-specific satisfaction (Nicholls, et al. 1998). A method widely reported in research of the performance-only approach is the customer satisfaction survey. This instrument assesses satisfaction after a service encounter using measures of quality service and customer satisfaction. In particular the survey measures satisfaction concerning personal service (SatPers) and service setting (SatSett) empirically. In

particular the method measures the customer's response to how the service was delivered and the setting of the service delivery (Cronin & Taylor, 1992).

Overall satisfaction approach. There are two distinctions which include the former distinction of satisfaction which encounters the consumer's un-satisfaction with a discrete service encounter. While later satisfaction is defined as the consumer's overall satisfaction with the organization based on all the encounters and experiences with that particular organization (Britner & Hubert, 1997).

Overall satisfaction is more like a general, evaluation from past encounters rather than an instant assessment of an individual service encounter. Since its accumulated overtime, overall customer satisfaction is held to be a more reliable measure of customer satisfaction. It's also less sensitive to question order effects or other transaction specific reactions on the part of the customer (Auth. et al, 2003). Therefore satisfaction is the post-purchase evaluation of product or service taking into consideration the expectations of the customers (Kotler & Armstrong, 2012). also research has repeatedly shown that quality service influences customer satisfaction. More research has it that the quality of services offered is related to overall satisfaction of the customer. Therefore a high level of quality service should be delivered by the service providers as a tool for achieving a high level of customer satisfaction.

2.6. Conclusion.

It is pertinent to say to say that the dimensions of Quality Service Management (QSM) like assurance, reliability, empathy and assurance inter link with Customer Satisfaction (CS) aspects like customer loyalty, customer value, attitude and recommendation towards the organization. In particular instances, the customers' level of satisfaction is not immune of those factors either. However, the literature presented above does not give a detailed and exhaustive account of how these factors interplay and link together to influence customer satisfaction. Also there is an information lag that exists on how quality service related factors yield into customer satisfaction and how quality service management may influence customer satisfaction in both long and short run.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction.

This chapter explained methods used in carrying out this research, how the research was designed and reasons for the choices. It shows the methods that were used during data gathering, the study area, sample size and selection, data collection methods and analysis and presentation of data, limitations of study, ethical considerations.

3.1. Research design.

This researcher used a case study. This was designed in this way to enable the use of quantitative figures to support the qualitative findings hence providing a better and stronger foundation for how quality service management influences customer satisfaction. More so a narrative analysis which is a qualitative research method that takes into account the behaviors of the respondents was used(Amin.2005).This kind of research was to help the researcher to really understand better how quality service management influences customer satisfaction in the study area. A case study was appropriate because the study required collection of quality service management on customer satisfaction mostly a Game stores super market.

3.2. Area of the study.

The study was focused on how quality service management influences customer satisfaction at Game Stores Super market located at Lugogo shopping mall Jinja road Kampala Uganda. The area was considered for the study because it had enough employees involved in work in various sections, the company runs through the year and employees are involved in rendering services to the customers. All this determined customer satisfaction levels which subsequently called for the researcher to examine the extent to which quality service management influences customer satisfaction in a short and long run.

3.3. Study population.

A population refers to the total number of items that the researcher is interested in so as to carry available the research, this may need to limit the nature of the subject population due to special needs of the research (Kenneth & Bruce,2011).Also a population is a theoretically specified aggregation of an element (Agresti & Finlay,2009). Therefore in this case the researcher based on the total number of employees that comprised of 78 employees (Payroll June 2015) who included managers and staff of Game stores supermarket from which the researchers determined the sample size for the study.

3.4. Sample size and procedures.

A sample is a small subgroup chosen from the larger population. The researcher was able to define a sub population for the study (Kenneth&Bruce.2011).

3.4.1. Sample size.

A sample size consisting of 65 employees (krejcie and Morgan. 1970) was determined from the population. This helped not to waste time, money and this sample lead to accurate results. The sample was composed of high management, lower management and ordinary employees.

3.4.2. Sampling techniques.

A simple random sampling technique was used to select respondents for this study. The respondents were selected and an equal chance for employees to be selected was entailed. The study however used simple random technique to select the respondents from employees; the respondents were selected randomly irrespective of gender, age among others.

3.5. Sources of data

The study collected data from primary and secondary data sources.

3.5.1. Primary data sources.

This source of data, information provided data from the field; it is the first hand information that is collected using questionnaires needed for the study.

3.5.2. Secondary data.

This is data already in existence and has been already collected for some purpose (Saunders et al,2009).This source of data provided data collected from text books, magazines and reports available in the school and public libraries.

3.6. Data collection methods and research instruments.

These are methods which the researcher used to come up with the required information in relation to the study.

3.6.1. Questionnaires

This instrument was used and for that case it included closed ended questions. The reason for this choice of data capture instrument was based on in this research due to the fact that questionnaires are the best way to collect data.

