



**SERVICE QUALITY AND CUSTOMER SATISFACTION IN FREIGHT AND
FORWARDING INDUSTRIES IN UGANDA:
A CASE STUDY OF KEN FREIGHT UGANDA LIMITED**

BY

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13/MBA/10/041

**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCES
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER'S DEGREE IN BUSINESS ADMINISTRATION
OF UGANDA MANAGEMENT INSTITUTE**

JANUARY, 2018

DECLARATION

I, Wilfred Okurut Omoding, hereby declare that this is my original work and has not been presented to any university or institutions of higher learning for any academic award. Where secondary sources of information have been used in this work, they have been acknowledged.

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APPROVAL

This dissertation has been written under our supervision and has been submitted for the award of the Degree of Masters in business administration with our approval as Uganda Management Institute supervisors.

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DEDICATION

This dissertation is dedicated to my Family for it tolerated me as “an absentee member of the family” for the years I spent pursuing the course.

ACKNOWLEDGEMENT

With thankful and heartfelt appreciation, I acknowledge the contribution of my supervisors Dr. Oryema Dan and Dr. Kiwanuka Michael of Uganda Management Institute for their parental and academic guidance, commitment and readiness to help, including the professional listening skills rendered to me towards the completion of this work. May the almighty God bless them abundantly.

I acknowledge with gratitude the contributions and co-operation made by Mr. Sserumaga Paul and his team for their willingness to provide the necessary information when I visited their Organization during the research process. Without their cooperation, this study would have been impossible to accomplish.

I would like to deeply thank all my facilitators at UMI. These have adequately guided and equipped me with both theoretical and practical skills. I would also like to acknowledge the contribution of my classmates of UMI from whom I enjoyed fruitful discussions on challenging topics.

Finally, for all those people whom I have not mentioned here, my special appreciation and thanks go to them for their fruitful contributions towards the successful completion of this research.

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LIST OF ACRONYMS

CVI	Content Validity Index
EU	European Union
ICT	Information, Computer and Technology
JIT	Just In Time
SPSS	Statistical Package for Social Scientists
MSC	Mediterranean Shipping Company
EAC	East African Community
ICD	Inland Customs Depot
KACITA	Kampala City Traders Association

ABSTRACT

The study investigated the relationship between service quality and customer satisfaction in Freight and Forwarding Industry using a case of Ken Freight Uganda Limited. The study was guided by the following objectives: to assess the relationship between staff competence and customer satisfaction in Kenfreight Uganda Limited; to examine the relationship between service credibility and customer satisfaction in Kenfreight Uganda Limited and to assess the relationship between service reliability and customer satisfaction in Kenfreight Uganda Limited. A case study design was used for a sample size of 128 respondents' selected using simple and purposive random technique. Quantitative data analysis mainly consisted of descriptive statistics (percentages) and inferential statistics (Pearson correlation, coefficient of determination and regression). Findings indicated a significant positive relationship between staff competence and customer satisfaction. Service reliability had a positive relationship on customer satisfaction. Service credibility had a significant positive relationship on customer satisfaction. It was concluded that service quality has a significant positive relationship on customer satisfaction in Kenfreight Uganda Limited. The study recommended that Freight and Forwarding organizations in Uganda should ensure that they continuously improve staff competence and service reliability for customer satisfaction to improve consistently.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

There are numerous media reports among actual and potential customers concerning the decline in the quality of services delivered in Freight and Forwarding Industry in Uganda. Freight and Forwarding in Uganda is slow to communicate with customers in order to build the right image (Rushton & Walker, 2007), this is assumed to affect customer satisfaction. The research was therefore, carried out to establish the relationship between service quality and customer satisfaction in Freight and Forwarding Industry using a case of Ken Freight Uganda Limited. Service quality was the independent variable in this study, whilst customer satisfaction taken as the dependent variable. This chapter contains the background of the study, problem statement, objectives, purpose study hypotheses, conceptual framework, research questions, significance, scope of the study, justification, , and definitions of major terms used in the study.

1.2. Background of the study

This is presented in four phases consisting of historical, conceptual, theoretical and contextual background.

1.2.1. Historical background

Globally, due to the universal desire for secure, reliable and on-time service delivery in logistics, there is a growing interest in international Freight and Forwarding Industry accreditation (Lieb & Bentz, 2005). Providing secure freight and forwarding, especially of an adequate standard is not only recommended but also promotes customer satisfaction and royalty (Panda, 2003). According to Lieb and Bentz (2005), world freight and forwarding services are provided either by the top

logistics providers or by the private sector, or by a combination of both, and the site of delivery of freight and forwarding services can be located in logistics providers. Due to complexity in freight and forwarding service delivery internationally, a number of service quality measures have been adopted and must be adhered to for reliable, tangible and responsive freight and forwarding service. And in one particular EU member state, the United Kingdom, people have up to now increased demand and expectation of quality services provided by freight and forwarding service providers (Lynch, 2004).

In the African context, freight and forwarding service can be traced back to slave trade where the Arawak (an Indian tribe) population in East Africa began disappearing around the time when Christopher Columbus arrived in 1492. By this time there was no man power which catapulted the idea of slave trade which later led to exportation of African slaves as the only logical alternative to lack of man power.

According to Boahen (1966), this was only possible because African chiefs would sell criminals as penalty, gangs would kidnap Africans in raids and domestic slaves or prisoners would be sold. This was all about freight, forwarding, logistic operation and management. It was not only slave trade that involved logistics management. Some kingdoms traded in gold, salt and slaves (De Vault, 2007). The camel and human beings became a sole source of logistics tool for transportation of these products.

The freight and forwarding industry gained its recognition mostly in 1970s and 1980s though it is not exactly clear who developed the term freight and forwarding. It started when companies developed the concept of outsourcing and thereby outsourced more and more freight and forwarding services. Nowadays, many retailing and manufacturing firms have opted to focus on

their core business and use freight and forwarding service providers to manage all or part of their logistics operations (Lieb & Bentz, 2005). There are many managers and organizations that have adopted and used freight and forwarding services (outsourced). Outsourcing is an increasingly a successful field today. Successfully merged freight and forwarding service providers are dynamic organizations, using a combination of models, facilities, transportation, and materials handling techniques to improve the quality of services provided to their clients.

Ken Freight Uganda Limited commenced its operations in 1975 providing freight and forwarding services to Kenya and Ugandan import and export market. In 1993, Kenfreight became part of MSC Company. Mediterranean Shipping Company (MSC) was renamed to Kenfreight East Africa limited; it is also the second largest shipping line, and expanding into Rwanda. From 2000 to date, with the opening up of the borders of Rwanda, DRC, and recently Southern Sudan coupled with the development of a common custom tariff for the East African Community (EAC), Kenfreight East Africa Limited has successfully expanded to serve these regions becoming a major player in the freight and forwarding industry in East and Central Africa.

It is an ICD operator in Uganda with access to the railway line, bonded warehouses, crane stackers and ample space for all import, export and transit cargo needs. The company has over 17 offices, 300 employees and 58 destinations. Ken Freight Uganda Limited is a high quality transport logistics provider in East Africa with a sizable share of the freight handling market in Kenya, Uganda, Rwanda, Congo, and Southern Sudan. Kenfreight has more than 35 years' experience in the transport and logistics industry with a clear focus on East Africa. Ken freight's vision is to provide excellent Freight Forwarding & Logistics Solutions to Customers in East Africa, with the integrity of a trustworthy associate and its mission is to be the favored top logistics provider in the freight and forwarding, customs brokerage & transportation industry in East & Central Africa. It

provides complete supply chain with forwarding services such as shipping agency; sea freight; air freight; rail and trucking; handling and transporting out of range cargo; heavy lifting; customs clearance; warehousing and distribution; marine chartering; barges, and advisory services which are aimed at serving the customers better. In the quest to satisfy their customers, Ken Freight Uganda Limited is embracing technology system, having bonded warehouses, transit cargo warehouses as well as own free warehouses.

The level of the customer services provided by Ken Freight Uganda Limited is of high quality, because of the management techniques used like “just in time” (JIT) and information technology (IT) application. However, there are hindrances to the use of freight and forwarding services in areas of confidentiality, control, and security (Lynch, 2004). Therefore, this was the basis under which the research was carried out to establish whether quality of services provided in Ken Freight Uganda Limited lead to customer satisfaction.

1.2.2. Theoretical background

The theory that underpinned this study is the “Quality trilogy theory” by Juran (1988). This theory states that quality in service delivery implies that the product attains desired customer needs leading to customer satisfaction, while quality means all the activities in which the business involves in to ensure that the product attains customer needs. Juran (1980) took a holistic approach to quality and his concept of quality rotates around the quality trilogy theory.

The theory looks at quality as made of three things which an organization can do to realize customer satisfaction and retention. The organization must invest in quality planning. It must identify its customers and their needs and design products that meet the identified needs as well as ensuring quality and costs objectives. Secondly, the organization must mind about Quality control as it is an essential part of quality process where the organization sets the quality standards, which

requires identifying the components of quality and determining how to measure them. At this point, the organization must clearly assert quality standard for each product and develop a method for compare the products produced against the set quality standards. This implies, it must compare actual performance against the defined quality objectives. Lastly, the organization must find a way of improving quality. Thus, quality is a journey and not a destination (Juran, 1980).

For purposes of this study, this theory directly points out that if an organization like Ken Freight put in place service quality planning (more so like employee responsiveness as adopted in this study), quality control (more so like, credibility as adopted in this study) and quality improvement (more so like accessibility as adopted in this study), these can lead to customer satisfaction in terms of increasing referrals, multiple buying, commitment and trust to the organization. Therefore, in this study service quality, is assumed to have a significant positive relationship with customer satisfaction, a tip that was endorsed by the quality trilogy theory.

1.2.3. Conceptual background

The study was based on two main concepts that is service quality and customer satisfaction. Gronoos (1984) urged that service quality is a perception, arising from an evaluation process in which customers compare their expectations with the services they get. Cook (2004) defines service quality as meeting customers' expectations. In addition, service quality is “the overall evaluation of a specific service of a firm that arises from comparing that firm’s performance with the customer’s expectations of how firms in that industry should perform (Parasuraman et al., 1988). In this study therefore, service quality was measured using service credibility, staff competence and service reliability.

On the contrary, “customer satisfaction” was defined to mean customer’s perceived judgment that his or her expectations have been fully attained. If the customer’s expectations are attained, then he or she is satisfied, if the expectations are surpassed, then he/she is delighted, however if customer expectations are not attained, the customer is dissatisfied (Kotler, 2001). Customer satisfaction is derived when a customer’s expectations are attained and this is majorly influenced by the value of customer care provided by the organization. Kotler (1995) urged that in the service profit chain, higher service delivery, results into loyal and satisfied customers who then make repeat purchase and customers referrals to the business. Therefore in this study customer satisfaction was conceived to mean willingness to recommend, customer retention and quantities sold.

