



**SERVICE QUALITY AND CUSTOMER LOYALTY TO SUPERMARKETS IN  
KAMPALA-UGANDA**

**BY**

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## DECLARATION

I, Winnie Habutuje, do declare that the work herein is presented in its original form and has not been presented to any other University or Institution for any academic award whatsoever.

Sign: \_\_\_\_\_

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## **APPROVAL**

We certify that Winnie Habutuje carried out this study and wrote this dissertation under our supervision. This dissertation has been submitted for an examination with our approval as the supervisors.

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## **DEDICATION**

I dedicate this research report to the Almighty God, who always opens opportunities for me. Also to my mother Mrs. N. Kigongo Sarah and my father Mr. Nzabona Paul who laid the foundation for my academic struggle and substantially financed my studies, without whose love, support and care, I would not be what I am today.

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## **LIST OF ACRONYMS**

<b>FDI</b>	Foreign Direct Investment
<b>SA</b>	South Africa
<b>SPSS</b>	Statistical Packages Social Scientists
<b>TOC</b>	Theory Of Constraints
<b>UK</b>	United Kingdom
<b>USA</b>	United States of America

## **ABSTRACT**

The study examined the effect of service quality on customer loyalty to supermarkets in Kampala. The study objectives included to; establish the extent to which tangible aspects of a services offered by supermarkets influence customer loyalty to supermarkets as opposed to retail shops in Kampala Business capital and establish the extent to which intangible aspects of a services offered by supermarkets influence customer loyalty to supermarkets as opposed to retail shops in Kampala Business capital. The study adopted a case study design where both qualitative and quantitative methods of data collection and analysis were used. Data was collected using questionnaire and interview guide. Both descriptive and inferential statistical techniques of analyses were used in the study. Quantitative data was analyzed using frequencies, percentages, correlations, coefficient of determination and regression analysis while qualitative data was simply quoted in the report. The results showed a positive moderate effect of tangible aspects of services on customer loyalty. However, physical facilities and outlay had the most effect on customer loyalty. This was followed by products, personnel and technology, respectively. In addition, there was a weak positive effect of intangible aspects of services on customer loyalty. However, only responsiveness had a significant effect on customer loyalty. The rest of the dimensions of intangible aspects of services did not significantly affect customer loyalty. It was concluded that both tangible and intangible aspects of service quality in supermarkets had a significant effect on customer loyalty. Thus, it was recommended that all tangible aspects should be taken into consideration to enhance customer loyalty but priority given to physical facilities and outlay. On the other hand, the intangible aspects of service quality that should be considered in improving customer loyalty should be responsiveness.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

The right of customers to purchase goods and services from a supplier other than their traditional supplier or from more than one seller in the retail market is referred to as customer choice ([www.teachmefinance.com/Scientific\\_Terms/Customer\\_choice](http://www.teachmefinance.com/Scientific_Terms/Customer_choice)). With the current proliferation of supermarkets in Kampala, there seems to be a shift in customer choice from the traditional retail stores to supermarkets as evidenced by the increasing number of customer inflows into supermarkets for purchase of variety of goods under better service quality and in the long run staying loyal to the supermarkets. With focus on customer behavior, this study examines the effect of service quality on customer loyalty to supermarkets in Kampala. This chapter presents the background to the study and statement of the problem, purpose of the study, research objectives, research questions, research hypothesis, conceptual framework, scope of the study, justification and significance of the study and operational definition of terms and concepts.

#### **1.1 Background to the study**

The background is broken down into four perspectives: the historical background, theoretical review, conceptual background and contextual background.

##### **1.1.1 Historical background**

According to Reardon and Berdegué(2007) supermarkets started in the United States in the 1920s and 1930s and became dominant in the late 1950s with the Sears and Roebuck store being the first well renowned retail stores to ever open up in 1925. In the United Kingdom and France, supermarkets took the trend of non food chains to dry-food chains to full-line chains offering fresh foods but did not sell much fresh produce until the 1960s

because it was considered impossible to move beyond the American tradition of buying in wet markets and tiny fruit shops. Kirwan(2000) noted that customer service in supermarkets ranged from clerk service to self-service covering the traditional system described earlier of chain nonfood shops, to chain grocery shops, to small supermarkets and food sections in department stores, to medium and large supermarkets in towns, to hypermarkets in the suburbs, to convenience stores and neighborhood stores in dense inner-city areas and small towns in the 1950s.

Reardon et al. (2003) noted that individual chains and the overall supermarket sector underwent massive growth over seven decades, and that growth cycle eclipsed an earlier cycle of growth in self-service chain grocery stores. Chain stores mimicking and then improving on the credit system that the small traditional shops had used for customers by developing credit cards, loyalty cards, and banking services. They also took on other services, such as health clinics and banks for poor consumers aimed at harnessing their loyalty. Chain stores also modernized their procurement systems by making them more electronic. Woolworths and A&P had historically focused on cutting costs through bulk buying, self-service, and efficiencies in inventory handling. As competition increased, the importance of modern logistics and cost cutting intensified, and from the 1990s on, those strategies took center stage.

Reardon and Berdegué(2007) noted that the spread of supermarkets has taken place in three established waves and continues in a fourth emerging wave. In the first-wave countries such as South America and East Asia (outside China and Japan, north-central Europe and the Baltic countries, and South Africa experienced supermarket sector takeoff in the early-to-mid-1990s. The second-wave saw supermarket diffusion in a single decade that took some five decades in the United States and the United Kingdom. In the third-

wave countries such as East and Southern Africa, the supermarket revolution started in the late 1990s or early 2000s, reaching about 5–20 percent of national food retail today.

The growth of supermarkets is a phenomenon that characterizes many developing countries. This has brought both opportunities and challenges for smallholder traders for instance the farmers, with implications for agricultural diversification and rural development programs and policies. In Kenya, for example, the volume of supermarket in-country purchases is about half that of exported produce (Neven and Reardon 2004).

The growth of supermarkets in Uganda can be attributed to the country's favorable investment climate coupled with the increase in supermarket demand factors such as the rise in urbanization, the growth of the middle class, and the increase in the number of employed women. As in other developing countries, supermarkets in Uganda are patronized mostly by younger and better-educated consumers with smaller families (Elepu, 2006).

### **1.1.2 Theoretical Review**

The study was guided by the theory of constraints (TOC) to explain the effect of service quality on customer loyalty. According to Simatupang, Wright and Sridharan (2004), TOC was pioneered by Goldratt in 1984 and it aims at initiating and implementing improvement through focusing on a constraint that prevents a system from achieving a desired goal. A constraint is any factor that limits the organization from getting more of whatever it strives for.

The TOC assumes that every business system, regardless of the industry, has at least one limiting factor affecting the achievement of its objectives (Dave, 2002). In the context of this, the limiting factors may be tangible service quality related or intangible service



quality related. If these limiting factors exist, they act to prevent an organization from achieving its goal of improving customer loyalty. TOC goes proposes a process that helps a business identify and eliminate its most significant bottleneck (Dave, 2002). The TOC encourages managers to identify what is preventing them from moving towards their goals - as well as necessary conditions - and find solutions to overcome this limitation (Gupta & Boyd, 2008). The process involves three major stages that include determining 1) What to change, 2) What to change to and 3) How to cause the change.

Applied in to this study, TOC can be used to measure how well a service organization is doing at meeting service quality expectations. Customer surveys, focus groups and personal interviews commonly are used to measure service quality tangibles, such as whether the organization's facilities and equipment are up-to-date, as well as customer perception relating to reliability, responsiveness, assurance and empathy. Flowcharts, process analysis via storyboarding and team-oriented brainstorming sessions can then be used to identify and prioritize bottlenecks such as outdated technology, faulty customer service training or inefficiencies procedures that cause delays in fulfilling customer expectations. Solutions to identified constraints to service quality are then adopted to improve customer loyalty.

### **1.1.3 Conceptual background**

Service quality is defined as the result of a comparison between the received service and the expected service (Gro'nroos, 1984). According to Gro'nroos, quality as experienced by a customer is based on two dimensions technical and functional moderated by the company image. The functional dimension takes into account the way a service is provided (courtesy, attention, promptness, professionalism, and so on), whereas the technical dimension refers to the result of the service as such satisfaction. Based on the

above definition, service quality in this study was conceptualized to include the tangible and intangible aspects offered by supermarkets.

Several authors have noted that there is no consensus on the conceptual definition of loyalty (Knox & Walker, 2001; Rundle-Thiele & Mackay, 2001). The most widely accepted definition of loyalty is by Jacoby and Kyner (1973), who describes loyalty as the biased, behavioural response, expressed over time, by some decision making unit, with respect to one or more alternative brands out of a set of such brands, and is a function of psychological processes. Oliver (1999) defines customer loyalty as:

*. . . a deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, causing repetitive same brand or same brand-set purchasing, despite situational influences and marketing efforts (Oliver, 1999:34).*

Relating to customer loyalty, Oliver (1999) observed that it appears that definitions fall into two broad categories of loyalty: emotional and behavioral. Emotional loyalty is about how customers generally feel about a company/brand (e.g., when somebody loves, trusts, willing to forgive the company/brand). Behavioral loyalty, on the other hand, is about the actions customers engage in when dealing with the brand (e.g., when somebody recommends, continues to buy, buys different products from the company/brand). Generally in this study, customer loyalty referred to the degree to which customers experience positive feelings for and engage in positive behaviors toward a company and its products/services.

#### **1.1.4 Contextual background**

In Uganda, the retail business was traditionally dominated by small, family-owned shops, but the last ten years has witnessed a transformation to a more modern and organized

retail industry structure changing the forms of customer care and customer purchasing partners and preference especially among the middle and working class (Kasita, 2010).

Kasita (2010) reports that Cash and Carry Supermarket on Jinja Road and Star Supermarket on Pioneer Mall were the only supermarkets around Kampala flocked by mostly the middle class of Kampala. However, with the entry of new giants in the supermarket chain most customers switched loyalty to supermarkets away from the traditional small shops in their neighborhood. First was Metro Cash and Carry with a selective preference of the fairly rich class in Kampala but unfortunately did not survive the test of time. The entrance in the retail business by Shoprite, Checkers demystified the retail business with its affordable prices and down-town location. They opened the way for other big players in the industry like Uchumi, Game Stores, Nakumatt, Capital Shoppers, Quality Supermarket, Lubowa Shopping Village, Garden City, freedom city and Payless Supermarket to mention but the list is endless.

As part of their customer service, a 24/7 shopping service is offered and it is not surprising to find customers flocking to shopping malls and other traditional markets to purchase items ranging from beverages, groceries to electronics, all itching to spend their money on the variety of goods on sale. Every day, these people flock to these shops attracted by the colourful displays of clothing, electronics, jewellery, kitchenware and other items (Kasita, 2010). The customer preference for supermarkets in Uganda was not well known that is why this study sought to examine the effect of service quality (among other factors) on customer loyalty.