3.6.2. Documentary review.

The researcher made use of the available literature that was documented about the area of the study. That is to say weekly leaflet magazine which helped the researcher to know more about the study area.

3.6.3. Interviewing guide.

An interview guide was used o collect quantitative data.

3.7. Quality control methods.

3.7.1. Reliability and validity.

Basing on the above methodology, the researcher acquired first hand information that was relied on upon to draw conclusions which was to enhance proper decision making. The raw data was analyzed, interpreted and discussed in accordance to the research objectives.

Items in the study were measured in terms of validity and reliability (Hopkins, 2001).

Validity is concerned with whether the findings are really about what they appear to be about.

It represents how well are variable measures are presented and what they are supposed to measure (Hopkins, 2001).

Reliability refers to the extent o which the data collection techniques or analysis procedure were yield consistent findings (Jaunders, et al., 2009).

3.8. Ethical considerations.

a) The researcher sought permission from the leading structure of the study area who were the managers and directors of Game stores supermarket who allowed the researcher to carry out the research in this study area. The researcher went ahead and briefed the managers, directors and the employees about the subject matter and the reasons as to why it was important to carry out such a study in such an organization.

b) Human rights considerations. The respondents were treated with respect and dignity and their consent to respond or attend the interviews was sought about before the sessions started.

c) Openness and integrity to the respondents in respect to the expectations of the respondents was exercised. The respondents were fully informed of what was to be expected from the sessions so that their expectations do not go wrong direction.

d) Also confidentiality in case of any sensitive data being sought about particular policy makers was taken care of by having private interview sessions with respondents who might have feared to speak in the group interviews.

e) All this data collected was shared with relevant stake holders in the organization at the end of the field work study. Furthermore the researcher did not influence or force respondents to give information that suited to her expectations but just endeavored to gather all data as objectively as possible.

3.9. Data analysis and presentation.

Data was edited, coded and translated. The data analysis method of SPSS version 16 was employed to analyze the data.

The data collected was kept as documents which were stored in both soft copy and hard copy, for this case, raw data from the field was compiled and analyzed in relation to the study so as to make sense out of it, help the researcher and also be kept for further study use.

Analysis is the procedure of breaking down data and to clarify the nature of the component parts and the relationship between them (Saunders et al.). In this study the researcher had to interpret, relate, present, describe and also examine the data collected from the field. Data was represented in form of tables and figures.

3.10. Limitations of the study.

Given the main subject of the study, there were a few limitations to do with;

- a) Personal bias, there are people who did not quickly understand the mission of the study and thought that it was all about getting information about their life so they ended up not being open for the beginning although after knowing exactly what was all about the study, they responded and participated thus making it easy for me to collect data from them.
- b) Financial constraints. This was a limiting factor in the way that printing the questionnaires was too expensive which made the researcher to delay and also taking the questionnaires in the field was also expensive in terms of transportation.
- c) Time was also a limiting factor in the way that the time available for doing all the research and data collection was not enough for the researcher which inconvenienced the researcher thus being a limiting factor.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION OF THE FINDINGS

4.0. Introduction.

This chapter presents data, analysis and interpretation of the findings on the influence of Quality service management (QSM) on customer satisfaction in a business. Detailed analysis of the findings on the influence of quality service aspects such as service design, planning, stock maintenance, prices, and supervision among others. The data collected was analyzed using the statistical package for social scientists and score tables used to present this data with frequencies and percentages as responses were given by the respondents.

The objectives of study were, to determine the effect of reliability on customer loyalty at Game supermarket, to establish the effect of quality assurance on customer perception, to determine the relationship between empathy and customer recommendation, to establish the role of quality service management towards ensuring customer satisfaction in Game stores super market.

The response rate was 72.30% this was because the respondents were cooperative and ready to provide the information

4.1. DEMOGRAPHIC RESPONDENTS CHARACTERISTICS.

4.1.1. Gender of the respondents.

Table 1 : Showing the Category of respondents by gender.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	17	36.2	36.2	36.2
Female	30	63.8	63.8	100.0
Total	47	100.0	100.0	

Source: Primary data.2016.

The findings revealed that 63.8% were female and 36.2% were male. This was so because most of the pieces of work in Game super market need employees who have attractive faces and that for that case women are employed.

4.1.2. Age of the respondents.

Table 2: Showing respondents categorized by age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30 years	37	78.7	78.7	78.7
31-40years	9	19.1	19.1	97.9
41-50 years	1	2.1	2.1	100.0
Total	47	100.0	100.0	

Source: primary data.2016.