1.2.4. Contextual background

Ken Freight Uganda Limited is an ICD operator in Uganda with access to the railway line, bonded warehouses, crane stackers and ample space for all import, export and transit cargo needs. The company has over 17 offices, 300 employees and 58 destinations. Ken Freight Uganda Limited is a major freight and forwarding service provider in East Africa-with a fairly large freight handling market niche in East Africa, and Congo. Kenfreight has over 35 years of experience logistics industry with a special focus on East Africa. Ken Freight Uganda Limited in an effort to improve its service quality, a lot of efforts have been done to meet the credibility, competence and reliability, in an effort to improve customer satisfaction. This is done by undertaking many road surveys, handles countless shipments of heavy lift and oversized cargos as well as the standard container movements over long distances to their final destinations. With this background, Ken Freight Uganda Limited has been able to serve their customers throughout East Africa, efficiently, reliably and at a competitive price. However, on many occasions, Ken Freight Uganda Limited

Logistics has registered complaints from their customers about the poor customer complaints handling mechanisms, late deliveries, high costs and broken or stolen goods (Ken Freight Uganda Limited Logistics Clients Records, 2008-2009) which is a threat to customer loyalty and customer retention.

1.3. Statement of the problem

Improving the quality of any service is believed to be one of building blocks for customer satisfaction. In the same pursuit, Ken Freight Uganda Limited has been putting a lot of focus on improving quality of its services through improving planning, quality control and continuous improvements. This is done through improving the technology, engaging different stakeholders, improving communication channels, sensitization of clients on customs procedures before commencement of any importation and tracking shipments from port of origin to final destination (Ken-freight Ltd, 2008). This is aimed at making sure that the customers get the right products on time, in expected quantities, right place and at right optimized cost.

Despite all attempts by Ken Freight to support service quality, there is evidence to suggest that customer satisfaction is still lacking in Ken Freight Uganda Limited. For instance, between February 2008 and February 2009, over 40% of the total number of clients that Ken Freight Uganda Limited handled complained about wrong deliveries, lost items, late deliveries and high costs of transportation (Ken Freight Uganda Limited Clients Records, 2008-2009). If this statistics is anything to go by, Ken Freight Uganda Limited is bound to lose most of its loyal customers and will find it extremely difficult to retain customers in the face of intensive competition in the transport sector. It was against such background that the researcher undertook this study to establish the relationship between service quality and customer satisfaction in Ken Freight Uganda Limited.

1.4. Purpose of the study

The study examined the relationship between service quality and customer satisfaction in freight and forwarding industry taking a case analysis of Ken freight Uganda Limited.

1.5. Specific objectives

1. To assess the relationship between staff competence and customer satisfaction in Kenfreight Uganda Limited.
2. To examine the relationship between service credibility and customer satisfaction in Kenfreight Uganda Limited.
3. To assess the relationship between service reliability and customer satisfaction in Kenfreight Uganda Limited.

1.6. Research Questions

1. What is the relationship between staff competence and customer satisfaction in Kenfreight Uganda Limited?
2. What is the relationship between service credibility and customer satisfaction in Kenfreight Uganda Limited?
3. What is the relationship between service reliability and customer satisfaction in Kenfreight Uganda Limited?

1.7. Research Hypothesis

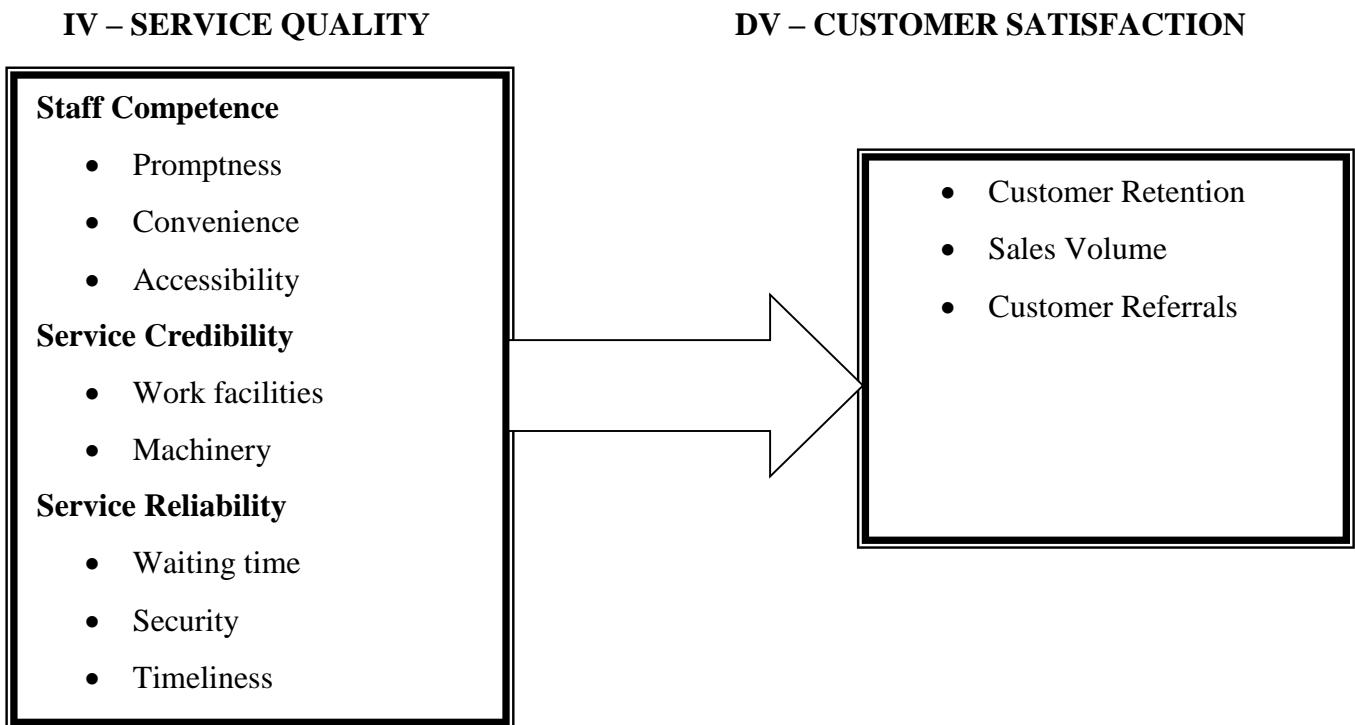
1. There is a significant positive relationship between staff competence and customer satisfaction in Freight and Forwarding industries in Uganda
2. There is a significant positive relationship between service credibility and customer satisfaction in Freight and Forwarding industries in Uganda.

- There is a significant positive relationship between service reliability and customer satisfaction in Freight and Forwarding industries in Uganda.

1.8. Conceptual Framework:

This indicates the relationship between the independent variable (service quality) and the dependent variable (customer satisfaction) and how they are measured.

Figure 1.1: Conceptual framework



Source: Adopted from quality trilogy theory of Juran (1988) and modified by the researcher

The conceptual framework above, is hypothesized that service quality has a positive significant relationship with customer satisfaction. If service providers in freight and forwarding industry are competent, credible, and reliable, this can have an effect on customer satisfaction for instance in form of repurchase intentions, willingness to recommend and customer retention. This is in line with what Parasuraman et al. (1988); Gronoos (1984) and Cook (2004), who in their survey came to a conclusion that customer satisfaction is predetermined attribute of service quality. Therefore,

they concluded that services must be good, credible, and reliable and provided with competence to win customer satisfaction.

1.9. Scope of the Study

This consists of content, geographical and time scope

1.9.1. Content Scope

The research focused on establishing the relationship between service quality and customer satisfaction. Service quality which is the independent variable in this study was measured by employee competence, credibility and reliability whilst, Customer satisfaction which is the dependent variable was measured by customer referrals, sales volume, customer retention and customer trust.

1.9.2. Geographical Scope

The study was conducted in Kenfreight Uganda Limited in Kampala district located on plot No. 1906, Bweyogerere, Jinja Road.

1.9.3. Time Scope

This research covered the period from 2010 to 2014. This was selected because it's the time when Kenfreight Uganda Limited was negotiating for merging with other companies. At the time, both companies were registering customers complains about poor complains handling, high costs, delays in delivery time and compromised quality of service (Kenfreight Uganda Limited Logistics Clients Records, 2008-2009).

1.10. Significance of the study

To policy makers, the study provided information to management about service quality, logistics operations and management which may enable them make good decisions hence take an upper

hand over their competitors and as well as broaden the researchers' knowledge on service quality aspects. To the logistics team, the study may help them point out the challenges and constraints sighted in the logistics operation, to the logistics providers, the study may offer them an opportunity to understand their role in meeting customer expectations.

To Kenfreight, stakeholders may be given the opportunity to understand management constraints in freight and forwarding industry and how to deal with them for the good of the customer satisfaction.

To academicians, the study may act as reference notes on issues concerning freight and forwarding industry. The study added to the limited literature on the influence of 3PL in achieving customer satisfaction.

1.11. Justification of the study

Because of changes in globalization, customer demands and new changing technologies, the level of competition, the quality of services and the cost of doing business is becoming the benchmarks for measuring the performance of freight and forwarding service providers in the transport sector. These new benchmarks seem to be having an effect on the customers of Kenfreight Uganda Limited as customer complaints have continued to be registered. Because of the constant complaints from customers, the study on service quality in achieving customer satisfaction was being undertaken to give realities on whether service quality contributes to the prevailing situation at Kenfreight Uganda Limited and to find out how it will bring about customer satisfaction.

1.12. Operational Definitions of Terms

Staff Competence: in this study, this meant the acceptance to help the client and provide timely service, for example, having the knowledge and skill of the contact and operational support personnel.

Credibility: in this study, credibility meant the appearance of physical facilities, equipment, personnel, and communication items utilized to provide the services in Kenfreight Uganda limited.

Reliability: in this study, this referred to the capability of providing services on time, dependently and accurately as promised.

Empathy: this meant whether the employee should have the knowledge, necessary skill, and data to perform the desired service effectively

Assurance: this meant the level to which the service is considered and trusted

Referrals: this meant ability for customers to refer other customers to the company

Client retention; this referred to the ability of customers to keep on coming and coming back to the company for the same services.

Customer trust; this meant the level at which clients believe that the services provided by the company is real and non-biased

Service quality .this referred the provision of quick, efficient and reliable services to a client.

Customer satisfaction meant the level at which the clients are contented.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter contains theoretical review, related literature review on staff competence and customer satisfaction, service credibility and customer satisfaction, service reliability and customer satisfaction and summary of literature reviewed. The related review was done according to the objectives of the study.

2.2. Theoretical review

The theoretical framework for this study was derived from the “quality trilogy theory” of Juran (1988). Quality in service delivery means that the product fully meets client’s needs hence customer satisfaction. The quality trilogy theory assumes a holistic approach to quality and the concept of quality rotates around a quality trilogy. Quality is made of three things, which an organization can do to attain client satisfaction and retention. In the first, the organization must invest in quality planning. This is done by identifying its clients with their needs, outlining the products and services that address those needs and setting up quality and cost objectives. What's more, quality control is likewise considered. This is a basic part of the quality procedure where the association characterizes the quality benchmarks that include distinguishing the components of quality and deciding how to gauge them. Here, an association ought to articulate what quality is, for on every item and build up an approach to successfully compare the items manufactured against the quality standard. This means the organization is comparing actual performance against the quality goals. Lastly, the organization must find a way of quality improvement. Juran, 1998 argued that the organization should screen production constantly and recognize areas in the production

procedure that enhance both the quality of the item and the quality of the production procedure used to make the item

For purposes of this study, this theory directly points out that if an organization like Ken-freight ltd put in place quality planning (more so like employee competence as adopted in this study), quality control (more so like, reliability as adopted in this study) and quality improvement (more so like credibility and accessibility as adopted in this study), these can lead to customer satisfaction in terms of increasing referrals, repeat purchases, commitment and trust to the organization. However, by adopting this theory, it doesn't mean that there are no criticisms with it but it fully provides a better assumption for the study.