## **1.2 Statement of the Problem**

Deregulations in the retail sector aimed at increasing foreign direct investment (FDI) have resulted in the proliferation of supermarket chains and hypermarkets creating fear, anxiety, and a loss of productivity in traditional retail stores. By offering the same product cheaper and more convenient at a one stop shopping point, supermarkets run competition from traditional retail stores into the ground. Ocici (2012) explains that customers want it all and they want it now and warns that if a particular retailer fails to provide what customers want, it will not be difficult for these customers to find another that can. As a consequence, the majority of customers hope to overcome unsatisfactorily quality service (Woodruff, 1997; Webster, 1994). Notably, supermarkets sell electronics, clothing, and entertainment, sporting goods, outdoor equipment and even insurance besides groceries. In some cases, it has been considered that it is only a matter of time until there are very few traditional retail stores other than the supermarkets left. However, despite the claims, little research has been conducted to establish and document the actual cause of customer loyalty between purchasing from supermarkets or retail shops and how quality of services has orchestrated this declining trend of retail shops in the business.

## **1.3 Purpose of the Study**

To examine the service quality unique to supermarkets and its influence on customer loyalty to supermarkets in Kampala

## **1.4 Objectives of the Study**

1. To establish the extent to which tangible aspects of services offered by supermarkets influence customer loyalty to supermarkets in Kampala Business capital.
2. To establish the extent to which intangible aspects of services offered by supermarkets influence customer loyalty to supermarkets in Kampala Business capital

## 1.5 Research Questions

1. To what extent do the tangible aspects of services offered by supermarkets influence customer loyalty to supermarkets in Kampala Business capital?
2. To what extent do the intangible aspects of services offered by supermarkets influence customer loyalty to supermarkets in Kampala Business capital?

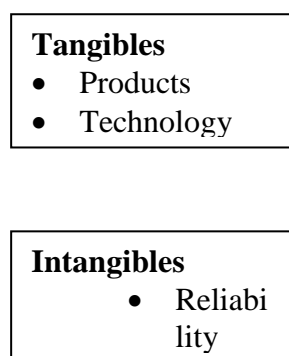
## 1.6 Research Hypotheses

1. The tangible aspects of services offered by supermarkets significantly influence customer loyalty to supermarkets
2. The intangible aspects of services offered by supermarkets significantly influence customer loyalty to supermarkets

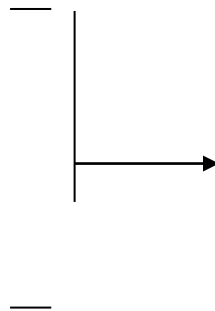
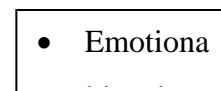
## 1.7 Conceptual Framework

The model below shows the relationship between service quality and customer loyalty used to guide this study on customer loyalty to supermarket in Kampala.

### Service Quality



### Customer Loyalty



**Figure 1: Relationship between service quality and custom service**

**Source:** Adopted with Modifications from the SERVI-QUAL model by Parasuraman et al., (1985)

The model above shows that customer loyalty depends on tangible and intangible aspects of a service. Customer loyalty has indicators of Emotional Loyalty which can be seen through commitment, and Behavioral Loyalty which can be seen through preference and consistence in buying from supermarkets as opposed to the nearby shops at the place of residence. Tangible aspect of the service refers to the physical aspects of the service such as products, technology, physical facilities and outlay and personnel attributes used to offer the service unique to supermarkets. The intangible aspects of the service include the reliability, responsiveness and assurance aspects offered by the supermarkets in Kampala business capital. Thus, the extent to which the supermarkets offer tangible and intangible aspects of a service leads to a high drift of customers' emotional and behavioral loyalty to buying from supermarkets.

## **1.8 Scope of the Study**

### **1.8.1 Content scope**

The study concentrated on the tangible and intangible aspect of service quality and how they influence customer loyalty aspects of emotional and behavioral loyalty. Since Parasuraman et al. (1988) initiated the using of SERVQUAL with 22 item scale to measure service quality; the model has been frequently used across industries. The studies of Gowan et al. (2001), Prabhakaran and Satya (2003); Straughan and Cooper (2002) and Zhao et al. (2002) applied the SERVQUAL model as a measurement to gauge the service quality provided by the service provider. However, there are many researchers opposed the use of SERVQUAL to measure service quality due to the industry characteristics differences.

### **1.8.2 Geographical scope**

The study covered supermarkets in the Nakawa divisions of Kampala business capital which has the highest number of reknown big chain supermarkets such as Game, Shoprite, Capital shoppers, Nakumat, Quality, Turskys and many mushrooming local supermarkets in the residence areas in the division.

### **1.8.3 Time scope**

The study covered the period 2009-2012 the time many chain supermarket giants in the east African regions such as Turskys, Nakumat and Uchumi entered the Ugandan market with a range of customer services such as 24/7 service, loyalty cards and transport to the supermarkets.

## **1.9 Justification of the Study**

Given the considerable multiplication of supermarket in main towns and trading centers in Uganda, store infrastructure of supermarkets has been considered to possess greater influence on consumer loyalty compared to traditional retail stores. As a result, many traditional medium and small retail shops have lost business and ultimately closed down or transformed into mini or full supermarkets. Based upon the findings of this study, the surviving traditional retail stores needed to enlighten on how they can improve on their service quality to meet and maintain customer satisfaction and build customer loyalty by improving on the grey areas uncovered in this study.

## **1.10 Significance of the Study**

There has been very limited research and documentation conducted on service quality unique to supermarkets and its influence on customer loyalty, the effect of proliferation of supermarkets on the service of retail shops in Uganda. The findings of this study might

cover this vacuum by providing up-to-date information regarding the noted variables and this may be of profound use to academicians and practitioners in the retail business.

The findings of the study help provide an insight into the future of retail business in Uganda particularly the growth and survival of traditional retail shops in an era where shopping in supermarkets is no longer considered fashionable but convenient and time saving.

Researchers and academicians may benefit from the findings of this study. This is because the study findings may improve on the researchers and academicians' knowledge and skill in the research field. The study may give insights in quality service and customer loyalty research and further areas for research may be identified for future academic research.

Super markets and retail shops in Uganda particularly may also be a direct beneficiary in streamlining their customer loyalty, satisfaction, retention by identifying the quality service gap

The results and recommendations of the study may help policy makers more so in the private and public business sectors to design proper strategies regarding how service quality can be properly practiced and implemented.

The result of the study may enable supermarkets to appreciate the value of having tangible and intangible quality service aspects in the bid to improve their customers' loyalty.



### **1.11 Operational Definitions**

**Customer Loyalty:** Referred to the commitment of customer in respect to a particular store, brand and service provider, when there were other alternatives that the current customer can choose for (Shankar et al., 2003).

**Satisfaction:** Referred to the customer's fulfillment response. It is a judgment that a product or service feature, or the product of service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment. Satisfaction commonly has thresholds at both a lower level (insufficiency or under- fulfillment) and an upper level (excess or over-fulfillment). This means that a consumer's satisfaction may drop if she/he "gets too much of a good thing." Many people focus upon the lower threshold and neglect the potential for an upper threshold (Oliver, 1997),

**Service quality:** Referred to customer perception of how well a service meets or exceeds their expectations (Czepiel 1990).Service quality can be measured in terms of customer perception, customer expectation, customer satisfaction, and customer attitude (Sachdev and Verma 2004). Drucker (1991) defines it as what the customer gets out and is willing to pay for" rather than "what the supplier puts in. Therefore service quality frequently has been conceptualized as the difference between the perceived services, expected performance and perceived service, actual performance (Bloemer et al., 1999). Quality often can be viewed as product features or freedom from deficiencies. Quality consists of two parts: technical and functional quality (Kotler et al, 2003).

**Customer:** Referred to the person who physically purchases a product or service from a given selling point. The person may not necessarily be the final user.

**Supermarkets:** Referred to one of the major parts in the retailing process which supply usually various kinds of foods with different brands to answer extensive range of demands. The main operation in supermarkets is based on self-service system. Basically, supermarkets provide daily needs consisting of foods, and other necessities such as household, cleaning products and personal care products (Mohammadreza et al., 2012). A supermarket is any large, departmentalized retail store that primarily sells food products and groceries (Marshall & Nielson, 2001).

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter discusses the literature related to the subject of study; it reviews previous research, articles and ideologies on service quality unique to supermarkets and its influence on customer loyalty. It starts with theoretical reviews and themes reviewed in relation to the research objectives.

#### 2.1 Theoretical Review

The TOC was originally proposed in, “The Goal” (Goldratt & Cox, 2004). It is an intuitive management philosophy developed by Goldratt in the mid 1980’s. TOC provides the methodology to define what to change, what should be changed to, and how to effect the change to continuously improve the performance of an entire system. TOC treats improvement as an ongoing process. TOC principles suggest that management begin process improvement by identifying the constraint in an operation and then focus process improvement efforts on that constraint to improve the process.

Constraints in a system are also known as bottlenecks (Goldratt & Cox, 2004). Bottlenecks can be processes, machines with limited production capacity, policies, or practices that limit the company from achieving whatever its desired outcomes are. By reducing the impact of bottlenecks in an operation, substantial improvements in throughput can be realized. Therefore, the relatively simple approach of the TOC is to identify the bottleneck, manage it, manage the rest of the operation according to its needs, and then take whatever measures are necessary to break the bottleneck, if possible, such that is no longer a constraint in the system.

Since mid 1990s, there has been a move to expand TOC non-manufacturing applications. The TOC principles and ideas can be used to improve and implement change in any system, be it strategic planning for a firm or for one's personal life (Blackstone, 2001). Mabin and Gilbertson (2003) advocated that the principles of Constraint Management need to be adopted by all organizations. They drew a parallel from manufacturing to service to support their claim.

Today, there are many empirical and case studies of the use of TOC principles as applied to services. Rahman (1998) noted that only two articles in refereed journals relating to TOC in service firms were published between 1980 and 1995. In 1993, Mabin and Gilbertson noted that there were only a "few" published articles using TOC in services; they mentioned only two. Mabin and Balderstone (2000) note 12 articles in refereed journals from 1990 to 1999 that make TOC applications to service. In contrast, one finds numerous examples of service firms' TOC implementations or use of the TOC thinking process within APICS (The Educational Society for Operations Management, formerly known as American Production and Inventory Control Society) Proceedings as well as from workshops sponsored by the Goldratt Institute; the audience was primarily the practitioner.

## **2.2 Service Quality**

Service quality is a vital competitive policy to keep customer support and build a great base. Quality is the totality of features and characteristics of a product/ services that bears on it the ability to satisfy stated or implied needs (Okella, 2004). Balunywa (1995), stated quality as an attribute of a product/ service, that is a grade of a particular product or

service thus talk of poor and good quality. These two definitions emphasize quality being inherent in a product/ service.

Together with customer's loyalty, quality is an equally important factor and may lead to the success of the supermarket and retail business. Kandampully (2000) has emphasized that quality will steer firms to successfully encounter the competitive challenges of the future. For Parasuraman et al. (1988), service quality is both the significant differentiator and the most aggressive weapon possessed by many leading service organizations. It has been discovered that leading service organizations endeavor to sustain a superior quality of service over their competitors in an effort to acquire and retain customer loyalty (Zeithaml et al. 1996). This is based on the concept where the service organizations' ability to expand and maintain a large and loyal customer base is essential for their long term success in a market. In the face of such critical importance of customer loyalty being vital for business survival (Reichheld, 1993), it is rather strange that the relationships between service quality and customer loyalty are not equally Well-developed (Bloemer et al., 1999; (Gremler, 1996). This is a part of an extensive study conducted on supermarkets service quality focusing on the importance of the relationship between service quality dimensions and customer loyalty in Kampala's supermarkets and retail shops.