The findings revealed that 78.7% were in the age bracket of 20-30, 19.1% were in the age bracket of 31-40 years and 2.1% were in the age bracket of 41-50 years. The employees between the age brackets of 20-30 years dominated the business because they are more

energetic when it comes to work and still look attractive when it comes to looks because supermarkets have always wanted young employees who can attract customers.

4.1.3. Level of education of the respondents.

Table 3: Showing the levels of education.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid PLE	8	17.0	17.0	17.0
O level	4	8.5	8.5	10.6
A level	10	21.3	21.3	31.9
Diploma	8	17.0	17.0	48.9
Bachelors	16	34.0	34.0	83.0
Masters	1	2.1	2.1	100.0
Total	47	100.0	100.0	

Source: Primary data (2016).

The findings in table 3 above revealed that 17.0% completed primary level, 8.5% completed ordinary level, 21.3% completed advanced level, 17.0% completed diploma level, 34.0% completed bachelors and 2.1% completed master's level. Basing on these findings it was revealed that most employees have completed bachelor's level and they take the highest number of employees because the company saw that they have enough knowledge to perform most of the work in relation to customer handling.

4.1.4. Years of employment in the company.

Table 4: Showing the respondent's years of work.

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	less than 3 years	20	42.6	42.6	42.6
	3-6 years	20	42.6	42.6	85.1
	7-10 years	6	12.8	12.8	97.9
	more than 10 years	1	2.1	2.1	100.0
	Total	47	100.0	100.0	

Source: Primary data (2016).

The findings in table 4 revealed that most of the employees 42.6% had stayed in the organization for not less than 3 years while those who had stayed in the organization for more than 10 years were the least with 2.1%. On the longevity of serve to the company, the researcher aimed at ensuring that data is collected from experienced employees of the organization. The results showed that 42.6% had served not less than 3 years which implied that the respondents had the confidence to respond in regards to the study.

4.1.5. Respondents position in the organization.

Table 5: Showing the respondents level of current position in the company.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid managers	1	12.8	12.8	12.8
supervisors	7	25.5	25.5	38.3
ordinary employee	40	61.7	61.7	100.0
Total	47	100.0	100.0	

Source: Primary data (2016).

The findings in the table 5 above revealed that 12.8% are managers, 25.5% are supervisors and 61.7% are ordinary employees. Basing on the percentages above shows that ordinary employees take the highest percentages which imply that they do most of the ordinary work like cleaning, cashiers, stock taking among others and on the other hand, basing on the revealed data shows that there is one manager for the whole organization.

4.1.6. Number of hours the company operates.

Table 6: Showing hours the company operates

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3- 5 hours	4	8.5	8.5	8.5
6-10 hours	20	42.6	42.6	51.1
more than 10 hours	23	48.9	48.9	100.0
Total	47	100.0	100.0	

Source: Primary data (2016).

From the results revealed in the table 6 above, it is observed that the company operates most of the hours which is more than 10 hours and for this case it gives an implication that the company is able to serve most of its customers on a daily basis and at any hour they come to enjoy the services of the business.

4.2. To determine the effect of reliability and customer loyalty

Table 7: Showing the effect of reliability on customer loyalty at Game stores supermarket.

	N	Minimum	Maximum	Mean	Std. Deviation
Management ensures that customers always receive the highest levels of services from your supermarket.	47	3	5	4.53	.620
Management ensures that employees operate as planned in relation to enhancing customer satisfaction.	47	2	5	4.45	.746
Also there is a high level of word of mouth between the customers and employees which is a key factor to ensuring customer loyalty.	47	2	5	4.15	.751
Employees ensure that they persuade customers by use of attractive words so as to ensure frequency buying and use of the services.	47	2	5	4.34	.891
The facilities provided by game stores supermarket motivate employees to work hard in regards for the benefit of their customers.	47	2	5	4.38	.709
Taking care of customers increases customer loyalty and it also enforces reliability	47	1	5	4.38	.898
Having increased working hours or opening time increases and attracts more customers which in a long run lead to loyalty.	47	1	5	4.02	1.011
Offering of low prices and promotions increases reliability and customer loyalty.	47	2	5	4.45	.775
Dealing with complaint behavior by bearing the consequences as a result of problems that may be encountered from customers leads to increased customer loyalty and reliability.	47	2	5	4.13	.924
The location of game stores supermarket is convenient for employees so as to come early to serve their customers in time.	47	2	5	4.17	.789
Valid N (list wise)	47				

Source: Primary data (2016)

4.2.1 Customers always receive the highest levels of services.

Respondents were requested to reveal that management ensures that customers always receive the highest levels of services from the supermarket mean values of 4.53 and standard deviation of 0.620 which implied that the respondents strongly agreed and this means that highest levels of services to customers increases reliability which leads to achieving customer loyalty.