2.3 Related review

2.3.1 Staff Competence and customer satisfaction

Fečíková (2004) argues that staff competence plays a primary role in improving customer satisfaction. This is because besides the goods sold to clients, the touch they are given works hard to make them satisfied. Zeithaml et al., (2006) agitates that when customers are not satisfied, the source of the problem needs to be competence espoused by the staffs in an organization. Denis et al (2010) additionally proposes that there is a positive relationship between employee competence and customer satisfaction and this is achieved in organizations that practice employee inspiration and devotion. Hill and Alexander, 2000 contends that employees that are more motivated to accomplish consumer satisfaction have a tendency to be more flexible in their way to deal with their work, commit fewer errors and utilize more initiative.

Studies conducted by Fečíková, 2004 on the index technique for customer satisfaction measurements with seats in Slovakia presumed that the satisfaction of inner clients is a

fundamental factor to satisfy the outer client. The result is that employee inspiration and loyalty can be accomplished through, every day leadership that is top administration officials motivates others through their execution; communicate their expectations to the employees (Fečíková, 2004). This study however looks forward to establish whether what was found out in Slovakia is happening in Uganda's telecommunication industry using Ken-freight ltd.

It was established by Rust and Oliver, 2004 that of the customers who enrolled complaints, between 54% and 70% will carry out business again with the organization if their grievances are settled (Rust and Oliver, 2004). This figure however can increase to 95% in case the customer's complaints were settled timely. Customers whose complaints have been completely settled inform an average of five individuals concerning the great treatment they got. At the point when the service provider acknowledges responsibility and takes care of the client's problem, the client ends up loyal to the organization (Nba and Gaston, 2011). The question which comes up is whether Ken-freight ltd resolves complaints of customers promptly and satisfactorily. If this is done, has it led to customer satisfaction?

The study by Nba and Gaston, 2011 established that disappointed clients really complain to the appropriate organizations yet effectively tell their companions, partners and colleagues about their encounters (Nba and Gaston, 2011). Therefore, organizations should know or regularly find out how well or bad their clients are treated. Urging clients to complain increases their satisfaction. Nyer, 2000 contends that the more a client complains, the more noteworthy the increments in satisfaction. In summery, the significance of this sub-section to the investigation is to enhance the knowledge that clients get to service performance based on their past encounters, benefits got, service quality and how well complaints and queries are attended to. Therefore, such literature

leaves a big gap for carrying out this study for it ignores employee competence and customer satisfaction at Ken-freight Uganda Limited.

From the literature reviewed, it was clearly shown that employee competence impacted the consumer satisfaction directly but however there was a considerable measure of information in relation to Ken-freight Uganda Limited that was not being addressed in the literature. This research was therefore carried out to investigate the relationship between employee competence and customer satisfaction in Ken-freight Ltd.

2.3.2. Service Credibility and Customer Satisfaction

Credibility is the company's ability to deliver promises on time (Gronoos, 2002). Turban, 2002 argues that consumers perceive the service as reliable when the price and other cost components are held steady. This at that point has turned into a significant and distinct aspect in regards to the item and service being offered. The satisfaction a client gets from reliability of service rendered is generally assessed as far as functional quality and technical quality (Gronroos, 2004). Yoshen, 2007 contends that regularly, clients don't have much information with respect to the technical aspects of a service; consequently making functional quality a central point which shapes perceptions of service quality. Service credibility can be estimated as far as client expectation, and client attitude. Therefore, these forms a big force for investigations to be done in an empirical manner to find out whether customer expectations and customer attitudes are achieved by Ken-freight Limited services and whether such has increased on customer satisfaction?

The assessment of service credibility can lead to satisfaction of the customer. Rust and Oliver, 2004 cited to that satisfaction is the "customer satisfaction reaction," which is an assessment and emotional response to a service. Many customers desire good services as opposed to lower prices.

Organizations that offer these added benefits are usually winners. This gives them an upper hand over rival firms which prompts living up to client's expectations and more noteworthy consumer satisfaction. An individual proactive approach, for example, knowing client history, tastes and preferences is imperative to impressing clients and expanding repeat business. This is the thing that the analyst needs to discover in Ken-cargo ltd utilizing exact examinations.

Margolies, 2006 cited that Customer loyalty is the basis of an organization's proceeded with upper hand, expanding and creating customer loyalty is a basic component in organizations' performance and growth. Once the number of clients has achieved its most extreme point, making and securing new clients becomes complex and costly as far as advertising. To hold the present clients the best advertising approach for what's to come is to enhance customer loyalty and value.

For consumer satisfaction in logistic services to be accomplished, call quality, value-added services and client support are vital (Zhanga, 2009). It further put focus on proceeding with development on the significance of value-added services, which among others are mobile Internet and multimedia services. The researcher thus is wondering whether such services are given in Ken-freight ltd.

Credibility has a functional value and monetary value in telecommunication service (Choong-Han, 2004). Functional value means the technical and practical gains that clients can get from the service while monetary value implies how much the service is satisfactory considering its cost and the price of the service, which they are utilizing. It was discovered that it is simpler to build loyalty if the service provider caters for the necessities of the client superior to its rivals. The outcomes show the likelihood a subscriber will change a provider of a service fundamentally depends on the

level of satisfaction of different service attributes of that carrier, his income status, and membership duration. Given every single other factor, brand image is considered paramount.

Moore, 2005 argues that in service management literature satisfaction of a customer is viewed as the consequence depends on the client's perception of the value got in a relationship. He additionally expresses that customer satisfaction is where value equates to perceived service quality with respect to price and client acquisition costs. It is in respect to the value expected from transactions with contending vendors (Freick, and Lee,s 2001). Businesses must focus on attaining high standards of customer satisfaction as satisfied customers make repeat purchases and are likely to be loyal as well as use a wider of services being provided by the business. Gerpott et al., 2001 observed that customer satisfaction is estimated by a client's estimated degree of experience in which a provider of a service satisfies his or her desires. Customer satisfaction is associated with various offers. Satisfied clients are less price sensitive, less impacted by competitors, loyal and purchase extra items (Zineldin, 2000).

The views presented in this section reveal exactly how service reliability can bring about customer satisfaction and hence customer loyalty. However, less effort is taken to clear the waves on what is happening in Ken-freight ltd and this gives enough reason for undertaking this study to try to close the gap.

2.3.3. Service Reliability and Customer Satisfaction

Gerpott et al., (2001) explains that reliability in services has a direct implication on customer satisfaction. This extends this argument while indicating that customers will never be satisfied when they find varying degrees of attention or access from the service provider. Gronroos (2000) further argues that service reliability is regarded as the number one measurement of service quality

in telecommunication service provide. It is very much linked to customer satisfaction. Without service reliability, customer satisfaction in telecommunication services cannot be realized. The service providers must be approachable, well located and contacts well spelt out. So does being approachable, convenient and well located have much to do with customer satisfaction in Ken-freight ltd?

Gerpott et al., 2001 noted that the gap that may occur between the perceived service quality and customer expectation isn't just a measure of the quality of the service yet in addition a principal determinant of customer satisfaction or dissatisfaction, and Past research on mobile telecommunication services, estimated services quality by call quality, cell phones, value added services, pricing list and client support (Kim, 2000). Thus, the researcher would like to know whether customer expectations are vital determinants of customer satisfaction in Ken-freight ltd.

Reliability in service entails three items; follow up of dynamic customer needs, better communication with customers and better communication with suppliers (Yeshin, 2001). This leaves a big gap to know whether better communication, follow up on customers do entirely answer the problem of customer satisfaction in Ken-freight ltd. Communication is a very important aspect of the service as it can consequently create or destroy customer perceived value. Gronroos, 2000 cited that communication has an effect; almost everything the organization says about itself, performance and what it does is experienced in service encounters has an effect on the client.

Reliability in most cases may mean trust (Hee-Su Kima, 2004). This greatly affects customer satisfaction. At the point when buyers put their trust in the service provider, they will consistently utilize the service and even make referrals to different clients. They likewise believe the network coverage they get from their service provider. Providing an exclusive standard of service quality

is exceptionally key for providers of a service to contend with different contenders. Customer's perception of service quality was the fundamental factor determining consumer satisfaction. When you give great services with moderate rates and the outlets everywhere then the consumer's perception consequently increases. High service quality could draw new clients, hold existing clients, and even pull in clients from contenders whose service quality is seen to be lower. Perceived quality positively affects consumer satisfaction. Service quality is the connection between client perceptions and expectations.

Failed control to all parts of the communication process may bring about offsetting of those parts of communication, which are more inside the organization's control, and bringing about a confused picture. The errand is to ensure consistency of communication over all media of a common message to various types of audiences (Yeshin, 2001). The views presented in this segment reveals exactly how service accessibility can lead to improvement in customer satisfaction but it clearly neglects Ken-Freight Ltd and this permits the conducting of this study to try to fill the gap.

2.4. Summary of the literature review

The literature reviewed plainly demonstrates that there are various investigations set up that have feasibly settled a relationship between "service quality" and "consumer loyalty" world over and not in Uganda and particularly in the Uganda's logistics industry and that is Ken-freight ltd. However, the literature reviewed is based on past research. This calls for research in this area to try to empirically verify the literature being reviewed. This revealed new data set up particularly on the relationship between service quality and customer satisfaction in the Ken-freight Uganda Limited.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This chapter depicts how data was gathered, analyzed and interpreted keeping in mind the end goal to find solutions to the research questions. The chapter presents the research design, population under study, techniques of sampling, methods of data collection, instruments used in data collection, quality control, procedures of data collection, measurement of variables and analysis of data.

3.2. Research Design

This study used a case study research design that adopted a cross sectional survey design. A case study was selected to provides an in depth investigation of the study problem (Yin, 2004). A cross sectional research design was adopted to empower undertaking the research one period of time

(Sekaran, 2003). This study utilized both quantitative and qualitative approaches of sampling, quality control, collection of data and its analysis. In the study, descriptive information and numerical figures were achieved, making it a qualitative and quantitative study dimension. At a level of collecting data, qualitative design included conducting interviews and giving open ended questionnaire to the respondents, while the quantitative design included conducting interviews and closed ended questionnaires to respondents.

3.3. Study Population

The study population of 180 was drawn from Ken-freight Uganda ltd (Ken-freight Uganda Ltd Records, 2016). These consisted of 30 Ken-freight Uganda Ltd staff and 150 customers of Ken-freight Uganda ltd. The 150 customers are the established loyal customers as per Company records. Kenfreight has a system of identifying and recognizing their loyal customers inform of gifts such as calendars, diaries, and Christmas cards at year end. Ken-freight Uganda Ltd staff were chosen because they were responsible for quality service delivery. These included top management and head of departments. These were selected because they set the platform of ensuring that the team they have is competent, services are reliable and credible. The customers were chosen because they were in better position to tell us the quality of care provided to them by Ken-freight ltd. These involved customers who had been using Kenfreight for less than 5years.

3.4. Determination of the Sample Size

The sample size was 128 decided using the statistical tables by Morgan and Krejcie (1970), according to Amin, (2005). This thus means that the 128 respondents were chosen as a sample. The sampling techniques are indicated in Table 1.