Berry (cited in Kandampully, 1998:423) calls it the most powerful competition weapon and Clow (1993) calls it the organization's life-giving blood. Quality is a multi-dimensional phenomenon. Thus, reaching the service quality without distinguishing the important aspects of quality is impossible. In his discussion of service quality, Gronroos (2000) refers to three dimensions of output technical quality, service performance quality, and organization's mental picture. Also, Lehtinen and Lehtinen (cited in Harrison, 2000) has referred to dimensions of physical quality, interactive quality, and organizational

quality as three dimensions of service quality. Although these attempts have had a major role in division of service quality into process quality and output quality, but they lack enough details.

On this basis, Zeithaml et al. (1996), found a strong correlation among those dimensions thus, they combined these dimensions and applied the fivefold dimension of Reliability, Responsiveness, Assurance, Empathy and Tangibles as a basis for making a tool for testing the service quality, known as SERVQUAL (Parasuraman et al., 1994). They also said that this tool is applicable in an extensive spectrum of service domains such as financial institutions, libraries, hotels, medical centers and others, although some of its components should be rephrased, or more components should be added to it. Spohrer and Maglio (2008), observes that Service quality is determined by calculating the difference between two scores where better service quality results in a smaller gap.

The literature on relationship quality suggests that the quality of relationship between the parties involved is an important determinant of loyalty (Leverin & Liljander 2006; Walter, Müller, Helfert & Ritter 2003; Landrum, et al., 2008). Although, there is no consensus regarding the relationship quality dimensions, and little empirical evidence regarding the nature and extent of the overall impact of service quality on customer loyalty (Woo & Ennew 2004). This study aims to identify the dimensions of relationship quality that enables professional services companies to establish long-term relations with their clients and fosters the loyalty of the client.

### **2.3 Tangible Aspects of Service Quality and Customer Loyalty**

Quality often can be viewed as product features or freedom from deficiencies. Kotler et al. (2003) considers that quality consists of two parts: technical and functional quality.

Technical quality refers to tangible aspects of the service. It describes “what is delivered” to the customers or what core product features customers receive at the service encounter (Brady & Cronin, 2001; Kotler et al., 2003; Murgulets et al., 2002). A high-quality supermarket or retailer must possess the required core product features, such as a good location, a variety of goods, and services, parking among others. However, the preferable product features expected by clients may be different from those actually existing. Hence, service providers should deliver the particular core product features (technical quality) to customers in each different segments. The results show that dimensions of service quality such as empathy, reliability, responsiveness and tangibility significantly predict customer loyalty.

Product which refers to the merchandise assortment as need-satisfying utilities (Zikmund & d’Admico, 2001:654), e.g. a supermarket’s product offerings in terms of range, quality and availability, including packaging, because this eventually also con-tributes to the image of the store through its effect on shelf life, product image, communication of product information and affordability.

Place/physical surrounding and lay out the store itself has thus become a fertile opportunity for market differentiation to the extent that store image (e.g. a safe, beautiful, hygienic environment) may be an important antecedent of store satisfaction and store loyalty (Levy & Weitz, 2001; Zikmund & d’Admico, 2001). It has been reported that customers nowadays desire hedonic experiences (multi-sensory, fantasy and emotive aspects of consumption) that extend beyond the purpose of acquiring merchandise (Arnold, 2003; Holbrook & Hirschman, 1982; Thang & Tan, 2003). Criteria for success may even be aesthetic in nature (Holbrook & Hirschman, 1982; Malan, 2003). Retailers therefore have to determine how much their target market will be willing to pay for

atmosphere and physical resources such as convenient parking facilities (Zikmund & d'Admico, 2001:11-12).

Salespeople and personnel With respect to selling orientation/customer orientation, salespeople and other personnel significantly influence customers' satisfaction with stores, products and manufacturers. Efforts towards product development and promotion are apparently often negated by the poor performance of salespeople (Goff et al, 1997; Sharma & Levy, 1995). A good customer- salesperson relationship contributes to a pleasant shopping experience (Reynolds & Beatty, 1999) and reduces risk perception, especially during the final stages of the decision-making process (Solomon, 1986). A customer-oriented approach that signifies empathy, expertise and competence enhances customer loyalty (Clopton et al, 2001).

Specifically, among the dimension of supermarkets' service quality, the most significant predictor of customer loyalty is tangibility. This study implies that supermarkets and retail shops in Kampala should also come forward and try their best to present better supermarket service quality to win back their customers' loyalty.

#### **2.4 Intangible Aspects of Services Quality and Influence on Customer Loyalty**

Functional quality refers to the intangible aspects of the service. It describes how the service is delivered. More specifically, it means the interaction between employees and customers during the service encounters (Brady & Cronin, 2001; Kotler et al., 2003; Murgulets et al., 2002). According to Brady and Cronin's qualitative study (2001), there are three aspects of functional quality perceived by customers: attitude, expertise and behavior. First, in terms of the attitudinal aspect, supermarket managers should educate all employees, whether they work at the counter, store, shelves departments among



others, to be friendly and courteous to the clients since each interaction with any employees is part of the clients' entire shopping experience. Second, in the expertise aspect, workers' level of knowledge about their jobs plays an important role in the customer's shopping experience. Third, regarding the behavior aspect, it is essential to make clients feel that they receive special (customized) treatments because the more customized services the customers receive from the service providers, the closer relationships they will have with the service providers (Parasuraman et al., 1991).

Responsiveness is the willingness to provide help and prompt service to customer (Parasuraman et al, 1999). Responsiveness concerns the willingness or readiness of employees to provide a service in such a way as; mailing a transaction slip immediately, speed on mortgage conformation (Francis, 1996). Responsiveness has been shown as an important factor. Aukiran (1994), suggest that efforts to increase speed of processing information on a customer is likely to have a positive effect on customer loyalty in retail. Balunywa (1995) emphasizes that when a customer has a need, meet it, be easily accessible and available to the customer.

Reliability/ Consistence of service delivery refers to the processes, procedures and systems that would make service delivery a seamless experience (Sarashchandar et al, 2002). It highlights whether the service delivery process was standardized, streamlined and simplified, so customers could receive the service without any problem. The structured aspects of service delivery processes have not ever been adequately studied (Sarashchandar et al, 2002). In literature there were few marketing scholars who have tried to focus on the importance of the structural content of service delivery in service quality evaluation (Dauaher and Mattson, 1998). This structural content of the service

delivery process is considered important in service quality evaluation (Dauaher & Mattson, 1998).

## **2.5 Customer Loyalty**

Loyalty is a commitment of current customer in respect to a particular store, brand and service provider, when there are other alternatives that the current customer can choose from (Shankar et al., 2003). It forms positive attitudes by producing repetitive purchasing behavior from time to time. There is a strong connection between customer loyalty and firm's profit. Zeithaml et al. (1996) stated that previous researches look at customer loyalty as being either attitudinal or behavioral. The behavioral perspective is the customer is loyal as long as they continue to purchase and use the goods or services (Woodside et al., 1989; Parasuraman et al., 1988; Zeithaml et al., 1996). Reichheld (2003) suggested that the most superior evidence of the customer loyalty is the proportion amount in percentage of current customers who are having lots of enthusiasm to recommend a specific good or service to their friends. Whereas the attitudinal perspective is the current customers have a feeling of belongings to a specific product or service or commitment towards a specific good or service. Baumann et al. (2005) found that Day (1969) had introduced the concept of customer loyalty covering both behavioral and attitudinal dimensions forty years ago.

Duffy (2003) observes that customer loyalty happens when there is repeated purchasing by the same customers and their willingness to recommend the product to other customers without any outright benefits and eventually the repeated usages would generate positive and quantifiable financial results. Among the economic benefits of customer loyalty are improvements in retention and increase in the share of customer loyalty.

Bowen et al. (1998), concludes that customer loyalty means a customer would return or continue to use the same product or other products of the same organization, make business referrals, and intentionally or even unintentionally providing strong word-of-mouth references and publicity. Loyal customers are those who are not easily swayed by price inducement from competitors, and they usually purchase more than those less loyal customers do (Baldinger, 1997). On the other hand, service providers must avoid being complacent as retained customers may not always be the satisfied ones and similarly not all satisfied customers may always be retained.

There are many factors for such manner of loyal customers. Some customers may remain loyal due to high switching barriers or the lack of real substitutes, while others continue to be loyal because they are satisfied with the services provided. Past researches have pointed out that perceived service quality has an impact on customer loyalty. In their study on retail trade, Wong and Sohal (2003) discovered a positive relationship between service quality and customer loyalty.

Many service organizations have developed customer loyalty programs as a part of relations development activities. Customer loyalty is a complicated concept. Oxford Dictionary (2003) defines loyalty as a state of true to allegiance. However, the mere repeated purchase by customers has been mixed with the above mentioned definition of loyalty. In service domain, loyalty has been defined in an extensive form as “observed behaviors” (Bloemer et al., 1999). Caruana (2002) argues that behavior is a full expression of loyalty to the brand and not just thoughts.

However, behavior standards (such as repeated purchase) have been criticized, due to the lack of a conceptual basis of a dynamic process (Caruana, 2002). For example, the low

frequency of repeated purchase of a special service may be resulted from different situation factors, such as non-availability or absence of a provider.

According to this point of view, loyal behavior cannot offer a comprehensive conception of fundamental causes of loyalty. Additionally, repetition may be due to different restrictions resulted from the market. Consequently, the loyalty of this type of customers mainly differs from the loyalty of those customers who seriously support a product, and do have psychological bond with a product and a company. Therefore, customer's loyalty was considered as an attitudinal structure. For example, this issue appears in the tendency to advise or recommend the service offered to other customers. Finally, in addition to behavioral and attitudinal approaches, another approach to customer's loyalty, called cognitive approach, was introduced ([www.ccsenet.org/ibr](http://www.ccsenet.org/ibr)). The operational definition of this approach often refers to the first product or service which comes to the mind of a person, while making decision for purchase. Meanwhile, in their definition of this approach, Ostrowski et al. (1993) and Bloemer (1999) refer to the first product or service that a person chooses among products and services

Commitment refers to persisting desire to maintain valuable relationship (Moorman, Zaltman & Deshpande 1992; Morgan & Hunt 1994). Commitment emerges as a relationship develops gradually and the parties may be committed because of different reasons (Venetis & Ghauri 2004). Morgan et al. (2000) considers commitment as one of the two Vite et al. (2010), most important factors (other factors preference and consistence) determining relationship lasting and approach it as the synonym of customer loyalty. Commitment based on emotions has positive impact on customer intentions (Garbarino and Johnson 1999), on positive verbal communication. (White and Schneider 2000; Hennig-Thurau et al. 2002), furthermore, encourages and fosters customer

collaboration (Morgan and Hunt 1994) and loyalty (Hennig-Thurau et al. 2002). Therefore, similar as trust, preference, consistence, commitment is one of the most significant variables that help to evaluate relationship strength level, and is a useful element of presumable client loyalty measuring.