4.2.2. Employees perform as planned.

The respondents were required to disclose that management ensures that employees operate as planned in relation to enhancing customer satisfaction mean value of 4.45 and standard deviation of 0.746 which indicated that the respondents strongly agreed with a small variation in their responses, this means that reliability is not much put into action in respect to bring about customer loyalty.

4.2.3. High level of word of mouth.

The respondents were required to determine whether there is a high level of word of mouth between the customers and employees which is a key factor to ensuring customer loyalty mean value of 4.15 and standard deviation of 0.751 this implies that the respondents agreed with the statement in their responses, this means that reliability needs to be reviewed as one of the practice which leads to customer loyalty.

4.2.4. Persuading of customers using attractive words.

The respondents were also requested to show whether employees ensure that they persuade customers by use of attractive words so as to ensure frequency buying and use of the services mean value of 4.34 and standard deviation of 0.891 which implied that the respondents agreed however with the statement in their response.

4.2.5. Employees are motivated to work.

Also the respondents were required to disclose whether the facilities provided by game supermarket motivate employees to work hard in regards to the benefit of their customers mean value of 4.38 and standard deviation of 0.709 implied that the respondents agreed with the statement this is evidenced by scale value of 4.0-4.4 in their responses.

4.2.6. Care taking to customers.

The respondents were asked to evaluate whether taking care of customers, it increases loyalty and it also enforces reliability mean value of 4.38 and standard deviation of 0.898 implied that the respondents agreed on a moderate variation in their response.

4.2.7. Increased working and opening hours.

Also having increased working hours or opening time increases and attracts more customers which in a long run leads to loyalty mean value of 4.02 and standard deviation of 1.011 which implied that the respondents agreed with the statement and this is evidenced by a small variation in their responses.

4.2.8. Offering of low prices.

The respondents were required to disclose whether the following of low prices and promotions increases reliability and customer loyalty mean value of 4.45 and standard deviation of 0.775 which implied that the respondents strongly agreed at a high variation in their responses. This means that reliability truly influences customer loyalty.

4.2.9. Complaint behavior and bearing consequences.

Also the respondents were required to disclose whether dealing with complaint behavior by bearing the consequences as a result of problems that may be encountered from customers leads to increased customer loyalty and reliability mean value of 4.13 and standard deviation of 0.924 which implied that the respondents agreed with a small level of variation as evidenced in the responses as the findings show above with a scale of 4.0-4.4.

4.2.10. Location of the supermarket.

The respondents were requested to show whether the location of Game stores supermarket is convenient for employees so as to come early to serve their customers in time mean value of 4.17 and standard deviation of 0.789 which implied that the respondents agreed with a small mean variation as the findings reveal above.

4.2.11. Relationship between reliability and customer loyalty.

Table 8: Relationship between reliability and customer loyalty

	Management ensures that customers always receive the highest levels of services from your supermarket.	Ensuring stock taking leads to meeting customers' daily demands
Management ensures that customers always receive the highest levels of services from your supermarket.	Pearson Correlation Sig. (2-tailed) N 47	.061 .685 47
Ensuring stock taking leads to meeting customers' daily demands	Pearson Correlation Sig. (2-tailed) N 47	1 .685 47

Correlation is significant at the 0.01 (tailed 2)

Table above, the findings revealed that there is a small correlation between reliability and customer loyalty with a positive and significance relationship ($r=0.061$, $p \leq 0.01$). According to Pearson correlation, management ensures that customers always receiving the highest levels of services from the supermarket is all brought about by ensuring that stock taking is done properly thus meeting the daily demands of the customers. However, Game stores supermarket has not created enough awareness about reliability and customer loyalty in

regards to performing their services. The two authors, Roger, G. (2000) and Al-Aali et al. (2011) were in line with the findings stated above.

4.3. Quality assurance and customer perception.

Table 9: Showing the effect of quality assurance on customer perception.

	N	Minimum	Maximum	Mean	Std. Deviation
Management offers assurance training to the employees in relation to customer perception.	47	2	5	4.19	.741
Offering early salary payments to staff fosters them to work happily with smiles while serving customers	47	3	5	4.57	.617
Providing after sales training or product description to the customers is usually done which fosters good perception about the company.	47	1	5	4.32	.755
Ensuring of time for social interactions with the customers is the best key to quality assurance and customer perception	47	1	5	4.17	.940
Usually there is a variety of products for all kinds of customers so as to sustain assurance and customer needs.	47	2	5	4.49	.655
Creating a good customer environment like enough space, music brings about good perception towards the supermarket.	47	1	5	4.19	.924
Service design and organization makes it easy for the customers to pick quickly what they want without stressing thus leading to a good customer perception	47	2	5	4.49	.688
Valid N (list wise)	47				

Source: Primary data. 2016.

The finding revealed the effect of quality assurance on customer perception. These questions, items and responses are presented in the findings above.