Table 3.1: Sample Size of Respondents and Sampling Technique

Category of Population	Access Population	Sample Size	Sampling Technique
Top management	10	10	Purposive sampling
Head of departments	20	10	Simple random sampling
Customers	150	108	Simple random sampling
Total	180	128	

Source: Ken-freight Uganda ltd

3.5. Sampling Techniques and procedures

The research used both probabilistic and non-probabilistic techniques of sampling.

From the available probabilistic techniques of sampling, the research used technique of simple random sampling. The sampling technique was to choose clients of Ken-freight ltd. This sampling technique was chosen on the grounds that the category of respondents had a large population size hence needed simple random sampling technique to reduce sampling bias (Mugenda and Mugenda, 2003). From the available non-probabilistic techniques of sampling, purposive sampling was used to choose Ken-freight Ltd service center that was targeted because of their generally recognized knowledge of experience that they have. This technique of sampling was utilized after the postulate that if there was a need to gather extremely informative data, at that point sampling must be done from littler groups of key sources and in this way the researcher needs to choose the sample purposively at one's own particular discretion (Sekaran, 2003).

3.6. Data Collection Methods

The data collection methods that were used are, interviews, questionnaire survey and documentary review.

3.6.1. Questionnaire Survey Method

Primary data was obtained from customer by the help of semi-structured questionnaires as indicated in Appendix I. The use of semi-structured questionnaire was considered appropriate because part of it gave chance to junior staff to pick their answers from a provided range of alternatives whereas some other part guaranteed them the opportunity to qualify their responses (Amin, 2005). The survey questionnaire is normally used in light of the fact that the respondents filled them in at their own particular convenient time and are fitting for large examples. The questionnaire comprised of open and closed ended questions (Amin, 2005).

3.6.2. Interview Method

This is face to face interaction between the interviewer and interviewee. This helped in collecting primary data from Ken-freight Ltd staff. This involved use of an interview guide as indicated in Appendix ii. The interview method of using interview guide is viewed as fitting since the aforementioned categories of respondents had very important data but had no opportunity to answer the questionnaires (Sekaran, 2003). Mugenda & Mugenda 2003 urges that interviews are of advantage in that they provide detailed data which was impossible to get by the help of questionnaires.

3.6.3. Documentary Review

This was guided by a documentary review checklist and was used to collect secondary data. Documents from Ken-freight ltd, primary data from interviews and surveys was supplemented by secondary data from literature review similar to the topic from both public and private libraries (Amin, 2005). Literature was obtained from textbooks, reports of companies, internet, magazines, researches, and other literature related to the topic of study (Amin 2005).

3.7. Data Collection Instruments

The instruments used included; questionnaire, documentary check list and interview guide.

3.7.1. Questionnaire

This helped in collecting information from customers of Ken-freight Uganda ltd. 108 questionnaires were randomly distributed to 108 customers. The questionnaire (Appendix I) was used because it was a valuable technique of obtaining a bigger range of data from a big number of individuals most especially when it comes to people in this regard clients of Ken-freight ltd (Sekaran, 2003). The respondents filled the questionnaires at their own time of convenience deeming the more popular. The questionnaires are appropriate for large samples and also made of both closed and open-ended questions (Amin, 2005).

3.7.2. Interview guide

A semi structured interview guide was used by the researcher to carry out interviews with ken freight limited staff. Interviews were selected because detailed information is obtained about a particular research question from the respondents compared to the use of questionnaires (Mugenda & Mugenda, 2003).

3.7.3. Documentary Review Checklist

Documentary review checklist consisted of a list of documents (Sekaran, 2003) concerning service quality in particular and customer satisfaction which were directly relevant. Most of the reviewed literature was obtained from transport, Logistics and shipping Companies. Some of the documents used included: textbooks, journals, Internet, research reports, as well as researches related to the study topic (Amin 2005).

3.8. Quality control of data collection instrument

The quality of data collection instruments used was attained by ensuring validity and reliability of the instruments which were tested before use.

3.8.1. Validity

The content validity test was used to establish the validity questionnaires, and also the content validity indices were computed using the ratings. C.V.I = Items rated relevant by both judges divided by the total number of items in the questionnaire as indicated below.

$$CVI = \text{Number of items rated relevant} \div \text{Total number of items}$$

Table 3.2: Content Validity Indices for the Questionnaire

Variable	Description	No. of Items	Content validity index
Independent	Staff competence	8	.786
	Service reliability	10	.855
	Service credibility	10	.874
Dependent	Customer satisfaction	9	.862

Source: Primary data (2014)

Basing on Content validity Index (CVI), the questionnaire was deemed appropriate for the study since all the coefficients in Table 2 were over 0.7 which is the minimum recommended CVI in survey studies (Amin, 2004; Gay, 1996).

3.8.2. Reliability

According Gay (1996) reliability is the level of consistency which the instrument creates. Conduct a pilot study in the field after, Cronbach Alpha Method was then adopted to test reliability of the instrument, on multi-item variables (service quality and customer satisfaction) as given by Statistical Package to the Social Scientists (Foster, 1998). The Cronbach Alpha method was applied on the grounds that it was normal that a few items or questions would have distinctive possible answers. The researcher set up reliability of the questionnaires by computing the alpha coefficient of the items (questions) that comprised of the dependent variable and that of the items that constituted the independent variable. The reliability testing equation was used;

$$\alpha = \frac{K}{K - 1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where σ_X^2 is the variance of observed total test scores, and $\sigma_{Y_i}^2$ is the variance of component i for the current sample of persons. The findings are as indicated on Table 3:

Table 3.3: Reliability indices for the respective sections of the questionnaire

Variable	Description	No. of Items	Cronbach alpha
Independent	Staff competence	8	.829
	Service reliability	10	.776
	Service credibility	10	.853
Dependent	Customer satisfaction	9	.876

Source: Primary data (2014)

Basing on the Cronbach Alpha Coefficient Test (Cronbach, 1971), the questionnaire was deemed reliable as all the coefficients in Table 3.3 were over 0.7 which is the minimum recommended CVI in survey studies (Amin, 2005).

3.9. Data Collection Procedures

The researcher obtained an introduction letter from Uganda Management institute after successful proposal defense and presented it to Ken-Freight Uganda Limited to obtain approval and conduct the study. The researcher piloted the questionnaire on a sample of ten respondents and the interview guide on two respondents. The researcher then used the comments from these respondents to improve the questionnaire and interview guide. Three (3) research assistants were recruited, trained on the ethical considerations. The researcher then made contact with the Human Resource Office and Directors to come up with agreeable schedule so that work is not affected. The researcher ensured that during data collection, questions were discussed in the presence of the respondents so that questions were well comprehended, and where required make changes to minimize the possibilities of non-compliance and non-reliability of the tool. The data collection was carried out for a period of one week. In the event of any incompleteness of the data collecting exercise; the researcher rescheduled the appointments on consultation with the respondents.

3.10. Data Analysis

During analysis, both quantitative and qualitative data was analyzed.

3.10.1. Quantitative data analysis

Quantitative data analysis involved utilization of descriptive and inferential statistics in the Statistical Package for Social Scientists (SPSS). Descriptive statistics involved determination of measures of focal tendency, for example, mean, mode, median; measures of scattering, for example, variance, range, standard deviation; percentages and frequency distributions, Data was handled by coding, editing, entering, and afterward displayed in tables demonstrating reactions of every category of variables. Inferential statistics included regression analysis using a

regression coefficient and correlation analysis using correlation coefficient so as to answer the research questions. As indicated by Sekaran (2003), a correlation study is more proper in conducting investigation in the indigenous habitat of an association with least interference by the researcher and no manipulation. A correlation coefficient was done because the research involved determining correlations (Oso and Onen, 2008).

3.10.2. Qualitative data analysis

Qualitative analysis of data involved thematic and content analysis, and depended on how the discoveries were related to research queries. Content analysis was applied to alter qualitative data and rearrange it into meaningful shorter sentences. Thematic analysis was then used to sort out data into themes and codes were distributed (Sekaran, 2003). After collection of the data, data of similar category was brought together and their similarity with the quantitative data formed after which a report was written. Qualitative data was interpreted by creating descriptions from the data.

3.11. Measurement of Variables

Mugenda and Mugenda (2003) offers help to the utilization of normal, ordinal, and Likert type rating scales amid measurement of variables and questionnaire design. The nominal scale was applied to measure variables like sex, among others. Ordinal scale was utilized to measure variables like age, years of experience, and level of education. Five point Likert type scale (1-strongly disagree, 2-disagree, 3-not sure, 4-agree and 5-Strongly agree) was conveyed to measure the independent variable (service quality) and the dependent variable (customer satisfaction). The decision of this scale of measurement was that each point on the scale conveys a numerical score that is applied to assess the respondent's attitude and is the most often utilized summated scale in the study of social state of mind. As indicated by Mugenda (2003) and Amin (2005), the five point

Likert scale can measure, states of mind, qualities, practices of people towards a given phenomenon and perceptions.

3.12. Ethical considerations

The major moral worry that was encountered was the protection of the respondents and confidentiality of their information. To guarantee protection, respondents were educated forthright that in reality their names would not necessary, that they had the privilege to leave questions unfilled in the event that they didn't wish to offer the essential information, and that the researcher would not put the subjects under strain if this happened (Mugenda and Mugenda, 2003).

To enable secrecy, the respondents were educated forthright that the data they would give would be exclusively utilized for scholastic purposes and information got on private issues would be treated with confidentiality (Amin, 2005).

To ensure that there was no plagiarism in this study, all work used in this book were cited for and referenced. The researcher also went ahead to ensure that originality was ensured while using other people's work (Kothari, 2004).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

This study assessed the relation between service quality and customer satisfaction in Freight and Forwarding Industry using a case of Ken Freight Uganda Limited. This chapter shows discoveries of the study in accordance to its objectives as expressed in the first section. The rate of response, social background of the respondents is given in section two, empirical analysis of study discoveries is learned (that is discoveries on the staff competence, service credibility, service reliability and customer satisfaction in Kenfreight Uganda Limited) and the last section shows correlation results. The reaction rate in the whole study is clarified in table 4.4 underneath;

4.2. Response rate

This was determined as the number of respondents who answered the survey divided by the total number of respondents in the sample. The findings are presented in table 4.1 below

Table 4.1: The response rate

Respondents	Target Response	Actual Response	Response Rate
Top management	10	6	60%
Head of departments	10	6	60%
Customers	108	107	99.1%
Total	128	119	93%

Table 4.1 above shows that out of 128 respondents that were targeted for the study, 119 were able to respond to the study implying a response rate of 93%. According to Amin (2005), a response rate of 70% is good enough to represent the study. This implies that 93% response rate was sufficient enough for the research.