## **2.6 Summary of Literature Review**

Most of what has been published refers to first-world experiences (Calif, 2001; Dawson, 2000; Erdem et al,1999). The relevance of excellent Service quality to the survival of a company in a competitive market place has been discussed repeatedly (Du Vázquez et al 2003; Malan, 2003; Nielsen, 2002; Seybold, 2001) and there seems to be no doubt that quality service is vital for customer loyalty (Bennett & Rundle-Thiele, 2004; Cronin et al, 2000). In fact, quality service is supposed to add memorable and satisfactory value to a purchasing experience and to boost customer loyalty. The literature however does admit that earlier attempts to identify what keeps retailer shoppers loyal to a store have not been very successful. In conjunction with imprecise definitions of quality service, confusion about the meaning and relatedness of constructs pertaining to commendable customer loyalty still cause widespread confusion (Winstead, 1997). In order to deliver service quality in a specific context (e.g. supermarkets), quality service per se has to be clarified both in terms of its individual elements/attributes and their collective contribution towards customer satisfaction and, ultimately, store loyalty. Little evidence, however, is available to help us understand and describe the collective contribution of the elements of quality service towards customer loyalty. Also, apart from some research in Asian countries (Kim et al, 2002), most research into consumer behavior relies on theoretical frameworks developed in sophisticated Western societies, with little known about how consumers in different countries and cultural back-grounds evaluate and anticipate service quality (Du Plessis et al, 1995:169). This study therefore assessed the service quality

unique to supermarkets and its influence on customer loyalty to supermarkets in Kampala.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents a detailed description of the research design, study population, sample size and sampling technique, tools for data collection, reliability and validity of the research instruments, data processing and data analysis.

#### **3.1 Research Design**

To achieve the objectives of the study, survey design was adopted and focused on cross-sectional. The survey approach was used, because large population was easily identified from a small group of individuals, the economy of the design and the rapid approach in data collection (Babbie, 1990; Fowler & Floyd, 1995). Both qualitative and quantitative approaches were employed to get detailed description of the situation and therefore enabled the researcher to establish patterns, and relationships among the identified variables (Saunders et al., 2007). According to Mubazi (2008), research deals in data (raw information), which is qualitative and quantitative. He notes that the difference between the quantitative and qualitative research methodologies is in the techniques and methods used but triangulation is best for research. According to Neumann (2003), cross-sectional research can be exploratory, descriptive or explanatory. Correlation design was involved in establishing the relationship between the service quality unique to supermarkets and its influence on customer loyalty to supermarkets in Kampala.

#### **3.2 Study Population**

This study targeted a total of 7739 respondents out of thousands that purchase from Game stores, Shoprite checker, Capital shoppers, Nakumatt, Quality supermarket and Tuskys supermarkets in Kampala District. In Uganda, there are large, medium and small

supermarkets. The study only targeted large supermarket given that they attract a sizeable number of customers. There are more than ten Large supermarkets from which six supermarkets were selected for this study because they had documented evidence about issues related to service quality and customer loyalty. The breakdown of the population is shown in the following table.

**Table 1: Categories and population, sample and sampling techniques**

Category	Selected super markets						Total population
	Game	Shoprite	Capital shoppers	Nakumatt	Quality super market	Tuskys	
Executive Managers	01	01	01	01	01	01	6
Dept. Line managers	10	08	10	10	07	05	50
Clients	1336	1578	1234	1340	1163	1032	7683
<b>Total</b>							<b>7739</b>

**Source:** Super markets Human Resource Departments

This population was targeted because all the categories of respondents were believed to be knowledgeable about the service quality and customer loyalty in the supermarkets.

### 3.3 Sample

Sekaran (2003) asserts that a sample is a subgroup or subset of population from which researchers should be able to draw conclusions that would be generalized to the population of interest. The sample size was determined using Krejcie and Morgan (1970) sample size table (See Appendix IV). Table 2 shows the sample size that was targeted in various supermarkets that participated in this study and how the various categories of respondents were selected.

**Table 2: Sample and sampling techniques**

Category	Selected super markets						Sample size	Sampling technique
	Game	Shoprite	Capital shoppers	Nakumatt	Quality super market	Tuskys		
Executive Managers	01	01	01	01	01	01	6	Purposive
Dept. Line managers	10	08	10	10	07	05	50	Purposive
Clients	300	308	294	300	290	280	1772	Convenient
<b>Total</b>							<b>1828</b>	



**Source:** Super markets Human Resource Department and modified from Krejcie and Morgan 1970 (as cited in Amin, 2005)

The targeted sample size was 1828. This sample was deemed reasonable because the approach used in determining the size was based on a scientific method (Nelson, 1988; Spiro, 2002; Sekaran, 2000).

### **3.4 Sampling Strategies**

This study used purposive and convenient sampling techniques. Purposive sampling was used to select executive and department line managers from supermarkets. The researcher used purposive sampling for these respondents because they were perceived to have deeper knowledge of the subject under study as Amin (2005) recommends. Convenient sampling was used to select supermarket clients. The reason for using this sampling technique for these respondents was because supermarket clients were not always stationed at these places and thus the best way to select them was whichever client was available at the time of conducting the study was requested to participate in the study.

### **3.5 Data Collection Methods**

The specific methods that were used in the data collection are explained below;

#### **3.5.1 Questionnaire survey**

A structured questionnaire was used to collect data on variables as defined by the study objectives from the respondents. The questionnaire was used because the respondents were able to read and interpret written questions Amin (2005). The questionnaire method tended to be time saving and cheaper to use (Sekaran, 2003).

### **3.5.2 Interview method**

The interview method was used to collect data from selected respondents in the study. By asking probing questions, the researcher was able to collect additional and more revealing information, which was obtained, from the self-administered questionnaires. This further investigation using interview approach and questionnaire responses served to triangulate the objectives (Amin, 2005).

## **3.6 Data Collection Instruments**

This study used questionnaires, interview guides as explained below

### **3.6.1 Questionnaires**

A self-administered questionnaire which solicited responses on a five (5)-point Likert scale with the following verbal anchors: strongly disagree, disagree, not sure, agree and strongly agree. The questionnaires consisted of closed ended questions. These were intended to help the respondents make quick decisions and help the researcher to code information easily (Sekaran 2003). The questionnaires are also easy to administer, time saving and data collected will be easy to analyze (Amin, 2005).

### **3.6.2 Interview guides**

The researcher designed a simple oral interview guide specifically for the directors and managers to seek their opinion by asking probing questions. The interviews helped gain detailed information about the problem (Mugenda & Mugenda 1999). The interview schedules included open discussion of open-ended questions with the directors and managers with the help of an interview guide. This involved first making an appointment with the respondents.

### 3.7 Quality of Data Instruments

For the study to obtain appropriate data and produce accurate results there was need for ensuring quality of instruments through obtaining validity, that is the accuracy of the instruments and reliability, that is dependability of the instruments as here under.

### 3.8 Validity and Reliability

#### 3.8.1 Validity of the instruments

Validity of the research instruments was obtained by assessing the questionnaire items during their construction. The researcher ensured that each question was relevant to the study. Questions were discussed with the UMI and work based supervisors before pilot testing to fewer subjects from the selected sample. The study then used a content validity index (CVI) to establish the validity of the questionnaire as the key tool for primary data Variables under study that yield a CVI above 0.70, were used to conclude that the instrument has a high validity hence relevant. The researcher calculated the content Validity Index (CVI) using the formula below.

$$\text{CVI} = \frac{\text{Item rated relevant by both rates}}{\text{Total number of items in the questionnaire.}}$$

The following table presents the ratings used to calculate the CVI.

**Table 3: Content validity index results**

	<b>Relevant</b>	<b>Not relevant</b>	<b>Total</b>
<b>Rater 1</b>	31	9	40
<b>Rater 2</b>	29	11	40
<b>Total</b>	60	20	80

$$\text{Thus, CVI} = \frac{60}{80} \approx .75$$

The CVI was found to be .75, which was greater than the recommended .70 (Amin, 2005). Thus, this implied that the questionnaire was valid for data collection.

### 3.8.2 Reliability

Reliability of a measure indicates the extent to which it is without bias and therefore ensures consistent measurement across time and the various items in the statement suggesting that the findings would be consistently the same if the study was done over again Mugenda and Mugenda, (1999). The internal consistence and reliability of the instrument was measured using Cronbach’s Alpha coefficient taking only variables with an Alpha coefficient value more than 0.70 as accepted for social research (Amin, 2005). The reliability was run from SPSS for each variable and the findings are shown in Table 4 below.

**Table 4: Reliability results**

Variable		Total No of items	CVI
Service quality	Tangibles	18	0.90
	Intangibles	12	0.89
Customer loyalty		10	0.93

**Source:** Primary data

Table 3 above shows that tangible aspects of service quality yielded Cronbach’s Alpha value of 0.90 while intangible aspects of service quality yielded Cronbach’s alpha value of 0.89. Finally, customer loyalty yielded Cronbach’s Alpha of 0.93. Since the results are significantly higher than the value of 0.7, the questionnaire is deemed to have excellent stability and consistency.

### 3.9 Data Collection Procedure

The researcher got an introductory letter from the Course Coordinator in the Department of Higher Degrees of UMI that she took to the field. This letter was used to obtain

permission from the supermarket management authority to conduct a survey in their facilities. The researcher distributed guided respondents and collected the filled questionnaires after interviewing the directors and managers on the same day.

### **3.9 Data Analysis**

The researcher used both quantitative and qualitative methods of data analysis.

#### **3.9.1 Quantitative data analysis**

Coded (quantitative) data was entered in a computer program known as a Special Package for Social Scientists (SPSS) for analysis. Descriptive statistics were used to determine the distribution of respondents on personal information and on the questions under each of the variables. Inferential statistics were used to test the hypothesis. Spearman rank order correlation was used to determine the strength of the relationships between variables given that the scale used in the questionnaire was ordinal (Sekaran, 2003). The coefficient of determination was used to determine the effect of independent variables on the dependent variable. The significance of the coefficient ( $p$ ) was used to test the hypothesis by comparing  $p$  to the critical significance level at (0.05). The regression was to determine the effect of the dimensions of independent variables on the dependent variable. The data was organized and presented by tables.

#### **3.9.2 Qualitative data analysis**

This involved content analysis, which was used to edit qualitative data and reorganize it into meaningful shorter sentences. A thematic approach was used to analyze qualitative data where themes, categories and patterns were identified. The recurrent themes, which emerged in relation to each guiding question from the interviews, were presented in the results, with selected direct quotations from participants presented as illustrations.

### **3.10 Measurement of Variables**

The variables were measured by operationally defining concepts. Parasuraman et al. (1988), SERVQUAL model with 22 item scale to measure service quality, was used with modifications. The studies of Gowan et al. (2001), Prabhakaran and Satya (2003); Straughan and Cooper (2002) and Zhao et al. (2002) applied the SERVQUAL model as a measurement to gauge the service quality provided by the service provider. A 5- point Likert rating scale constituting 1 for strongly disagree, 2 for disagree, 3 for Not sure, 4 for agree and 5 for strongly agree was used to measure both the independent and dependent variables.