4.3.1. Offering assurance training to employees.

The respondents were required to disclose whether, management offering assurance training to the employees in relation to customer perception mean value of 4.19 with a standard deviation of 0.741 this implied that the respondents agreed with the statement however this time round it was at a small variation as the findings reveal above and basing on the findings quality assurance influences perception of customers.

4.3.2. Early salary payments to staff.

The respondents were required to tell whether offering early payments to staff fosters them to work happily with smiles while serving customers mean value of 4.57 with a standard deviation of 0.617 this meant that the respondents strongly agreed with the statement as the mean reflects above in the findings, this is evidenced by scale value;4.5-5.0.

4.3.3. After sales training and product description.

Also the respondents were requested to show whether providing after sales training or product description to the customers is usually done which fosters good perception about the company mean value of 4.32 with a standard deviation of 0.755 this meant that the respondents agreed however it was on a moderate variation in the findings above.

4.3.4. Time for social interactions with customers.

The respondents were required to disclose whether ensuring of time for social interactions with the customers is the best key to qualify assurance and customer perception mean value of 4.17 with a standard deviation of 0.940 this implied that the respondents agreed at a small variation as the findings indicate above.

4.3.5. Variety of products for all kinds of customers.

More so the respondents were asked to decline whether usually there is a variety of products for all kinds of customers so as to sustain assurance and customer needs mean value of 4.49 with a standard deviation of 0.655 this showed that the respondents agreed with the statement although it was on a small variation as the mean figure indicated in the findings above however this mean value 4.49 corresponds with service design in the organization with a standard deviation of 0.688 this implies that to some extent service design and variety of products greatly influence quality assurance and customer perception.

4.3.6. Good customer environment.

The respondents were also declined to show whether creating a good customer environment like enough space, music brings about good perception towards the supermarket mean value of 4.19 with a standard deviation of 0.924 this implied that the respondents strongly agreed with the statement however it was done at a small variation as the mean indicates in the findings above.

According to Nasser, M. (2012) quality assurance calls upon all policies and processes directed to ensure quality maintenance and enhancement and also John. (2001) continues to talk about perception and all their views go in line with the statements above.

4.3.8. Relationship between quality assurance and customer perception.

Table 10: Showing relationship between quality assurance and customer perception.

	Management offers assurance training to the employees in relation to customer perception.	Managing prices helps employees get paid up in time which motivates them to serve their customers appropriately
Management offers assurance training to the employees in relation to customer perception. N	Pearson Correlation Sig. (2-tailed) 1 47	.271 .065 47
Managing prices helps employees get paid up in time which motivates them to serve their customers appropriately N	Pearson Correlation Sig. (2-tailed) .271 .065 47	1 47

Correlation is significant at the 0.01 level (2 tailed)

From the findings in table above, the results revealed that there is correlation between quality assurance and customer perception with a positive significant relationship ($r=0.271$, $p\leq 0.01$) according to Pearson correlation, management offering assurance training to the employees in relation to customer perception strongly helps employees get motivated thus serving their customers appropriately.

According to Nasser, M. (2012) quality assurance calls upon all policies and processes directed to ensure quality maintenance and enhancement and also John. (2001) continues to talk about perception and all their views go in line with the findings above.

4.3 .Empathy and customer Recommendation.

Table 11: Showing the findings about the relationship between empathy and customer recommendation.

	N	Minimum	Maximum	Mean	Std. Deviation
Providing of service guarantees and discounts to your customers leads to increased satisfaction and recommendation.	47	2	5	4.49	.748
Clearly presenting the service processes to both employees and customers calls for customer empathy.	47	1	5	4.26	.871
Giving strict supervision to your customers leads to a good customer recommendation to your company.	47	1	5	3.79	1.122
Providing service recovery to customers increases or motivates them.	47	2	5	4.23	.840
The service providers or employees perform as promised which is the key to customer recommendation	47	1	5	4.21	.858
The company's act of cooperate social responsibility boosts the customer's recommendation.	47	1	5	4.04	.884
Valid N (list wise)	47				

Source: Primary data, 2016.

The findings above represent the statements about how quality assurance effects customer perception under different key statements which was obtained from the respondents. The statements have been ranked in terms of their means and standard deviations so as to reflect

meaning out of the results. Therefore, the details of the table are discussed below in line with their corresponding statements as above.

4.3.1. Service guarantees and discounts.

According to statement one in the findings above, the respondents whether providing service guarantees and discounts increases satisfaction among customers. This statement was rated under mean value of 4.49 and standard deviation of 0.748 measuring the level of agreement from respondents which meant that the respondents strongly agreed with a high level.

4.3.2. Presenting of service processes.

From statement two in the findings above, the respondents were requested to indicate whether presenting the service processes to customers leads to increased satisfaction, the statement was read on mean scale value of 4.26 and standard deviation of 0.871 which implied that the respondents agreed with the statement though at a small level.