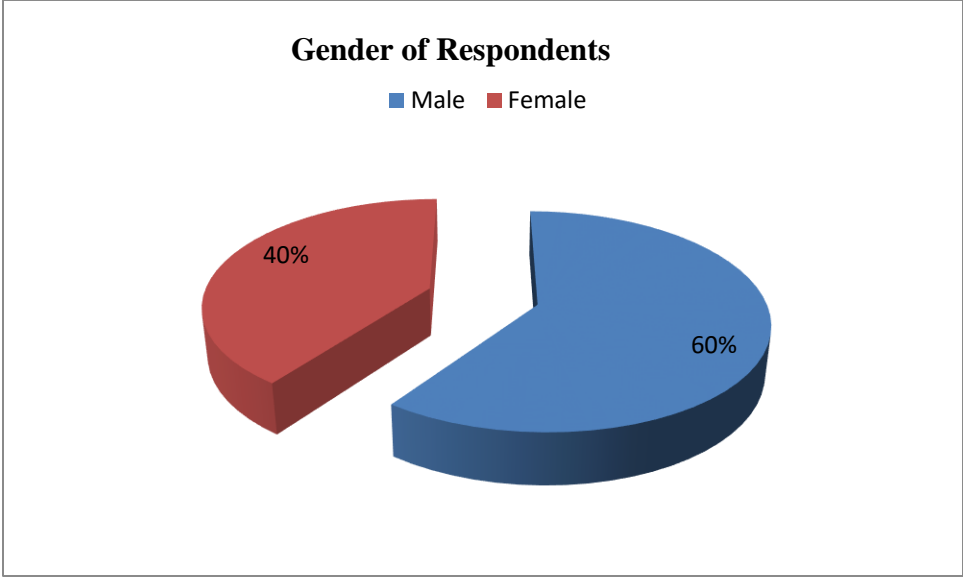
4.3. Background of the Respondents

The background characteristics of the subjects were investigated in the study. Among these characteristics included, gender, level of education, and the period respondents had spent using Kenfreight Uganda Limited.

4.3.1. Gender of the respondents

The study observed the characteristics of the respondents as they are represented in the result figure 4.1 below.

Figure 4.1: Characteristics of respondents

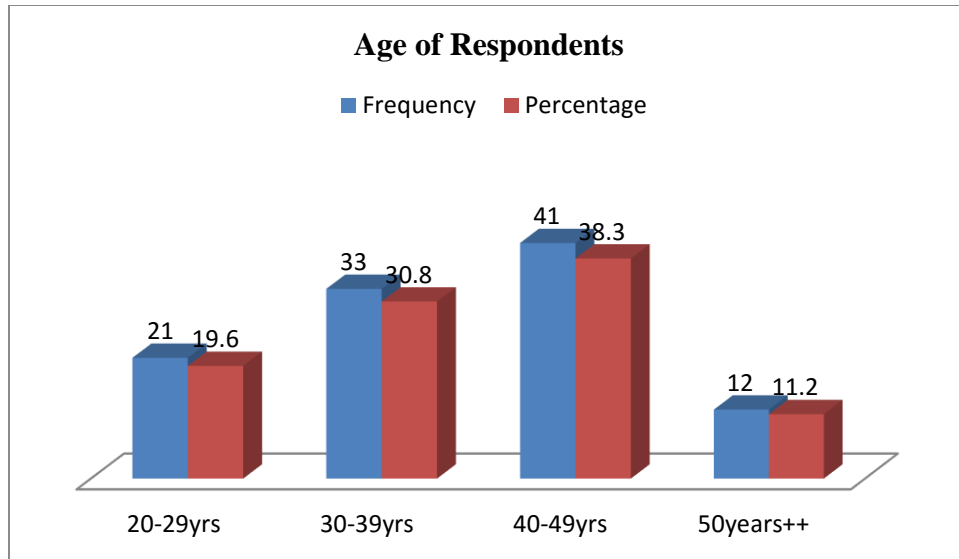


Findings in the figure 4.1 above show that the most of respondents (60%) were males whilst 40% were Females. This finding may be so given the physical nature of freight and forwarding industry, Ken-freight Uganda ltd that may be more suitable for males than females. Despite the observed gender disparity in favor of males, the study was gender representative given the fact that both males and females were part of the research.

4.3.2. Age of Respondents

The respondents were asked to tell their ages so as to establish their ages and the findings indicated in figure 4.2 below

Figure 4.2: Age of the respondents



From figure 4.2, it was found out that most of the respondents using Kenfreight Uganda Limited that responded to the study had 40-49years and these were the highest with a percentage of 38.3%. Those who were in 30-39year were of percentage 30.8%, 20-29years had a representation of 19.6% and those who were above 50yrs were represented by 11.2% each. According to the above statistics, the research was carried out among respondents of ages between 20 and 49. These age bracket is believed to have enough information required for the study.

4.3.3. Level of Education of the Respondents

Respondents were asked to indicate their education levels and findings are showed in figure 4.3 below.

Figure 2.3: The level of education of the respondents

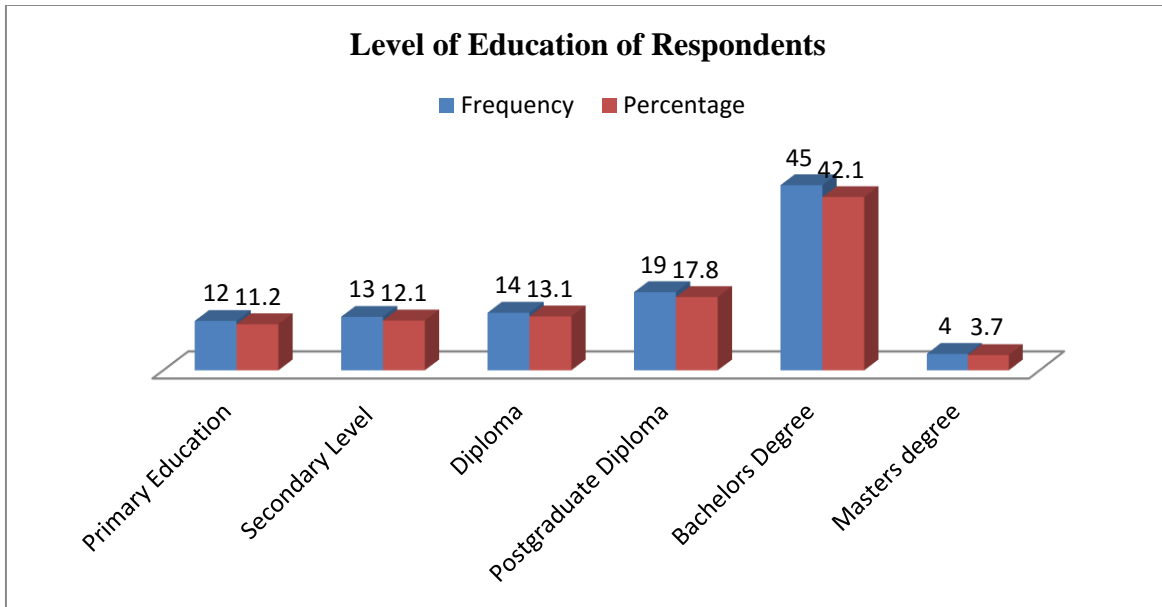


Figure 4.3 indicates that most of the respondents among customer had bachelor’s degree and these constituted 42.1%. Those who primary and secondary level of education had 11.2% and 12.1% respectively; 13.1% of the respondents had a diploma and 17.8% has studied up to a diploma level of education and the last category of 3.7% had achieved a master’s degree. The above findings indicate that the majority of respondents (76.7%) in study had tertiary levels of education. Such respondents therefore were assumed to have the necessary capacity to understand, appreciate and respond to the study thereby increasing the validity of findings

4.4. Empirical findings on service quality and customer satisfaction at Kenfreight

Uganda

This section, the research findings are presented as per the objectives of the study. These findings were thus obtained on staff competence, service credibility, service reliability and customer satisfaction at Kenfreight Uganda. In this case therefore, to understand whether service quality has an influence on customer satisfaction at Kenfreight Uganda, respondents were introduced to

various pre-conceived statements according to each variable to obtain their views and their response is as indicated below.

4.4.1. Findings on staff competence and customer satisfaction in Kenfreight Uganda

Limited

To understand the prevalence of staff competence and its effect on customer satisfaction at Kenfreight Uganda, the respondents were acquainted with various items in order to obtain their views. Responses of the respondents were then calculated by making an aggregate of responses given by respondents to the 10-items and by applying a 5-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree). This was sought to measure the prevalence of staff competence at Kenfreight Uganda and was grouped according to their percentages and means as shown in table 4.2 below.

Table 4.2: Descriptive Statistics on the findings on staff competence at Kenfreight Uganda

Staff Competencies	1	2	3	4	5	Mean	Std. Deviation
Kenfreight Service center staff were always willing to help the customers in case of any delays or loss	39.4% (45)	44.7% (27)	7.8% (30)	3.9% (10)	3.9% (10)	1.71	1.099
I receive prompt service from Kenfreight	3.9% (10)	5.1% (30)	53.9% (60)	34.2% (43)	3.9% (10)	2.74	1.247
The staff in Kenfreight Uganda tells the customer exactly when she will receive his/her goods	5.2% (2)	5.2% (2)	42% (16)	35.5% (13)	11.8% (4)	2.88	1.262
Kenfreight Service center staff are always ready to respond to customer requests	7.8% (30)	3.9% (10)	59% (43)	26.3% (46)	3.9% (10)	3.23	1.456
I feel Kenfreight has my best interests in transport and shipping services in Uganda all the time	3.9% (10)	3.9% (10)	3.9% (10)	61.8% (63)	31.5% (42)	3.56	1.351
Kenfreight staff have knowledge needed to answer customer queries about his goods on shipment	3.9% (10)	3.9% (10)	21.5% (28)	71.8% (77)	3.9% (10)	3.74	1.236
I have no complaints about Kenfreight services	10.4% (24)	3.9% (10)	7.8% (30)	50% (59)	42.2% (46)	3.83	1.317
Kenfreight service center advisors respect clients	3.9% (10)	7.8% (30)	3.9% (10)	50% (59)	47.3% (28)	4.12	.938
I have heard no cases of being cheated by Kenfreight Uganda in the process of transporting and shipping my goods	10.4% (24)	3.9% (10)	7.8% (30)	50% (59)	42.2% (46)	4.23	.777
Kenfreight Uganda has a good relationship with its customers	3.9% (10)	7.8% (30)	3.9% (10)	50% (59)	47.3% (48)	4.46	.848

The findings in table 4.2 above showed that the means for all items were over 3.5. It was observed that of the 10-items that were introduced; 6-items had means over 3.5 and 4-items were categorized in means below 3.5. Basing on the scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 exemplifies presence of the variables under study. Therefore, statistically this implies that staffs in Ken freight Uganda are to a high extent show competence when doing their job towards customers. Among the items that had means above 3.5 included; Kenfreight Uganda has a good relationship with its customers (4.46); I have heard no cases of being cheated by Kenfreight

Uganda in the process of transporting and shipping my goods (4.23); Kenfreight service center advisors respect clients (4.12); I have no complaints about Kenfreight services(3.83); Kenfreight staff have knowledge needed to answer customer queries about his goods on shipment (3.74); I feel Kenfreight has my best interests in transport and shipping services in Uganda all the time (3.56).

The percentages above do imply that Kenfreight Uganda staff had the required customer care, ably handled customer complaints, gave attention to each and every individual and offered services promptly. All these depict prevalence of required staff competence and responsiveness.