### **3.11 Limitations of the Study**

The following problems were encountered;

Some respondents had a lot of administrative work which hindered their quick response to interview guides. However, the researcher spent most of her time in their places of work to purposely persuade respondents spare some time to answer interview guides. Most respondents were suspicious of the process and thought that the information delivery may lead to termination of their services, but the researcher tried to convince them about the confidentiality of information that was gathered. Respondents withheld information due to fear of being victimized and there was unwillingness of respondents to provide the required information yet there was limitation of financial and time resources.

### **3.12 Ethical Issues**

The ethical issues arising in the research relate to the consent and confidentiality of the respondents in the data collection process. To allay this, the questionnaires included a letter from UMI explaining why the information should be obtained, the extent of

information obtained from the respondents, the purpose of the study and the participation expected from them. There was an assurance that personal information obtained was kept in confidence and was not used for any other purpose rather than study. Consequently, the answering of questionnaires was an indicator of the consent and voluntary participation by the respondents to the data collection process. Consideration of such issues was ensured so that the respondents extend their cooperation and participation to the research process knowing and willingly.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This chapter presents, analyzes and interprets the results. It is divided into four major sections. The first section presents results about the response rate. The second section presents results on respondents' background information. The third section presents results on tangible aspects of services and customer loyalty. The fourth section presents results on intangible aspects of services and customer loyalty.

#### 4.2 Response Rate

To calculate the response rate, the number of people who participate in this research study was divided by the targeted sample size, which was expressed in the form of a percentage. In this study, the sample was 1828 respondents but managed to get 1133 respondents. The break down is shown in the following table.

**Table 5: Response rate**

Sub group	Sampled size	Responses received	Percentage %
Executive Managers	06	03	50
Dept. Line managers	50	44	88
Clients	1772	1086	61
<b>Total</b>	<b>1828</b>	<b>1133</b>	<b>62</b>

**Source:** Data from field

Thus, the total response rate of 62% was above the recommended 60% as Amin (2005) suggests. Therefore, the results were considered representative of what would have been obtained from the population.



### 4.3 Respondents Background

The background information focused on gender, education level, age, length of association with supermarket and position. Findings are presented in the following tables.

#### 4.3.1 Respondents gender

Respondents were asked about their gender. This was because gender of the respondents was important in determining whether the sample that participated in the study was representative of the population it was selected from. Findings are presented in Table 6.

**Table 6: Distribution of respondents by gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	610	54.0
Female	520	46.0
Total	1130	100.0

**Source:** Data from field

Findings show that more male respondents (54%) participated in the study compared to the proportion of female respondents. Thus, the implication of these findings is that customer loyalty to supermarkets in Kampala is highest among male clients compared to the female clients. This may be because most females by nature demand more attention to themselves and supermarkets may not be fulfilling the females' demands.

#### 4.3.2 Age of respondents

Respondents were asked about their age. Age of the respondents was important in that it sometimes shows the maturity in reasoning of an individual. Findings are presented in Table 7.

**Table 7: Distribution of respondents by age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
21 – 30 yrs	290	25.7
31 – 40 yrs	470	41.6
41 – 50 yrs	300	26.5
Over 50 yrs	70	6.2
Total	1130	100.0

**Source:** Data from field

Findings show that most respondents (over 70%) who participated in the study were aged 31 years and above. Thus, the implication of these findings is that information was obtained from mainly respondents who were mature in thinking and reasoning. Thus, it was considered that most of respondents applied maturity in reasoning while responding to questions about service quality and customer loyalty.

#### **4.3.3 Respondents level of education**

Respondents were asked about their education. Education of the Respondents was important in that it helped determine whether the sample that participated in this study understood the questions which were in English and thus provided the right information.

Findings are presented in Table 8.

**Table 8: Distribution of respondents by education**

<b>Highest qualification</b>	<b>Frequency</b>	<b>Percent</b>
Less than Diploma	140	12.4
Diploma	420	37.2
Degree	330	29.2
Postgraduate	80	7.1
Others	160	14.2
Total	1130	100.0

**Source:** Data from field

Findings show that most respondents (over 80%) who participated in the study had at most a diploma level of education. The implication of these findings is that the education background of the respondents implied that they were able respond to the questionnaire.

In other words, most respondents who participated in the study were literate and understood issues that were asked. Thus, information obtained was reliable

#### **4.3.4 Respondents association with the supermarket**

Respondents were asked about their association with the supermarket. Findings are presented in Table 9.

**Table 9: Distribution of respondents by association with supermarkets**

<b>Tenure</b>	<b>Frequency</b>	<b>Percent</b>
Less than 3 yrs	320	28.3
4 – 6 yrs	600	53.1
7 – 8 yrs	140	12.4
More than 8 yrs	70	6.2
Total	1130	100.0

**Source:** Data from field

Findings show that most of the respondents (over 70%) who participated in the study had associated with the supermarkets for more 4 years and above. This implies that most respondents dealt with supermarkets for quite some time to be conversant with the issues the study sought to obtain. Therefore, the respondents who participated in this study provided dependable information about the service quality and customer loyalty in the supermarkets.

#### **4.3.5 Respondents' marital status**

Respondents were asked about their marital status. Findings are presented in Table 10.

**Table 10: Distribution of respondents by marital status**

<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
Married	490	43.4
Single	550	48.7
Divorced	50	4.4
Widowed	40	3.5
Total	1130	100.0

**Source:** Data from field

Findings show that nearly half of the respondents (48.7%) who participated in the study were single while closely to the same proportion (43.4%) who participated in the study were married. However, very few were divorced or widowed. The implication of this is that married and single respondents are likely to visit supermarkets more often, for the married this may be due to family demands while the singles, it might be that they need products that they can easily be prepared or ready to eat, which are easily found in supermarkets.

#### **4.3.5 Respondents' Quality Complaint**

Respondents were asked about whether they had ever had a quality of service related complaint in the supermarkets. Findings are presented in Table 11.

**Table 11: Distribution of respondents by whether they had ever had a quality of service related complaint**

<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
Yes	640	56.6
No	420	37.2
Not sure	70	6.2
Total	1130	100.0

**Source:** Data from field

Findings show that over half of the respondents (56.6%) who participated in the study had ever had a quality of service related complaint at the supermarkets. The implication of this is that the quality service problem existed in the supermarkets. This can lower customer loyalty in the supermarkets.

#### **4.4 Tangible aspects of services and Customer loyalty**

Before one links one variable to another variable through testing hypotheses, it is recommended that the first thing one does is to compute descriptive statistics for each variable to find out the respondents' views on these variables (Plonsky, 2007). This is because the descriptive statistics are helpful in determining the status of each variable, which can further be used in the interpretation of the statistical test. Thus, this approach was adopted in this study and the descriptive statistics that were used were frequencies and percentages because the scale that accompanied the questionnaire was ordinal.

##### **4.4.1 Descriptive results about tangible aspects of services**

Respondents were requested to respond to 18 items about tangible aspects of services by indicating their agreement using a five-point Likert scale as shown in Table 12. The items are presented in the first column of Table 12 and the proportion of Respondents to the responses on each of the items is presented in form of percentages in columns 2 to 6. The last column presents the total percentage of Respondents on each of the items. The analysis and interpretation of the findings about tangible aspects of services follows the presentation of findings in Table 12.

**Table 12: Findings about tangible aspects of services**

<b>Items about products</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
1. There is strict control of freshness of products	160 (14%)	170 (15%)	90 (8%)	340 (30%)	370 (33%)	1130 (100%)
2. There are products of excellent quality	170 (15%)	280 (25%)	120 (11%)	320 (28%)	240 (21%)	1130 (100%)
3. There is a large product variety	50 (4%)	200 (18%)	60 (5%)	650 (58%)	170 (15%)	1130 (100%)
4. There is availability of new products	230 (20%)	190 (17%)	80 (7%)	420 (37%)	210 (19%)	1130 (100%)
5. There are strong plastic carry bags	130 (12%)	200 (18%)	80 (7%)	360 (32%)	360 (32%)	1130 (100%)
<b>Items about technology</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
6. There are ATM facilities	50 (4%)	240 (21%)	160 (14%)	400 (35%)	280 (25%)	1130 (100%)
7. Supermarket appears on website/ web shop	50 (4%)	380 (34%)	90 (8%)	390 (35%)	220 (19%)	1130 (100%)
8. There are attractive shopping trolleys and baskets	190 (17%)	210 (19%)	40 (4%)	410 (36%)	280 (25%)	1130 (100%)
9. There is access to internet shopping	300 (27%)	210 (19%)	130 (12%)	380 (34%)	110 (10%)	1130 (100%)
<b>Items about physical facilities &amp; outlay</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
10. There was security in the store a layout that allows me to easily find the products I need	290 (26%)	190 (17%)	90 (8%)	450 (40%)	110 (10%)	1130 (100%)
11. The overall appearance of a store is not beautiful	290 (26%)	270 (24%)	70 (6%)	410 (36%)	90 (8%)	1130 (100%)
12. There is hygienic shopping environment and efficient running	300 (27%)	180 (16%)	110 (10%)	370 (33%)	170 (15%)	1130 (100%)
13. There are no convenient packaging facilities	310 (27%)	250 (22%)	120 (11%)	250 (22%)	200 (18%)	1130 (100%)
14. The store design does not enable me to move around with ease	180 (16%)	360 (32%)	110 (10%)	290 (26%)	190 (17%)	1130 (100%)
<b>Items about personnel</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
15. I do not like the appearance of employees	310 (27%)	300 (27%)	90 (8%)	260 (23%)	170 (15%)	1130 (100%)
16. Friendliness & politeness of staff is not visible	260 (23%)	360 (32%)	130 (12%)	210 (19%)	170 (15%)	1130 (100%)
17. Assistance and interest of managers is out of will	70 (6%)	300 (27%)	100 (9%)	250 (22%)	410 (36%)	1130 (100%)
18. There is efficiency of packers at the cashiers and reduced Queues and waiting time	180 (16%)	260 (23%)	50 (4%)	420 (37%)	220 (19%)	1130 (100%)

**Source:** Data from field

**Key:** SD = Strongly disagree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

To analyze the findings, respondents who strongly disagreed and those who disagreed were combined into one category who “opposed” the items and in addition, respondents who strongly agreed and those who agreed were combined into another category who “concurred” with the items. Thus, three categories of respondents were compared, which included “respondents who opposed the items”, “respondents who were not sure about the

items” and “respondents who concurred with the items”. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

Relating to products, findings show the fewer respondents opposed all the five items compared respondents who concurred to these items while very few were not sure about these items. For example, it is shown that that the percentages of respondents that opposed ranged from 22% to 40% while the percentages of respondents that were not sure ranged from 5% to 11% and the percentages of respondents that concurred ranged from 49% to 73%. From these comparisons, it can be seen that the percentages that opposed the items and the percentages that were not sure were lower compared to the percentages that concurred. The implication of these findings is that for most respondents were of the view that there was strict control of freshness of products, products were of excellent quality, there were large product variety, there was availability of new products and strong plastic carry bags.