4.3.3. Strict supervision to customers.

The respondents were requested to show whether giving strict supervision to customers leads to a good customer recommendation, basing on the findings in the table above mean value of 3.79 and a standard deviation of 1.122 which implied that the response was neutral this is evidenced by a scale value of 3.0-3.9.

4.3.4. Service recovery.

From the forth statement, the respondents were required to show whether providing service recovery to customers motivates them mean value of 4.23 and standard deviation of 0.840 which implied that the respondents agreed with the statement meaning that this also makes empathy to influence recommendations from the customers.

4.3.5. Employees perform as promised.

In the findings above, respondents were asked to show whether service providers or employees perform as promised which is the key to customer recommendation mean value of 4.21 and standard value of 0.858 which implied that the respondents agreed with the statement

4.3.6. Act of corporate social responsibility.

The respondents were asked to present whether the company's act of corporate social responsibility boosts the customers' recommendation mean value of 4.04-0.884 which implied that the respondents agreed with the statement and for that case, empathy strongly influences customer recommendation.

4.3.7. Relationship between empathy and customer recommendation.

Table 12: Showing the relationship between empathy and customer recommendation.

	Providing of service guarantees and discounts to your customers leads to increased satisfaction and recommendation.	Providing management programs to the employees helps to maintain a good customer satisfaction alliance.
Providing of service guarantees and discounts to your customers leads to increased satisfaction and recommendation.	Pearson Correlation Sig. (2-tailed) N 47	.175 .239 47
Providing management programs to the employees helps to maintain a good customer satisfaction alliance.	Pearson Correlation Sig. (2-tailed) N 47	1 .239 47

Correlation is significant at the 0.01 level (2 tailed)

According to Pearson correlation, there is a positive correlation of 0.175 between the dependent variable of empathy and customer recommendation with the independent variable of quality service management and customer satisfaction implying that providing service guarantees and discounts to customers leads to increased satisfaction and recommendation strongly leads to maintaining a good customer alliance. The findings above are in line with Andaleeb and Conway, (2006) who says that this dimension “empathy builds a relationship with customers thus ensuring business’s survival and increased profits.

4.4. Role of quality service management on customer satisfaction.

Table 13: Showing the findings about role of quality service management on customer satisfaction.

	N	Minimum	Maximum	Mean	Standard. Deviation
Ensuring stock taking leads to meeting customers' daily demands	47	1	5	4.17	1.007
Managing prices helps employees get paid up in time which motivates them to serve their customers appropriately	47	2	5	4.13	.741
Providing management programs to the employees helps to maintain a good customer satisfaction alliance.	47	3	5	4.49	.621
Management ensuring market research helps the company take over the competitors as a result of keeping your customers.	47	3	5	4.45	.686
The ICT used by employees is time saving and convenient to both customers and employees	47	1	5	4.15	.908
Also game stores super market works hand in hand with employees to lay strategies about customer satisfaction programs.	47	1	5	4.11	.938
Under field services, the management ensures that there is integrity and competence.	47	2	5	4.13	.769
Services are designed in relation to the customer needs and goes hand in hand with the customers to design the services.	47	1	5	4.30	.858
Management takes a clear supervision of work which ensures quality control and monitoring of services.	47	3	5	4.64	.673
Valid N (list wise)	47				

Source: Primary data.2016.

4.4.1. Ensuring stocktaking.

From statement one above, the respondents were requested to show whether ensuring stock taking leads to meeting customers' daily demands mean value 4.17 and standard deviation of 1.007 which implied that the respondents agreed with the statement. Like wise to the fifth statement where the respondents were required to show whether managing prices helps employees get paid up in time mean value of 4.15 with standard deviation of 0.908 meaning respondents agreed with the statement, also the sixth and seventh statements with mean values of 4.11 and standard deviation of 0.938 ,mean values of 4.13 with standard deviation of 0.769 respectively showed that the respondents agreed with the statements meaning that quality service greatly has a role towards customer satisfaction sand when relating the four statements, quality service can be maintained thus increasing satisfaction.

Also the respondents were required to reveal whether providing management programs to employees helps to maintain a good customer satisfaction mean value of 4.49 with SD of 0.621 meaning agree, more so the fourth and eighth statements with mean value of 4.45 and standard deviation of 0.686, mean value of 4.30 with standard deviation of 0.858 respectively implied that the respondents agree with the statements meaning that quality service management strongly leads to satisfaction of customers.

More so respondents were requested to reveal whether management takes a clear supervision of work which ensures quality control and monitoring mean value of 4.64 and standard deviation of 0.673 implied that the respondents strongly agreed this is evidenced by scale value of 4.5-5.0.