However, the study registered a different perspective on a small extent which implied that staff competence was a bit doubted and lacking among the employees of Kenfreight Uganda. The items that confirm this perspective included; Kenfreight Service center staff are always ready to respond to customer requests (3.23); The staff in Kenfreight Uganda tells the customer exactly when she will receive his/her goods (2.88); I receive prompt service from Kenfreight (2.74) and center staff were always willing to help the customers in case of any delays or loss (1.71). These meant that despite the fact that employees were competent as earlier indicated to a higher extent; however, they also show some of areas of incompetence especially in areas of attending to customer requests in time, offering prompt services and increased delays. These are signs of lack of the required staff competence on the other hand.

The position of key informants in Kenfreight Uganda seemed to be in line with what was obtained from questionnaires. Majority of interviewees indicated that due to principles of work in Kenfreight Uganda Stations, it becomes mandatory that staffs are responsive to clients. Other interviewees indicated that staffs are mandated to wear as per the company rules. Another batch

of key informants opined that employees are periodically reminded of what and how to do work and they are entitled to ensure that discriminate among customers is not prevalent. One of the key informants was quoted saying:

“Kenfreight Uganda is known for its best services and such quality rely on competent and responsive staffs that we have here...all our staffs are first trained for some good days before they start serving our clients on personal level ...that is why you will hear few cases of disappointment and poor treatment of customers...”

Further probing however brought out some fact that there are cases of delays in provision of services due to congestions and delays in shipping. Therefore, the quotation above, confirms the prevalence of staff competence in Kenfreight Uganda. However, the above positions were completely indifferent from what the documents reviewed indicated. The KACITA Survey (2015) indicated that the level of competence of shipping companies in Uganda is still below standards as they have not yet mastered the best rules of handling staff complaints and offering prompt services.

4.4.1.1. Correlation results for staff competence and customer satisfaction at Kenfreight Uganda

The first null hypothesis stated, “There is a positive relationship between staff competence and customer satisfaction in freight and forwarding companies in Uganda”. Pearson correlation coefficient (r) was applied to test the hypothesis. The findings are as shown in table 4.3 below.

Table 4.3: Correlation results

		staff competence	Customer satisfaction
staff competence	Pearson Correlation	1	.118*
	Sig. (2-tailed)		.013
	N	107	107
Customer satisfaction	Pearson Correlation	.118*	1
	Sig. (2-tailed)	.013	
	N	107	107

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data

Findings show that there was a moderate positive correlation ($r = .118^*$) between staff competence and customer satisfaction. These results were put to a test of significance (p) and it indicated that the significance of the correlation ($p = .013$) is less than the recommended critical significance at 0.05. Thus, the relationship was significant. Because of this, the hypothesis. *“There is a positive relationship between staff competence and customer satisfaction in Transport and Shipping companies in Uganda”* was accepted. The implication of these findings is that staff competence positively affects customer satisfaction in freight and forwarding companies in Uganda. This means that the higher the staff competence, the more the client satisfaction. The findings further imply that staff competence should be much emphasized in form of customer care, complaint handling, individualized attention and service promptness, for customers of freight and forwarding companies in Uganda to be satisfied entirely.

4.4.1.2. Regression results for staff competence and customer satisfaction at Kenfreight Uganda

Regression analysis was further utilized to determine the influence of staff competence on customer satisfaction. The findings are as shown in Table 4.4 below

Table 4.4: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 ^a	.387	.268	1.230

a. Predictors: (Constant), staff competence

Source: Primary Data

Findings in Table 4.4 show a moderate linear relationship (Multiple R = .406) between staff competence and customer satisfaction. The adjusted R Square shows that staff competence accounts for 26.8% change customer satisfaction. Hence, the findings were accepted. The findings further imply that staff competence has been achieved by Kenfreight Uganda which is a key factor in improving customer satisfaction. However, since staff competence was found to contribute only 26.8%, this means that the remaining part is contributed by other factors which are outside the scope of this factor. Employee responsiveness therefore should be much emphasized in form of customer care, complaint handling, individualized attention and service promptness, for customers to be satisfied.

4.4.2 Findings on service credibility and customer satisfaction at Kenfreight Uganda

To understand the prevalence of service credibility in Kenfreight Uganda and whether this had contributed to customer satisfaction, the respondents were acquainted to various items so as to obtain their views. The responses were then calculated using an aggregate of responses given by respondents to the 8-items using 5 point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree), which ought to measure the prevalence of service credibility in Kenfreight Uganda which was grouped according to their percentages and means indicated in table 4.5 below:

Table 4.5: Descriptive Statistics on service credibility at Kenfreight Uganda

	1	2	3	4	5	Mean	Std. Deviation
The price of Kenfreight Uganda services are affordable	39.4% (45)	34.7% (22)	7.8% (30)	3.9% (10)	3.9% (10)	2.35	1.108
The customer care line is easy to dial and go through	3.9% (10)	31.5% (12)	3.9% (10)	61.8% (24)	3.9% (10)	3.56	3.139
The offices are tidy and welcoming	21.1% (18)	3.9% (10)	9.2% (14)	61.8% (44)	3.9% (10)	3.60	1.528
The quality of delivery is very good for customers	3.9% (10)	3.9% (10)	6.5% (12)	53.9% (20)	34.2% (13)	3.78	1.257
You can easily access your billing information in Kenfreight Uganda	5.2% (12)	5.2% (12)	11.8% (14)	42% (16)	35.5% (14)	3.81	1.031
Kenfreight Uganda services are credible	3.9% (10)	3.9% (10)	7.8% (13)	59% (23)	26.3% (10)	3.83	1.055
The location of Kenfreight Uganda is convenient	5.2% (12)	5.2% (12)	3.9% (10)	47.3% (38)	39% (25)	4.03	.953
Kenfreight Uganda service centers are accessible	10.4% (14)	5.2% (12)	10.4% (14)	45% (17)	28.5% (21)	4.18	3.618

The results in table 4.5 above indicated that majority of the items had a mean over 3.5. In addition it was established that out of the 8-items that were introduced, 7 had data means above 3.5 and only 1-item had a data mean below 3.5. Basing on the scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 indicated existence of the variables understudy. Empirically this therefore implied that services in Kenfreight Uganda were credible and accessible on high extent. Among the items that confirm these statistics include; Kenfreight Uganda service centers are accessible (4.18); The location of Kenfreight Uganda is convenient (4.03); Kenfreight Uganda services are credible (3.83); You can easily access your billing information in Kenfreight Uganda (3.81); The quality of delivery is very good for customers (3.78); The offices are tidy and welcoming (3.60); The customer care line is easy to dial and go through (3.56). These implied that attributes to do with work facilities, required machineries, transportation quality; operating hours and location convenience are favorable to a biggest portion of respondents. These are presumed to

prove the prevalence of service credibility which is too vital in customer satisfaction at Kenfreight Uganda.

However, only 1-item showed that service credibility was unconvincing at Kenfreight Uganda and this was: The price of Kenfreight Uganda services are affordable (2.35). This implied that the company charges exorbitant prices which impacts on the savings of clients. This leaves a big question on service quality and overall customer satisfaction at Kenfreight Uganda Limited.

The above position was not in line with what most of the key informants indicated in an interview. It was established that services at Kenfreight Uganda are credible at most of the time. In this case, it was opined that people can access their cargoes 24hours. Delays have been minimized since the company has the required technology and machinery to undertake the work. Majority of Key informants went ahead to indicate that Kenfreight Uganda has enough space to cater for most of the clients. However, 60% indicated that they have no enough equipment to meet individual client needs which forces them to combine different clients to meet their prices. It was quoted from one of the respondents while saying:

“The issue credibility is a tricky one, because we have a lot of thing to put into place...It so happens that our service centers do not have all required equipment especially for making faster shipping but we have always worked hard in hard with other shipping companies to solve such problems...

Another key informant added:

The issue of price you have talked about, the fact is that our prices are the most affordable because we take cargoes for each and every individuals and we have always ensured that we reach by the time set...the only problem is that our business

is a bit difficult since most of the traders and other business practitioners want to have their goods as early as we can and that is what we have always tried to do...”
...however, on the issue of operational hours you have talked about...our service centers are open 10hours a day and we keep serving our clients even through night using customer care base...in Uganda, Kenfreight has remained the number one shipping company” He added.

This implied that there was inadequacy of equipment required in making the best shipping which questions the credibility of Kenfreight limited and on the side of clients; this compromises customer care and service quality. However, for issues of operational hours, the service stations are open for 24hours.

4.4.2.1. Correlation results for service credibility and customer satisfaction at Kenfreight Limited

To test if there was a relationship between service credibility and client satisfaction at Kenfreight Limited, a spearman rho correlation coefficient was carried out and the findings are indicated in Table 4.6 below. To verify this hypothesis, a null hypothesis was derived that “There is a positive relationship between service credibility and customer satisfaction in Transport and Shipping companies in Uganda”

Table 4.6: Correlation results

		Service credibility	customer satisfaction
Service credibility	Pearson Correlation	1	.444**
	Sig. (2-tailed)		.008
	N	107	107
customer satisfaction	Pearson Correlation	.444**	1
	Sig. (2-tailed)	.008	
	N	107	107

** . Correlation is significant at the 0.05 level (2-tailed).

Findings showed a positive correlation ($r=.444$) between service credibility and customer satisfaction. The results were put to a test of significance (p) and it indicated that the significance of the correlation ($p = .008$) is less than the suggested critical significance at 0.05. Thus, the relationship was notable. Basing on this, the theory *“There is a positive relationship between service credibility and customer satisfaction in Transport and Shipping companies in Uganda”* was accepted.

The implication of these findings indicated a significant relationship between service credibility and customer satisfaction in Kenfreight Limited. Meaning that the higher service credibility is, the more the client satisfaction will be raised. The findings further imply that service credibility should be much emphasized in form of equipment, operating hours and quality of networks, for customers of Kenfreight Limited to be satisfied entirely.

4.4.2.2 Regression results for service credibility and customer satisfaction at Kenfreight Limited

Regression analysis was done to determine the level to which service credibility affects customer satisfaction. The results are indicated in Table 4.7 beneath.

Table 4.7: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664 ^a	.576	.432	1.066

a. Predictors: (Constant), service credibility

Results in Table 4.7 indicate a strong linear relationship (Multiple R = .664) between service credibility and customer satisfaction. Going by the adjusted R Square, it is indicated that service credibility accounts for 43.2% change in customer satisfaction. Hence, the findings were accepted. The findings further imply that service credibility was prevalent at Kenfreight Uganda which has been a key factor in improving customer satisfaction. However, since service credibility was found to contribute only 43.2%, this means that the remaining part is contributed by other factors which are outside the scope of this factor.