As for technology, findings show that fewer respondents opposed three out four items (that is item 6, 7 and 8) compared respondents who concurred to these items while very few were not sure about these items. For example, it is shown that that the percentages of respondents that opposed ranged from 25% to 38% while the percentages of respondents that were not sure ranged from 4% to 14% and the percentages of respondents that concurred ranged from 54% to 61%. From these comparisons, it can be seen that the percentages that opposed the items and the percentages that were not sure were lower compared to the percentages that concurred. On the other hand, more respondents opposed one out four items (that is item 9) compared respondents who concurred to this item while very few were not sure about this item. It is shown that that the percentages of respondents that opposed was 46% while the percentages of respondents that were not

sure was 12% and the percentages of respondents that concurred 44%. These findings show that for most respondents were of the view that ATM were used, supermarket appears on website/ web shop, there is attractive transport/ shopping trolleys and baskets but no have access to internet shopping.

Regarding physical facilities and outlay, findings show that fewer respondents opposed two out five items (that is item 10 and 12) compared respondents who concurred to these items while very few were not sure about these items. For example, it is shown that that the percentages of respondents that opposed was 43% while the percentages of respondents that were not sure ranged from 8% to 10% and the percentages of respondents that concurred ranged from 48% to 50%. From these comparisons, it can be seen that the percentages that opposed the items and the percentages that were not sure were lower compared to the percentages that concurred. On the other hand, more respondents opposed three out five items (that is item 11, 13 and 14) compared respondents who concurred to these items while very few were not sure about these items. For example, it is shown that that the percentages of respondents that opposed ranged from 48% to 50% while the percentages of respondents that were not sure ranged from 6% to 11% and the percentages of respondents that concurred ranged from 40% to 44%. From these comparisons, it can be seen that the percentages that opposed the items were higher compared to the percentages that were not sure and the percentages that concurred. The implication of these findings is that for most respondents were of the view that there was security in the store a layout that allowed them to easily find the products they need, the overall appearance of a store was beautiful and there was hygienic shopping environment and efficient running. In addition, most respondents were of the view that there were convenient packing facilities and the store design enabled them to move around with ease.



Relating to personnel, findings show that more respondents opposed two out of four items (that is item 15 and 16) compared respondents who concurred to these items while very few were not sure about these items. It is shown that that the percentages of respondents that opposed ranged from 54% to 55% while the percentages of respondents that were not sure ranged from 8% to 12% and the percentages of respondents that concurred ranged from 34% to 38%. From these comparisons, it can be seen that the percentages that opposed the items were higher compared to the percentages that were not sure and the percentages that concurred. On the hand, fewer respondents opposed two out of four items (that is item 17 and 18) compared respondents who concurred to these items while very few were not sure about these items. It is shown that that the percentages of respondents that opposed ranged from 33% to 39% while the percentages of respondents that were not sure ranged from 4% to 9% and the percentages of respondents that concurred ranged from 56% to 58%. From these comparisons, it can be seen that the percentages that opposed the items and the percentages that were not sure were lower compared to the percentages that concurred. The implication of these findings is that for most respondents were of the view that they liked the appearance of employees, friendliness and politeness of staff was visible, assistance and interest of managers was out of will and there was efficiency of packers at the cashiers and reduced queues and waiting time.

Interviews shed some light on tangible aspects of service quality. For example, manager X said the following when asked about the quality of the personnel at the supermarket:

*Some clients feel supermarket staff do not respond adequately to their complaints.*

*This is unfortunate when staff do not respond well to complaints because handling*

*customer complaints well enables one to get feedback on how the business is performing and in case of complaints, there is an opportunity for redress.*

Manager C expressed similar issues as reported by manager A during the interview as shown in the following:

*Some staff just performs duty because they are employed to work but do not handle customer complaints well. They do not listen to the customers attentively and consequently they waste customer's time and many times do not address the disappointments to customer's expectations.*

These findings show that some if not most supermarket staff did not attend to clients in a professional way required in business that dependent on its clients for survival. This unprofessional conduct of the supermarket employees is characteristic of poor service quality, which can have negative consequences such as lowering clients' loyalty to the supermarkets.

#### **4.4.2 Descriptive results about customer loyalty**

Respondents responded to 10 items about customer loyalty by indicating their agreement using a five-point Likert scale. Findings are presented in Table 13 followed by the analysis and interpretation.

**Table 13: Findings about customer loyalty**

<b>Items about emotional customer loyalty</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
1. I love this supermarket's services	50 (4%)	60 (5%)	30 (3%)	290 (26%)	700 (62%)	1130 (100%)
2. I trust this supermarket's services	60 (5%)	60 (5%)	20 (2%)	170 (15%)	820 (73%)	1130 (100%)
3. I am willing to buy this supermarket's services	40 (4%)	90 (8%)	50 (4%)	240 (21%)	710 (63%)	1130 (100%)
4. I am willing to identify with this supermarket	50 (4%)	70 (6%)	20 (2%)	250 (22%)	740 (65%)	1130 (100%)
<b>Items about behavioral customer loyalty</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
5. I would recommend this supermarket to other people	30 (3%)	60 (5%)	60 (5%)	320 (28%)	660 (58%)	1130 (100%)
6. I will continue to buying from this supermarket	70 (6%)	140 (12%)	20 (2%)	230 (20%)	670 (59%)	1130 (100%)
7. I would encourage friends and relatives to visit this supermarket	90 (8%)	110 (10%)	60 (5%)	230 (20%)	640 (57%)	1130 (100%)
8. I buy most of my goods from this supermarket	130 (12%)	50 (4%)	50 (4%)	290 (26%)	610 (54%)	1130 (100%)
9. I always praise the services of this supermarket when I have the opportunity	90 (8%)	140 (12%)	60 (5%)	200 (18%)	640 (57%)	1130 (100%)
10. I will always make repeat purchases in this supermarket	180 (16%)	120 (11%)	60 (5%)	340 (30%)	430 (38%)	1130 (100%)

**Source:** Data from field

**Key:** SD = Strongly disagree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

Relating to emotional customer loyalty, findings show that fewer respondents opposed all the four items (that is item 1, 2, 3 and 4) compared respondents who concurred to this item or who were not sure about this item. For example, it is shown that that the percentages of respondents that opposed ranged from 9% to 12% while the percentages of respondents that were not sure ranged from 2% to 4% and the percentages of respondents that concurred ranged from 84% to 88%. From these comparisons, it can be seen that the percentages that opposed the items and the percentages that were not sure were lower compared to the percentages that concurred. The implication of these findings is that most respondents were of the view that they loved the supermarket's services, trusted the supermarket's services, and were willing to buy the supermarket's services and to identify with this supermarket.

Concerning behavioral customer loyalty, findings show that fewer respondents opposed all the three items (that is item 5, 6 7, 8, 9 and 10) compared respondents who concurred to this item or who were not sure about this item. For example, it is shown that that the percentages of respondents that opposed ranged from 8% to 18% while the percentages of respondents that were not sure ranged from 2% to 5% and the percentages of respondents that concurred ranged from 77% to 86%. From these comparisons, it can be seen that the percentages that opposed the items and the percentages that were not sure were lower compared to the percentages that concurred. The implication of these findings is that most respondents were of the view that they would recommend the supermarkets to other people, would continue to buy from this supermarket, would encourage friends and relatives to visit this supermarket, would buy most of my goods from this supermarket, would always praise the services of this supermarket when I have the opportunity and would always make repeat purchases in this supermarket.

#### **4.4.3 Testing first hypothesis**

The first hypothesis stated, “*The tangible aspects of services offered by supermarkets significantly influence customer loyalty to supermarkets*”. Spearman rank order correlation coefficient (*rho*) was used to determine the strength of the relationship between tangible aspects of services and customer loyalty. The coefficient of determination was used to determine the effect of tangible aspects of services on customer loyalty. The significance of the coefficient (*p*) was used to test the hypothesis by comparing *p* to the critical significance level at (.05). This procedure was applied in testing the other hypotheses and thus, a length introduction is not repeated in the subsequent section of hypothesis testing. Table 14 presents the test results for the first hypothesis.

**Table 14: Correlation between tangible aspects of services and customer loyalty**

	Tangible aspects of services
Customer loyalty	$rho = .569$ $rho^2 = .324$ $p = .000$ $n = 1130$

**Source:** Data from field

Findings show that there was a positive moderate correlation ( $rho = .569$ ) between tangible aspects of services and customer loyalty. Since the correlation does imply causal-effect as stated in the first objective, the coefficient of determination, which is a square of the correlation coefficient ( $rho^2 = .324$ ), was computed and expressed as a percentage to determine the percentage change in customer loyalty due to tangible aspects of services. Thus, findings show that tangible aspects of services accounted for 32.4% percentage change in customer loyalty. These findings were subjected to a test of significance ( $p$ ) and it is shown that the significance of the correlation ( $p = .000$ ) is less than the recommended critical significance at .05. Thus, the effect was significant. Because of this, the hypothesis “*The tangible aspects of services offered by supermarkets significantly influence customer loyalty to supermarkets*” was accepted.

The implication of these findings is that the moderate correlation implied that a change in tangible aspects of services contributed to a moderate change in customer loyalty. The positive nature of the correlation implied that the change in tangible aspects of services and customer loyalty was in the same direction whereby better tangible aspects of services contributed to better customer loyalty and poor tangible aspects of services contributed to poor customer loyalty.

A further analysis was conducted using a regression to determine the effect of the dimensions of tangible aspects of services on customer loyalty. Findings are presented in Table 15, accompanied with an analysis and interpretation.

**Table 15: Effect of dimensions of tangible aspects of services on customer loyalty**

<i>Regression Statistics</i>					
Multiple R	.569				
R Square	.324				
Adjusted R Square	.322				
Standard Error	6.631				
Observations	1130				

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	4	23743.1	5935.8	135.0	0.000
Residual	1125	49466.0	44.0		
Total	1129	73209.0			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>Standardized Coefficients Beta</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	11.04	1.38		8.02	.000
Products	.71	.06	.29	1.93	.000
Technology	.63	.08	.21	7.84	.000
Physical facilities & outlay	.68	.05	.32	12.88	.000
Personnel	.61	.08	.20	7.90	.000

Findings in Table 15 show a strong linear relationship (Multiple R = .569) between the combined dimensions of tangible aspects of services and customer loyalty. The adjusted R Square shows that the combined dimensions of tangible aspects of services account for 32.2% percentage change in customer loyalty. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .000) of the Fishers ratio (F = 135.0) was less than the critical significance at .05. Hence, the confirming the effect of the combined dimensions on customer loyalty.

The coefficients findings show that all dimensions of tangible aspects of services singularly had a significant effect on customer loyalty because their significant p-values (p-value = .000, .000, .000 and .000) were less than the critical significance at .05. However, physical facilities and outlay had the most effect given that it had the highest Beta of .32. This was followed by products(0.29), technology(0.21) and technology(0.20) respectively.

#### **4.5 Intangible aspects of services and Customer loyalty**

Before testing the second hypothesis, descriptive results relating to intangible aspects of services were presented, analyzed and interpreted. Findings are presented in the following subsection.