According to the above findings, Zeith.et al. (2000) and David, A. (2009) speak in line with the findings in the table above, all basing on the findings, quality service dimensions go hand in hand and for that case service businesses need to ensure that these dimensions are promoted which leads to an increased sales and profits.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.0 Introduction.

This chapter presented the summary of the findings, conclusions and recommendations in relation to the data collected and analyzed from the field on the topic of the study the influence of quality service management (QSM) on customer satisfaction in retail businesses.

5.1. Summary of the findings.

5.1.1. Determining the effect of reliability on customer loyalty.

Basing on the effect of reliability on customer loyalty, the findings from the study showed that reliability practices such as ensuring high levels of services, operating as planned, use of word of mouth, persuading of customers, care taking towards customers bearing with complaints, offering low prices and bearing all consequences and complaints from customers strongly affects the level of customer loyalty in the business, this is evidenced with mean values and standard deviations chapter4 table 7.

5.1.2. Establishing the effect of quality assurance on customer perception.

Basing on this objective, it was found out from the study that quality assurance practices such as training employees, offering salaries in time, social interactions, providing variety of products on display, ensuring enough space and service design strongly affects customer perception in the business, this is evidenced with mean and standard deviations as table 8 reflects.

5.1.3. Determining the relationship between empathy and customer recommendation.

On the above objective, the study findings revealed that empathy practices like offering service guarantees, service recovery and acting socially responsible greatly relates to customer recommendation.

5.1.4. Establishing the role of quality service management on customer satisfaction.

On the objective above, the study findings revealed that high level of quality services have to be delivered to customers as a tool of attracting more customers to a business.

5.2. Conclusions.

According to the findings in this study about the influence of Quality Service management on customer satisfaction, the researcher made the following conclusions;

5.2.1. Determining the effect of reliability on customer loyalty.

Reliability aspects like offering low prices, motivating employees, persuading customers, use of word of mouth and planning in relation to customer satisfaction greatly influences customer loyalty.

5.2.2 Establishing the effect of quality assurance on customer perception.

Quality assurance practices like, offering assurance training, offering early salaries, ensuring social interactions with customers, providing variety of displayed items and a conducive environment also strongly influences customer perception.

5.2.3 Determining the relationship between empathy and customer recommendation.

Empathy is a key dimension in a retail business and for that case it a strong factor in regards to customer recommendation in a retail business.

5.2.4. Establishing the role of quality service management on customer satisfaction.

Quality service management practices like making programs, market research, laying strategies, ensuring supervision greatly plays a role in ensuring customer satisfaction just as the field reveals in chapter four.

5.3. Recommendations.

Basing it on the findings revealed from the study, the influence of quality service management on customer satisfaction, the following recommendations were putdown.

From the study it was revealed that reliability practices lead to customer loyalty in the business therefore the researcher recommended that service business organizations should give respond to reliability practices so as to ensure loyalty in the business for example offering promotions, customer care which is a key to increasing customer loyalty in the business.

The findings further revealed that quality assurance leads to a positive customer perception in the business, therefore quality assurance practices should be promoted so as to bring about a positive perception which will increase the purchasing level of the customers and also attract new customers.

Basing on the relationship between empathy and customer recommendation, it was found out that customers always recommend where there is good service rendered, therefore the researcher recommended that business organizations need to ensure that there is empathy practices which will leads to an increase in sales and profits of the business.

The research findings on the role of quality service management on customer satisfaction indicated that good service management leads to quality and thus at the end of it all it leads to customer satisfaction, therefore the researcher recommends that all businesses must ensure that there is good quality management practices like laying strategies on how to win competitors, planning among others which leads to customer satisfaction. More so extending

quality training programs to the employees makes them to obtain knowledge which also leads to increased profits and sales in the business.

5.4. Areas for further research.

The study was to reveal the influence of quality service management on customer satisfaction and the objectives of the study included to determine the effect of reliability on customer loyalty, to establish the effect of quality assurance on customer perception, to determine the relationship between empathy and customer recommendation and to establish the role of quality service management on customer satisfaction. From the study, the following areas are identified for further research;

To study the relationship between customer satisfaction, service quality and job satisfaction with the use of all the five SERVQUAL dimensions at once. To see if satisfaction level of employees is related to their services or customer satisfaction. Another further study could be to test among the dimensions with the use of another statistical method to see which of them will be more important to service quality and customer satisfaction

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APPENDIX II-RESEARCH QUESTIONNAIRES.
THE INFLUENCE OF QUALITY SERVICE MANAGEMENT ON CUSOMER
SATISFACTION IN RETAIL BUSINESS.

Dear respondent,

Am a student of Uganda Martyrs University perusing a degree in Business Administration and Management. Please kindly request you to help me get information which I need for my research as one of the factors which leads to my degree completion. Your answers will be helpful towards enhancing my degree as having done this research as one of the degree requirements, also which will aid in improving the services of this supermarket and enabling further research. Please you are requested to respond positively.