4.4.3 Findings on service reliability and customer satisfaction at Kenfreight Uganda

To understand whether prevalence of service reliability at Uganda Kenfreight Limited, the respondents were acquainted to several items to obtain their views. The responses were calculated using an aggregate of responses given by subjects to the 10-items and by applying 5point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree and 5=Strongly Agree), which seek to determine the prevalence of service reliability at Kenfreight Uganda. These were grouped according to their percentages and means as showed in the table 4.8 below:

Table 4.8: Descriptive Statistics on the findings on service reliability at Kenfreight Uganda

	1	2	3	4	5	Mean	Std. Deviation
The time for delivery is always correct with no delays	39.4% (45)	44.7% (27)	7.8% (30)	3.9% (10)	3.9% (10)	1.71	2.882
Kenfreight Uganda offers correct bills for transporting and shipping my commodities	3.9% (10)	5.1% (30)	53.9% (60)	34.2% (43)	3.9% (10)	2.74	.968
When there is a faulty in transport and shipping process, the company immediately communicates	5.2% (12)	5.2% (12)	42% (16)	35.5% (13)	11.8% (14)	2.88	1.135
The waiting time is enough when using Kenfreight Uganda	7.8% (30)	3.9% (10)	59% (43)	26.3% (46)	3.9% (10)	3.23	.411
Goods are transported and shipped with highest quality without any distortion	3.9% (10)	3.9% (10)	3.9% (10)	61.8% (63)	31.5% (42)	3.56	.414
The customer care lines for Kenfreight Uganda are not busy	3.9% (10)	3.9% (10)	21.5% (28)	71.8% (77)	3.9% (10)	3.74	.433
Kenfreight Uganda is a reliable service provider compared to other companies in Uganda	10.4% (24)	3.9% (10)	7.8% (30)	50% (59)	42.2% (46)	3.83	.926
When Kenfreight Uganda promises to do something by a certain time, it is delivered as promised	3.9% (10)	7.8% (30)	3.9% (10)	50% (59)	47.3% (28)	4.12	.641
Kenfreight Uganda is dependable in transport and shipping in Uganda	10.4% (24)	3.9% (10)	7.8% (30)	50% (59)	42.2% (46)	4.23	1.389

The findings in table 4.8 above showed that the means for all items were over 3.5. Basing on the scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 shows presence of the variables being researched. This fully indicates that there is reliability in service provision at Kenfreight Uganda. Among the indicators of reliability in service provision indicators are depicted in the following items that were showed with means above 3.5; Kenfreight Uganda is dependable in transport and shipping in Uganda (4.6.7); When Kenfreight Uganda promises to deliver at a certain time, it is delivered as promised (4.51); Kenfreight Uganda is a reliable service provider compared to other companies in Uganda (4.50); The customer care lines for Kenfreight Uganda are not busy (4.37); Goods are transported and shipped with highest quality without any distortion

(4.20); The waiting time is enough when using Kenfreight Uganda (4.14); When there is a faulty in transport and shipping process, the company immediately communicates (3.98); Kenfreight Uganda offers correct bills for transporting and shipping my commodities (3.95); The time for delivery is always correct with no delays (3.78).

The above findings means that in Kenfreight Uganda, there has been service reliability and this is depicted in accuracy in billing, waiting time for clients which is adequate and goods which are delivered without much distortion. Further, it can be deduced that faulty in transport and shipping process is less reported and the company complies or meets its promises. These are clear indicators of service reliability that are presumed to have had a significant impact on customer satisfaction.

From the key informants, it looked almost congruent with what the biggest part the questionnaire indicated. For instance, the majority of the key informant reported that Kenfreight Uganda has one of the most reliable shipping services in Uganda. As far as Kenfreight Uganda concerned, the biggest number of key informants opinioned that service reliability was in place because when they were probed, they further indicated that the company gives no excuses and meets its promises. Further, it was reported that the goods are shipped and delivered without distorting their quality and the company has been very much dependable and used by a number of traders in Uganda. One of them was quoted saying:

“I admit we may sometimes face shortfalls in our services especially when there is a change in movement of winds due to technical updates and improvement but we have always been on the forefront of the best reliable transport and shipping services since our operation reach very well in most parts of the world and we have had the most reliable physical machineries...”

The above quotation means that the company has been very much reliable and this is attributed to timely and quality deliveries done by the company without compromising the quality. This can be interpreted as a factor that is presumed to have contributed to customer satisfaction in Kenfreight Uganda.

4.4.3 Correlation results for service reliability and customer satisfaction at Kenfreight Uganda

To test whether a relationship existed between service reliability and customer satisfaction at Kenfreight Uganda, a Pearson correlation coefficient was carried out and the findings are indicated in Table 4.9 below. To verify this hypothesis, a null hypothesis was derived that “There is a positive relationship between service reliability and customer satisfaction in Transport and Shipping companies in Uganda.”

Table 4.9: Correlation results

		Service reliability	Customer satisfaction
Service reliability	Pearson Correlation	1	.709**
	Sig. (2-tailed)		.007
	N	107	107
Client satisfaction	Pearson Correlation	.709**	1
	Sig. (2-tailed)	.007	
	N	107	107

** . Correlation is significant at the 0.05 level (2-tailed).

Findings show there was a moderate positive correlation ($r = .709$) between service reliability and customer satisfaction. These outcomes were put to a test of significance (p) and this showed that the significance of the correlation ($p = .007$) is less than the recommended critical significance at 0.05. Thus, the impact was significant. Because of this, the hypothesis “There is a positive

relationship between service reliability and customer satisfaction in Transport and Shipping companies in Uganda” was agreed.

The implication of these outcomes indicated there existed a significant relationship between service reliability and customer satisfaction at Kenfreight Uganda. This means that the higher service reliability is, the higher the customer satisfaction will be increased. The findings further imply that service reliability therefore should be much emphasized in form of waiting time, security and timeliness in Transport and Shipping companies to be satisfied.

4.4.3.1 Regression results for service reliability and customer satisfaction at Kenfreight Uganda.

A regression analysis was done to determine the influence of service reliability on customer satisfaction. The findings are as shown in Table 4.10 below.

Table 4.10: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.725	.688	1.157

a. Predictors: (Constant), service reliability

The findings in Table 4.10 show a strong linear relationship (Multiple R = .860) between service reliability and customer satisfaction. Going by the adjusted R Square, it is indicated that service reliability accounts for 68.8% change in customer satisfaction. Hence, the findings were accepted. The findings further imply that service reliability has been achieved by Kenfreight Uganda which is a key factor in improving customer satisfaction in Kenfreight Uganda. However, since service

reliability was found to contribute 68.8%, this means that the remaining part is contributed by other factors which are outside the scope of this study.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a summary of the research findings, discussions, conclusions and recommendations.

5.2. Summary

5.2.1. Staff competence and customer satisfaction

Under this study it was found out that there is a positive significant relationship between staff competence and customer satisfaction in Kenfreight Uganda. In particular, the positive relationship implied that a change in staff competence contributed to a positive change in customer satisfaction at staff competence whereby improvement in staff competence caused improvement in customer satisfaction at staff competence. Staff competence accounted for 26.8% variation in customer satisfaction at staff competence. In addition, there was a strong linear relationship between staff competence and client satisfaction at Kenfreight Uganda.

5.2.2. Service credibility and customer satisfaction

Under this study it was found out that there was a positive significant relationship between service credibility and customer satisfaction in Kenfreight Uganda. In particular, the positive moderate relationship implied that a change in service credibility contributed to a moderate change in customer satisfaction at Kenfreight Uganda whereby improvement in service credibility caused improvement in customer satisfaction at Kenfreight Uganda and vice versa. Service accessibility accounted for 43.2% variation in customer satisfaction at Kenfreight Uganda. In addition, there existed a strong linear relationship between service credibility and customer satisfaction at

Kenfreight Uganda. Service credibility accounted for 68.8% variation in customer satisfaction at Kenfreight Uganda.

5.2.3. Service reliability and customer satisfaction

Under this study it was established that there existed a positive relationship between service reliability and customer satisfaction at Kenfreight Uganda. In particular, the positive moderate relationship implied that a change in service reliability contributed to a positive change in customer satisfaction at Kenfreight Uganda whereby improvement in service reliability caused improvement in customer satisfaction at Kenfreight Uganda and vice versa. Service reliability accounted for 26.8% variation in customer satisfaction at Kenfreight Uganda. In addition, there was a strong linear connection between service reliability and client satisfaction at Kenfreight Uganda. Service reliability accounted for 1.8% variation in customer satisfaction at Kenfreight Uganda.

5.3. Discussion of findings

5.3.1. Staff competence and customer satisfaction in freight and forwarding services in Uganda

The study results showed that there was a significant relationship between staff competence and client satisfaction. The findings are supported by the work done by Cohen (2008) who argues that employees in shipping services must have unique knowledge, skills and responsibilities to go extra mile and assume an important role in helping clients/ customers receive the best services while educating and assisting them. Employees, as shipping service providers, should be actively involved in reducing the negative effects that complaints have on society, telecommunication systems and the communication profession. Unless they have taken special training, most employees are unaware of the technical and practice issues surrounding transport and shipping and

their impact on client satisfaction because they have had little or no training during their undergraduate education.

Cohen (2008) additionally argues that customers who file complaints, in arrange of 54% to 70% will do business once more if their complaints are solved by the company (Albrecht and Zemke, 1985). However, the figure can raise up to 95% if the customer complaints are solved promptly. Customers whose complaints have been completely tended to by the company can recommend an average of five individuals about the good services they acquired. Hart, et al., 1990 contends that when the service provider agrees to be responsible and settle client's complaints, the client ends up loyal to the organization. According McNeale (1994) he noticed that around 5% of the non-satisfied clients complain to the suitable organizations yet effectively let their companions know about their encounters with the organization. Therefore organizations should know or consistently find out how well or badly their customers are dealt with. Encouraging customer to complain increases their satisfaction. Nyer, 2000 noted that the more a client complains, the greater the raise in satisfaction.

5.3.2. Service credibility and customer satisfaction in transporting and forwarding services in Uganda

The study findings indicated that there is a connection between service credibility and client satisfaction at Kenfreight Uganda. Findings of this research support other studies, which also established that without credibility in service provision, it is not easy to have customer satisfaction accomplished. For instance, Gronroos (2000) who argued that accessibility is among the number one measurement of prevalence of customer care service and it is very difficult to expect satisfaction among customers if there is no accessibility to services. In USA, functionality of a service facility remains a key player of customer satisfaction and service quality, and chain service

centers appear to be gaining ground by that metric, a study done by Boehringer (2012) further supports the findings while revealing that customers rate functionality as a form of accessibility which have had much impact on health service delivery. Fred (2003) additionally support the findings while indicating that customers express satisfaction (94% versus 92%) with the functionality and working hours of their services centers, year over year, while 72% described themselves as very satisfied, up from 69% in the study that was done in Norway.

James et al (2004) on contrary indicates that accessibility in service consists of three items; follow up of changing client needs, better communication with suppliers and better communication with customers (Antreas,1985). Communication as a vital part of the service can consequently create or destroy client perceived value. Gronroos, 2000 cited that there is true communication effect, as almost every organization talks about its self, its performance and everything the organization does that is experienced in service encounter has an impact on the customers.

Geographic accessibility as indicated in the study as significant in leading to delivery of telecommunication services. Service accessibility describes the connection between the location of the product or service and the location of the final user of the product or service (Emmanuel, 2013). Some key indicators include the percentage of households found more than five kilometers from a service facility that has a set of most important items in stock at all times.

5.3.3. Service reliability and customer satisfaction in freight and forwarding services in Uganda

The second theory stated, that a relationship exists between service reliability and customer satisfaction at Kenfreight Uganda. This study outcomes are congruent with what had earlier been established by different researchers whose findings showed a relationship between service reliability and customer satisfaction. Gronoos (2002) indicates that reliability is the service ability

to deliver promises on time and this qualifies efficient delivery of shipping services. Turban, 2002 noted that, customers in particular think that a service is reliable when other cost elements and price are not changed. This has become noticeably different and a major aspect of the product and service rendered (Caruana, 2002). Usually the satisfaction a customer obtains from service reliability given is derived from its technical quality and functional quality (Gronroos 2004). Donabedian (2009) further supports that usually, clients have less data regarding the technical aspects of a service hence functional quality is considered essential factor in the perceptions of service quality. Sachdev & Verma 2004 argued that service reliability can be determined in terms of client expectation, and client character.