##### **4.5.1 Descriptive results about intangible aspects of services**

Respondents were requested to respond to 12 items about intangible aspects of services by indicating their agreement using a five-point Likert scale as shown in Table 16. The items are presented in the first column of Table 16 and the proportion of respondents to the responses on each of the items is presented in form of percentages in columns 2 to 6. The last column presents the total percentage of respondents on each of the items. The analysis and interpretation of the findings about intangible aspects of services follows the presentation of findings in Table 16.

**Table 16: Findings about intangible aspects of services**

<b>Items about reliability</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
1. There is accuracy of deliveries on time	180 (16%)	260 (23%)	150 (13%)	250 (22%)	290 (26%)	1130 (100%)
2. There are always a range of stocks of products that I desire	180 (16%)	190 (17%)	90 (8%)	400 (35%)	270 (24%)	1130 (100%)
3. There is no consistency of service	390 (35%)	160 (14%)	90 (8%)	390 (35%)	100 (9%)	1130 (100%)
4. Correct and updated information on sales promotions is given	280 (25%)	180 (16%)	50 (4%)	540 (48%)	80 (7%)	1130 (100%)
5. Product prices are clearly visible	170 (15%)	180 (16%)	10 (1%)	520 (46%)	250 (22%)	1130 (100%)
<b>Items about responsiveness</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
6. There is speed of order fulfillment	100 (9%)	260 (23%)	20 (2%)	500 (44%)	250 (22%)	1130 (100%)
7. There is speed response to complaints	220 (19%)	190 (17%)	100 (9%)	490 (43%)	130 (12%)	1130 (100%)
8. There is no speed of deliveries	320 (28%)	320 (28%)	80 (7%)	320 (28%)	90 (8%)	1130 (100%)
9. The length of time I have to wait in a queue is more	310 (27%)	280 (25%)	140 (12%)	320 (28%)	80 (7%)	1130 (100%)
<b>Items about assurance</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>	<b>Total</b>
10. Competence is lacking	530 (47%)	130 (12%)	70 (6%)	320 (28%)	80 (7%)	1130 (100%)
11. There is correct billing	180 (16%)	190 (17%)	140 (12%)	390 (35%)	230 (20%)	1130 (100%)
12. Confidentiality employees is not respected	360 (32%)	240 (21%)	110 (10%)	330 (29%)	90 (8%)	1130 (100%)

**Source:** Data from field

**Key:** SD = Strongly disagree, D = Disagree, NS = Not sure, A = Agree, SA = Strongly agree

Regarding reliability, findings show fewer respondents opposed four out five items (that is items 1, 2, 4 and 5) compared respondents who concurred to these items while a small percentage were not sure about these items. A comparison on these items shows that the percentages of respondents that opposed ranged from 31% to 41% while the percentages of respondents that were not sure ranged from 1% to 13% and the percentages of respondents that concurred ranged from 48% to 68%. From these comparisons, it can be seen that the percentages that opposed the items and the percentages not sure were lower compared to the percentages that concurred. However, more respondents opposed one out five items (that is items 3) compared respondents who concurred to these items while a small percentage were not sure about these items. It is shown that the percentages of respondents that opposed was 49% while the percentages of respondents that were not



sure was 8% and the percentages of respondents that concurred was 44%. Thus, from this analysis, the following is the interpretation. Findings show that most respondents were of the view that there was accuracy of deliveries on time, there were always a range of stocks of products that they desired, there was consistency of service correct and updated information on sales promotions was given and product prices were clearly visible.

As regards responsiveness, findings show more respondents opposed two out four items (that is items 6 and 7) compared respondents who concurred to these items while a small percentage were not sure about these items. A comparison on these items shows that the percentages of respondents that opposed ranged from 32% to 36% while the percentages of respondents that were not sure ranged from 2% to 9% and the percentages of respondents that concurred ranged from 55% to 66%. From these comparisons, it can be seen that the percentages that opposed the items and the percentages not sure were lower compared to the percentages that concurred. However, fewer respondents opposed two out four items (that is items 8 and 9) compared respondents who concurred to these items while a small percentage were not sure about these items. It is shown that the percentages of respondents that opposed ranged from 52% to 56% while the percentages of respondents that were not sure ranged from 7% to 12% and the percentages of respondents that concurred ranged from 35% to 36%. From these comparisons, it can be seen that the percentages that opposed the items were higher compared to the percentages not sure that and the percentages that concurred. Thus, from this analysis, the following is the interpretation. Findings show that most respondents were of the view that there was speed of order fulfillment, there was speed response to complaints, there was speed of deliveries and the length of time they had to wait in a queue is less.

With reference to assurance, findings show more respondents opposed two out three items (that is items 10 and 12) compared respondents who concurred to these items while a small percentage were not sure about these items. A comparison on these items shows that the percentages of respondents that opposed ranged from 53% to 59% while the percentages of respondents that were not sure ranged from 6% to 10% and the percentages of respondents that concurred ranged from 35% to 37%. From these comparisons, it can be seen that the percentages that opposed the items were higher compared to the percentages not sure and the percentages that concurred. However, fewer respondents opposed one out four items (that is items 11) compared respondents who concurred to these items while a small percentage were not sure about these items. It is shown that the percentages of respondents that opposed was 33% while the percentages of respondents that were not sure was 12% and the percentages of respondents that concurred was 55%. Thus, from this analysis, the following is the interpretation. Findings show that most respondents were of the view that competence was not lacking, there was correct billing and confidentiality employees was respected.

Interview findings supported of some of the findings obtained using questionnaires. For example, during the interview Manager C revealed poor responsiveness among supermarket staff as shown in the following:

*Staff do not show much effort in making the filing of complaints accessible for customers. Other staff lacked competence in handling customer complaints, with slow responsiveness and failing to calm down angry customers.*

Poor responsiveness on part of the supermarket staff can contribute to loss customer loyalty in case of customers who have been frequenting the supermarket. On the other hand, first time customers may never have another opportunity to become loyal to the supermarket.

Manager A supported Manager C but during the interview, the issue of reliability and assurance as indicated in the following:

*Customers who seek redress expected employees to provide accurate information and show a sincere interest in solving their problems. However, the staff lack professionalism in handling customer complaints, sending the customers around from one staff to another, which irritated the customers. There is lack of courtesy where the staff asks questions like ‘Yes, what is the problem ... maybe you are the one who does not know how to use the product or you spoilt the product yourself. They push the blame onto the customer. That is very annoying to the customers.*

It is argued in this study that unreliability and lack of assurance can contributed to the lowering of customer loyalty to the supermarkets.

#### 4.5.2 Testing second hypothesis

The second hypothesis state, “*The intangible aspects of services offered by supermarkets significantly influence customer loyalty to supermarkets*”. Spearman rank order correlation coefficient (*rho*) was used to test the hypothesis. Table 17 presents the test results.

**Table 17: Correlation between intangible aspects of services and customer loyalty**

	Intangible aspects of services
Customer loyalty	$rho = .224$ $rho^2 = .050$ $p = .007$ $n = 1130$

**Source:** Data from field

Findings show that there was a weak positive correlation ( $rho = .224$ ) between intangible aspects of services and customer loyalty. The coefficient of determination ( $rho^2 = .050$ )

shows that intangible aspects of services accounted for 5% percentage change in customer loyalty. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ( $p = .007$ ) is less than the recommended critical significance at .05. Thus, the hypothesis state, “*The intangible aspects of services offered by supermarkets significantly influence customer loyalty to supermarkets*” was accepted.

Thus, the implication of the findings was that the weak correlation implied that a change in intangible aspects of services contributed to a small change in customer loyalty. The positive nature of the correlation implied that the change in intangible aspects of services and customer loyalty was in the same direction whereby better intangible aspects of services contributed to better customer loyalty and poor intangible aspects of services contributed to poor customer loyalty.

A further analysis was conducted using a regression to determine the effect of the dimensions of intangible aspects of services on customer loyalty. Findings are presented in Table 18, accompanied with an analysis and interpretation.

**Table 18: Effect of dimensions of intangible aspects of services on customer loyalty**

<i>Regression Statistics</i>					
Multiple R		.312			
R Square		.097			
Adjusted R Square		.095			
Standard Error		7.662			
Observations		1130			

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	3	7109.8	2369.9	4.4	0.000
Residual	1126	66099.2	58.7		
Total	1129	73209.0			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>Standardized Coefficients Beta</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	29.28	1.35		21.62	.000
Reliability	.12	.08	.05	1.52	.129
Responsiveness	.90	.09	.30	9.93	.000
Assurance	-.06	.10	-.02	-.61	.544

**Source:** Data from field

Findings in Table 17 show a moderate linear relationship (Multiple R = .312) between the combined dimensions of intangible aspects of services and customer loyalty. The adjusted R Square shows that the combined dimensions of intangible aspects of services account for 9.5% percentage change in customer loyalty. These findings were subjected to an ANOVA test, which showed that the significance (Sig F = .000) of the Fishers ratio (F = 4.4) was less than the critical significance at .05. Hence, the confirming the effect of the combined dimensions on customer loyalty.

The coefficients findings show that only responsiveness had a significant effect on customer loyalty because the significant p-value (p-value = .000) was less than the critical significance at .05. The rest of the dimensions of intangible aspects of services did not significantly affect customer loyalty given that their significant p-values were greater than the critical significance at .05.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary, discussion, conclusions and recommendations of the findings. Two hypotheses were formulated to guide the research namely:

1. The tangible aspects of services offered by supermarkets significantly influence customer loyalty to supermarkets
2. The intangible aspects of a services offered by supermarkets significantly influence customer loyalty to supermarkets in Kampala Business capital

#### **5.1 Summary of Key Findings**

This sub section highlights the summary of the study key findings in relation to the tangible and intangible aspects of services offered by supermarkets significantly influencing customer loyalty to supermarkets in Kampala Business capital.

##### **5.1.1 Tangible aspects of service quality and influence on customer loyalty**

Findings a positive moderate effect of tangible aspects of services on customer loyalty whereby better tangible aspects of services contributed to better customer loyalty and poor tangible aspects of services contributed to poor customer loyalty. Tangible aspects of services accounted for 32.4% percentage change in customer loyalty. Furthermore, all dimensions of tangible aspects of services singularly had a significant effect on customer loyalty. However, physical facilities and outlay had the most effect given that it had the least p-value. This was followed by products, technology and personnel respectively.

### **5.1.2 Intangible aspects of service quality and influence on customer loyalty**

This study established a weak positive effect of intangible aspects of services on customer loyalty whereby better intangible aspects of services contributed to better customer loyalty and poor intangible aspects of services contributed to poor customer loyalty. The intangible aspects of services accounted for 9.5% percentage change in customer loyalty. However, only responsiveness had a significant effect on customer loyalty. The rest of the dimensions of intangible aspects of services did not significantly affect customer loyalty.

## **5.2 Discussions**

This sub section presents a discussion of the study findings in relation to the related literature with respect to the study objectives of the tangible and intangible aspects of services offered by supermarkets significantly influencing customer loyalty to supermarkets in Kampala Business capital.