SECTION. A

Background information (tick correctly)

1. Gender: Male: Female:

2. Age: 20-30 31-40 41-50 51-60 Above 60

3. Your highest educational level (a) PLE (b) O level (c) A level
(d) Diploma (e) Bachelors (f) Masters (g) PHD

4. Years of employment in this company: (a) less than 3 years

(b) 3-6 years (c) 7-10 years (d) more than 10 years

5. What is the level of your current position in the company?
(a) Senior manager (b) lower manager (c) ordinary employee

6. How many hours does the company operate for the customers?
(a) 3-5 hours (b) 6-10hours (c) more than 10

SECTION .B

Please use the scale provided to rate how often you experience, feel or witness the following objectives as given below in the tables. Use the following letters to give a response to the questions in the tables.

Where: SD-Strongly Disagree, D-Disagree, N-Neutral, A- Agree and SA- Strongly Agree.
Your answers are all correct in regards to the data needed by the researcher.

I. Reliability and customer loyalty.

N0	QUSESTIONS	SD	D	N	A	SA
1	Management ensures that customers always receive the highest levels of services from your supermarket.					
2	Management ensures that employees operate as planned in relation to enhancing customer satisfaction.					
3	Also there is a high level of word of mouth between the customers and employees which is a key factor to ensuring customer loyalty.					
4	Employees ensure that they persuade customers by use of attractive words so as to ensure frequency buying and use of the services.					
5	The facilities provided by game stores supermarket motivate employees to work hard in regards for the benefit of their customers.					
6	Taking care of customers increases customer loyalty and it also enforces reliability.					
7	Having increased working hours or opening time increases and attracts more customers which in a long run lead to loyalty.					
8	Offering of low prices and promotions increases reliability and customer loyalty.					
9	Dealing with complaint behavior by bearing the consequences as a result of problems that may be encountered from customers leads to increased customer loyalty and reliability.					
10	The location of game stores super market is convenient for employees so as to come early to serve their customers in time.					

II. Quality assurance and customer perception.

N0	QUESTIONS	SD	D	N	A	SA
1	Management offers assurance training to the employees in relation to customer perception.					
2	Offering early salary payments to staff fosters them to work happily with smiles while serving customers.					
3	Providing after sales training or product description to the customers is usually done which fosters good perception about the company.					
4	Ensuring of time for social interactions with the customers is the best key to quality assurance and customer perception.					
5	Usually there is a variety of products for all kinds of customers so as to sustain assurance and customer needs.					
6	Creating a good customer environment like enough space, music brings about good perception towards the supermarket.					
7	Service design and organization makes it easy for the customers to pick quickly what they want without stressing thus leading to a good customer perception.					

Please recommend on how quality assurance can help in acquiring a good customer recommendation.

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III. Empathy and customer recommendation.

N0	STATEMENTS	SD	D	N	A	SA
1	Providing of service guarantees and discounts to your customers leads to increased satisfaction and recommendation.					

2	Clearly presenting the service processes to both employees and customers calls for customer empathy.					
3	Giving strict supervision to your customers leads to a good customer recommendation to your company.					
4	Providing service recovery to customers increases or motivates them.					
5	The service providers or employees perform as promised which is the key to customer recommendation					
6	The company's act of cooperate social responsibility boosts the customer's recommendation.					

Please recommend on how empathy influences customer recommendation especially in Game stores super market.

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IV. Quality service management and customer satisfaction.

N0	STATEMENTS	SD	D	N	A	SA
1	Ensuring stock taking leads to meeting customers' daily demands.					
2	Managing prices helps employees get paid up in time which motivates them to serve their customers appropriately.					
3	Providing management programs to the employees helps to maintain a good customer satisfaction alliance.					
4	Management ensuring market research helps the company take over the competitors as a result of keeping your customers.					
5	The ICT used by employees is time saving and convenient to both customers and employees.					
6	Also game stores super market works hand in hand with employees to lay strategies about customer satisfaction programs.					
7	Under field services, the management ensures that there is					

	integrity and competence.					
8	Services are designed in relation to the customer needs and goes hand in hand with the customers to design the services.					
9	Management takes a clear supervision of work which ensures quality control and monitoring of services.					

Please recommend on the ways how quality service dimensions can help in the improving of customer satisfaction in Game stores super market.

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THANK YOU VERY MUCH FOR YOUR TIME.



Office of the Dean
Faculty of Business Administration and Management

Your ref.:
Our ref.:

Nkozi, 10th March 2016

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you NAKIWI VICTORIA who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Business Administration and Management of the University, the student is required to submit a dissertation which may involve a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

May I therefore kindly request your assistance in permitting and facilitating the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

Edward Segawa
Associate Dean