Ekinci (2003) further congruently indicated that the assessment of service reliability leads to customer satisfaction and efficient service delivery. All clients who need and demand better services and Telecoms must make the clients feel special as their goal. Hence this leads to more clients satisfaction as their perceptions exceeds expectations. A proactive personal, approach, such as knowing client history, preferences and other requirements is Important in motivating clients and expanding continued business. Reliability may mean trust in most cases (Hee-Su Kima, 2004). This has a good impact on service delivery. Clients will continuously use a service and even refer others when they trust the service provider. The study by Reichheld (1996) argues that service reliability determines the organization's continued competitive edge and increasing and developing customer loyalty is a vital for an organizations' performance and growth. In creating and securing new clients marketing becomes complex and expensive when the client number reaches its maximum. To keep the existing customers for the future a best core marketing approach must be used through increasing client loyalty and attaching client value.

Zhanga (2009) finally congruently support the above findings that, client support, value-added services and call quality are significant if client satisfaction in shipping services is to be achieved. This strengthens the knowledge that call quality of telephone service is the top interest that directly creates satisfaction for clients.

5.4. Conclusions

Below are the conclusions from the study;

5.4.1 Staff competence and customer satisfaction in freight and forwarding industry in Uganda

Objective one was “to assess the relationship between staff competence and customer satisfaction in Kenfreight Uganda Limited. The study had hypothesized that, “There is a positive relationship between staff competence and customer satisfaction in Freight and forwarding industry in Uganda”. The study findings showed that there existed a positive significant relationship between staff competence and customer satisfaction.

5.4.2. Service credibility and customer satisfaction in freight and forwarding services in Uganda

The second objective was “to examine the relationship between service credibility and client satisfaction in Kenfreight Uganda Limited.” The study had hypothesized that, “There is a positive relationship between service credibility and customer satisfaction in freight and forwarding industry in Uganda”. The study findings showed that there existed a significant positive relationship between service credibility and customer satisfaction.

5.4.3. Service reliability and customer satisfaction in freight and forwarding services in Uganda

The third objective was “to assess the relationship between service reliability and customer satisfaction in Kenfreight Uganda Limited.” The study had hypothesized that, “There is a positive relationship between service reliability and customer satisfaction in freight and forwarding industry in Uganda”. The study findings showed that there existed a significant positive relationship between service reliability and customer satisfaction.

5.4.4. Contribution to knowledge.

The study findings strongly support the existing body of knowledge of empirical studies on service quality and customer satisfaction. The study found out that there existed a positive significant relationship between staff competence and customer satisfaction, service credibility and customer satisfaction, and also service reliability and customer satisfaction. These all according to the study findings help to ensure service quality that leads to customer satisfaction. This is in agreement with the “quality trilogy theory” advanced by Juran (1988) who stated that quality in service delivery means the product fulfils customer needs hence customer satisfaction. The study findings further indicated that service planning, control and improvement are key to quality service delivery that leads to customer satisfaction. Juran (1988) asserts that organization must invest in quality planning and improvements if it is to meet customer needs.

5.4.5. Implication for the theory.

The study findings and the theory clearly indicate that an organization must pay great attention to service quality to ensure that its services or products meet customer needs to be able to drive customer satisfaction which is essential for any business. The theory also implies that it is important for an organization to engage in activities designed to achieve customer satisfaction and

retention such as planning, control and improvement. These elements help an organization to develop an effective product or service that meets the quality standards for customers and hence customer satisfaction.

5.4.6. Implication for policy and practices.

From the study, it was found out that incorporating service quality that is focused on customer and other stakeholders satisfaction will greatly impact on the end users of freight and forwarding services in Uganda. This implies that service quality is mainly responsible for customer satisfaction; Kenfreight Uganda Limited must ensure total or absolute service quality by improving staff competence, service credibility, and reliability to achieve customer satisfaction. Kenfreight Uganda limited should also provide an enabling environment that supports its operations such as designing policies such as improving technology, engaging different stakeholders, improving communication channels, and sensitization of clients on custom procedures. These will help Kenfreight in its endeavor to ensure that the customers get the right product on time, in the right quantities, at right place and with a reasonable cost.

The government should equally help in the development of infrastructure projects such as roads, airports, and formulate necessary supportive regulatory frame work to enable smooth and specialized operations in freight and forwarding industry in Uganda. The freight and forwarding companies have had hectic time in replacing lost customer items, delayed deliveries, and high cost of operations and transportation which tremendously affected client satisfaction.

5.5. Recommendations

The following below are the recommendation from the study;

5.5.1. Staff competence and customer satisfaction at Kenfreight Uganda

- Basing on the study findings, it can be recommended that service providers should make sure that their client needs are fulfilled through provision of quality service in all aspects be it courtesy credibility, communication as satisfied customers develop a positive representation of the business through provision of quality service delivery.
- There is a need for Kenfreight Uganda to recruit enough staff and deal away with congestions that makes service quality a big challenge. This can be done by employing staff who are competent and knowledgeable in freight and forwarding services. Such staff can independently go extra-mile to teach clients on how best they can solve their own freight and forwarding related problems and they can be able to answer all questions raised to them regarding services.

5.5.2. Service credibility and customer satisfaction at Kenfreight Uganda

- Basing on the study findings and conclusions, there is a need for Kenfreight Uganda to have enough space to cater for all clients in a shortest period of time. This is because when the service center premises are operating in a limited space; it makes some clients to lack space for accessing the services on time which at the end affects the quality of service provided.
- Kenfreight Uganda needs to be well stocked all the time so that clients can easily access all the kind of services and products they want to settle their need. This is important if service quality and client satisfaction is to be realized.

5.5.3. The relationship between service reliability and customer satisfaction at Kenfreight Uganda

- There is also need for officials to attend to customer's complaints and this should be done promptly. This is because whenever complaints of the clients are not addressed, it makes them unsatisfied with the services offered.

5.6. Limitations of the study

This research was successful, though some limitations were encountered.

A few potential respondents who were considered to hold key policy information could not be reached for interview despite several reschedules. While some respondents considered it a waste of time as they had participated in such research previously, with no financial rewards. Time was lost as the researcher offered explanations that the study was purely for academic purposes. Some respondents failed to return the questionnaires issued to them on time, which was a limitation on the researcher's progress as he had to revise the time schedule and in some cases extra costs were incurred in following up such respondents.

5.7. Areas for Further Research

The research tried to meet and achieve the above set objectives however, the researcher identified certain areas that require further research. For example;

- This research was restricted to two variables; service quality and customer satisfaction. Therefore there is need for further researchers to take into consideration other variables that may be affecting customer satisfaction in Kenfreight Uganda because it may not only be service quality.

- This research was limited to Kenfreight Uganda. Yet there are more several freight and forwarding companies in Uganda. Therefore creating need for further study to be carried out in other service companies to establish the similarity and differences in the findings.
- Having established the relationship between service quality and customer satisfaction in freight and forwarding industry, there is need for extended study to be done to check whether this study is also applicable to tangible product business.
- Extended study should further be conducted in public sectors such as health, works, water, education agriculture among others.

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SECTION B: INDEPENDENT VARIABLE – SERVICE QUALITY

i) Staff Competence

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No	Statement	1	2	3	4	5
1	I have no complaints about Kenfreight services					
2	I receive prompt service from Kenfreight					
3	The staff in Kenfreight Uganda tells the customer exactly when she will receive his/her goods					
4	Kenfreight Service center staff are always ready to respond to customer requests					
5	Kenfreight Service center staff are always willing to help the customers in case of any delays or loss					
6	Kenfreight staff have knowledge needed to answer customer queries about his goods or shipment					
7	Kenfreight service center advisors respect clients					
8	I have heard no cases of being cheated by Kenfreight Uganda in the process of transporting and shipping my goods					
9	Kenfreight Uganda has a good relationship with its customers					
10	I feel Kenfreight has your best interests in transport and shipping services in Uganda all the time					

i) Service Reliability

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Kenfreight Uganda offers correct bills for transporting and shipping my commodities					
2	Kenfreight Uganda is dependable in transport and shipping in Uganda					
3	The time for delivery is always correct with no delays					
4	Goods are transported and shipped with highest quality without any distortion					
5	The waiting time is enough when using Kenfreight Uganda					
6	When Kenfreight Uganda promises to do something by a certain time, it is delivered as promised					
7	The customer care lines for Kenfreight Uganda are not busy					
8	Kenfreight Uganda is a reliable service provider compared to other companies in Uganda					
9	When there is a faulty in transport and shipping process, the company immediately communicates					

iii) Service credibility

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Kenfreight Uganda services are credible					
2	The price of Kenfreight Uganda services are affordable					
3	Kenfreight Uganda service centers are accessible					
4	The customer care line is easy to dial and go through					
5	The offices are tidy and welcoming					
6	You can easily access your billing information in Kenfreight Uganda					
7	The location of Kenfreight Uganda is convenient					
8	The quality of delivery is very good for customers					

SECTION C: DEPENDENT VARIABLE – CUSTOMER SATISFACTION

In this section please tick in the box that corresponds to your opinion/view according to a scale of 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	All my complaints are addressed promptly					
2	All Kenfreight Uganda services are usually on time					
3	I have had no cases of Kenfreight Uganda telling me that my goods got lost or part of it stolen					
4	My expectations are always achieved with Kenfreight Uganda					
5	With Kenfreight Uganda, you cannot hear cases of breaking into cargos					
6	I have recommended a big number of people to start using Kenfreight Uganda					
7	I have been using Kenfreight Uganda for a good number of years					
8	I am generally satisfied with the services offered by Kenfreight Uganda					
9	I make all my shipping using Kenfreight Uganda					

Thank you for your participation!

APPENDIX II:

Interview Schedule for top Management officers at Kenfreight Uganda limited

1. As part of the management of this company, how have you ensured that you are competent to your customers?
2. According to your experience, how has your staff competence improved on customer satisfaction?
3. Are your services are accessible?
4. If yes how do you ensure that your services are accessible to your customers?
5. How has service accessibility improved on customer satisfaction?
6. Give a brief explanation on the general customer satisfaction in Kenfreight Uganda
7. Are your services are reliable?
8. If yes how do you ensure that your service are reliable to your customers?
9. How has reliability in your services improved on customer satisfaction?

Thank you very much.

**APPENDIX III:
Documentary review checklist**

Documents to be reviewed	Information expected
i. Kenfreight Guidelines, Reports, and other documents. ii. Kenfreight Staff list/ Register iii. Conference papers, iv. Newspaper articles v. KACITA Survey report (2015)	Staff competence
vi. Kenfreight department Plans, budgets and Reports. vii. Internet viii. Dissertations	Service credibility
ix. Kenfreight Policies, documents and Reports x. Store registers. xi. Textbooks, xii. Journals, xiii. Magazines	Service reliability
xiv. Customer satisfaction survey reports xv. Sales performance reports	Customer satisfaction

APPENDIX IV:

Table for determining sample size from a given population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejcie & Morgan (1970, as cited by Amin, 2005)

Note.

N is population size.

S is sample size.