### **5.2.1 Tangible aspects of service quality and influence on customer loyalty**

Findings of this study showed that the about physical facilities and outlay of the supermarkets had a significant positive effect on customer loyalty. This finding concurs with Keillor et al (2004) who observed that the physical environment plays a particularly important role in the service encounter of the grocery sector (Keillor et al, 2004) and exemplary retailers insist on store cleanliness, as well as a layout that enables customer orientation and product identification (Vázquez et al, 2001). The supermarket environment and facilities are factors, which supermarket owners can use to gain the competitive edge and influence customer loyalty (Dabholkar et al, 1996).

According to Abu (2004), a well configured supermarket layout that is easy to navigate will reduce a shopper's search time. Furthermore, Fisher et al. (2006) suggest that

customers often do not find the products they seek, even if these products are within the store, due to poor supermarket layout and that this leads to poor perceptions and the consumer turning to a competitor for solutions.

Perceptions of supermarket appearance provide tangible clues about service quality (Yan et al, 2011; Dholakia & Zhao, 2010; Bitner, 1990) and it has been noted that the appearance of the supermarket is widely acknowledged as an essential determinant of the shopping experience (Dabholkar et al, 1996).

This study found out that some clients felt supermarket staff do not respond adequately to their complaints. Some academic authors and researchers (such as Homburg & Furst, 2007; Stauss & Schoeler, 2004) support this finding who have emphasized that many companies do not pay sufficient attention to handling complaints effectively and that is partly the reason why disappointed customers exit the service (Bodey & Grace, 2006). This is because they already have a set mind and do not expect to have their complaints handled to their expectation. Failure to meet the customer's complaints will lead to double deviation which some customers call 'double portion of disappointment'.

Customers expect supermarket service providers to show courtesy and a sincere interest when handling their queries, by keeping the customers' best interests at heart. When the staff discuss and try to resolve the complaints, the customers are more inclined to become loyal to service provider. According to this study, some employees did not listen attentively to the cause of the dissatisfaction, resulting in further customer disappointment. Yet, in attribution theory, the handling of complaints with an external locus (where the cause of service failure stems from the organization) has been recognized as a critical task for service managers (Hess et al., 2003). Handling customer



complaints requires a willingness on the part of the employees and management of the supermarkets to handle the queries.

Sales assistants play a pivotal role in a customer service situation, with the most important attributes being employees' attitude and treatment of customers (Gounaris, 2008). The customer service offered by sales personnel is perhaps the most highly visible attribute of the service encounter. Darian et al. (2001) noted the importance of sales staffs' knowledge regarding new products, prices, and other variations of business offerings, as well as commenting on the importance of treating the customer with respect.

### **5.2.2 Intangible aspects of service quality and influence on customer loyalty**

Findings revealed that in some supermarkets, services and products were not delivered as accurately to customers' expectations. However, reliability is the service providers' ability to deliver the service that has been promised to customers accurately and without error (Huang, 2009 & Vázquez et al, 2001). This implies that the supermarkets must practice a philosophy of getting it right first time, all the time. They must be able to provide timely and accurate information to customers (Newman, 2001). Accurate information includes clear product pricing, as well as correct and precise information regarding the product (Vázquez et al, 2001). Furthermore, supermarkets must be able to have merchandise available when required. Interviews conducted by Dabholkar et al (1996) revealed that customers view reliability as a combination of keeping promises and 'doing it right'.

In the supermarket environment, limited availability of stock or long queues for the cash payments shows a lack of reliability on behalf of the customer. It has been proved that

lengthy waits for the cash payments can result in consumers developing negative perceptions and decreased customer loyalty (Rigopoulou et al, 2008; Grewal et al, 2003).

According to Zinn and Liu (2001), a stock outage can result in the consumer leaving the store and forgoing the purchase to search for the item elsewhere. Furthermore, in the long run, continuous stock outages could have a negative impact on future patronage, and result in detrimental perceptions and negative word of mouth (Grant & Fernie, 2008).

This study that in some supermarkets, employees responded with efficiency to the clients while in others, the responsiveness of the staff was below clients' satisfaction. Osarenkhoe and Komunda (2012) argues that customers expect staff to be courteous, attentive, and competent in handling them. These qualities were at times lacking in the supermarkets that participated in this study. Unfortunately, supermarket staff did not show much effort in making the filing of complaints accessible for customers, other staff lacked competence in handling customer complaints, with slow responsiveness and failing to calm down angry customers.

Despite the importance of service quality, so far a few researches have been done in this field in Uganda, but numerous researches have been accomplished outside Asia. At least 293 important articles have been written from 1976 to 1995 on service quality. Meanwhile, if we consider articles in which service quality forms a part of the article, this number will be 4000 articles. These numbers clearly show the importance of service quality, and the researchers' attentions to this topic (Philip & Hazlett, 1997).

Bloemer, et al. (1998), have presented a model to show how the mental picture, service quality, and customer satisfaction influence customer loyalty. Findings of this research

show that the mental picture indirectly and through service quality, influences loyalty. On the other hand, service quality influences loyalty both directly and indirectly (through satisfaction). Besides, this research showed that the reliability and position in the market are relatively important stimulants affecting the loyalty to supermarket services.

On the relationship between customer satisfaction, service quality and service loyalty in Malta's banks, Caruana (2002) concluded that customer satisfaction plays a mediator role in the effect of service quality on service loyalty. In fact, service quality affects service loyalty through customer satisfaction. In addition, results of this research show that service quality is an important gateway to customer satisfaction, and explains 53% of the variance.

Yongyui (2003) has presented a model for the relationship between service quality and bank's reputation. According to the findings of this research, the five fold dimensions of service quality have direct effect on the bank's reputation. On this basis, the research's findings imply, that a supermarket's reputation plays an important role in determination of purchase, repeated purchase, and customer loyalty. This issue has much more importance in service industry, because service quality cannot be accurately evaluated before purchasing.

On customers' abandonment behavior in America's banks, Chakravarty (2003) found that there is a meaningful negative relation among service quality dimensions, responsiveness, empathy, and reliability, with customer's tendency to abandon the bank. This study in India's banks show that the concept of service quality in developing countries is a multi-dimensional structure, and in fact the results clearly show that

SERVQUAL model provides more evaluating information in relation with service quality gaps, than SERVPERF scale.

### **5.3 Conclusion**

This subsection presents the study conclusions on basis of the above findings. It is concluded that intangible and tangible Service quality aspects play a role as mediator and has mediating affect on customer loyalty with emphasis on Kampala super markets' and retail shops study findings and discussions.

#### **5.3.1 Tangible aspects of service quality and influence on customer loyalty**

This study concludes that tangible aspects of service quality influences customer loyalty. Findings relating to the positive effect of physical facilities on customer loyalty reinforce the notion that the supermarket physical environment needs to be clean, well-structured and adequately maintained. As the mainstay of supermarket is product sales, it appears that customers want to shop in an environment, which is deemed safe and healthy. Furthermore, the design needs to be optimized to maximize convenience.

Personnel was also found to be significant. This factor relates to the way in which customers perceive the staff. It appears that customers cherish an environment in which staff are knowledgeable, friendly and willing to assist. This is an issue, which plagues some supermarkets. Cashiers are considered by some to represent the 'face' of the brand - hence a positive experience towards customers clearly makes a noteworthy impression on the customer.

### **5.3.2 Intangible aspects of service quality and influence on customer loyalty**

This study concludes that intangibles influences customer loyalty. Reliability was found to have a positive effect on customer loyalty. This factor considered issues such as accuracy of deliveries on time, range of stocks of products that customers desired, consistency of service, correct and updated information and product prices clearly visible. These issues play an important role in enhancing customer loyalty to supermarkets.

## **5.4 Recommendations**

The researcher made the following recommendations.

### **5.4.1 Tangible aspects of service quality and influence on customer loyalty**

Management of supermarkets should improve their tangible aspects of service quality in order to enhance customer loyalty. However to achieve this, first priority should on improving physical facilities and outlay followed by products, technology and personnel respectively. For the physical facilities and outlay, they need to make access to the products easier for customers and keep the supermarket environment clean. Relating to the products, quality and stock must be assured to the customers of the supermarket. The personnel in supermarkets needs training customer relationships if customer loyalty is to enhanced. As for technology, management need to adopt some technology to show innovativeness and easy transactions with customers.

### **5.4.2 Intangible aspects of service quality and influence on customer loyalty**

Management of supermarkets should also improve their intangible aspects of service quality in order to enhance customer loyalty. However to achieve this, focus should be

responsiveness. The staff in supermarkets require some training on how to respond to customers of the supermarkets.

### **5.5 Limitations of the Study**

This study has a few limitations that ought to be mentioned here. The first restriction of this study is its cross-sectional nature. Alternative longitudinal methodologies should be employed in future research. The second restriction concerns the sample used in the study. It is difficult to generalize the findings obtained here because the sample differs in several aspects

The study focused on the service quality unique to supermarkets and its influence on customer loyalty to supermarkets in Kampala. The peculiar challenges faced by a particular firm may not be the same as all others. Therefore it may not be easy to generalize the findings. This research was conducted in a few Kampala supermarkets. Therefore, more firms need to be investigated.

### **5.6 Areas for Further Research**

The product category used as stimulus (supermarket context) in this study presented some interesting features that accounted for its inclusion here. However, further studies should consider analyzing more product categories in the retail market, in order to validate the results found here (for example, drugstores, banks, private universities, gas-stations etc.). It is also suggested that other related factors of service quality such as internal marketing, HR, organizational behavior and leadership to be included in the future researches.

Finally, we hope the debate resulting from this paper may encourage other researchers to test the hypotheses in more favorable circumstances, without the limitations of our study

in order to achieve a better understanding of the variables that could influence customer loyalty to supermarkets than the traditional retail stores.

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	The overall appearance of a store is not beautiful	1	2	3	4	5
	There is hygienic shopping environment and efficient running	1	2	3	4	5
	There are no convenient packaging facilities	1	2	3	4	5
	The store design does not enable me to move around with ease	1	2	3	4	5
	<b>Personnel</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	Customers do not like the appearance of employees	1	2	3	4	5
	Friendliness & politeness of staff is not visible	1	2	3	4	5
	Assistance and interest of managers is out of will	1	2	3	4	5
	There is efficiency of packers at the cashiers and reduced Queues and waiting time	1	2	3	4	5
<b>B.2</b>	<b>Intangibles</b>	<b>Scale</b>				
	<b>Reliability</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	There is accuracy of deliveries on time	1	2	3	4	5
	There are always a range of stocks of products that I desire	1	2	3	4	5
	There is no consistency of service	1	2	3	4	5
	Correct and updated information on sales promotions is given	1	2	3	4	5
	Product prices are clearly visible	1	2	3	4	5
	<b>Responsiveness</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	There is speed of order fulfillment	1	2	3	4	5
	There is speed response to complaints	1	2	3	4	5
	There is no speed of deliveries	1	2	3	4	5
	The length of time I have to wait in a queue is more	1	2	3	4	5
	<b>Assurance</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	Competence is lacking	1	2	3	4	5
	There is correct billing	1	2	3	4	5
	Confidentiality employees is not respected	1	2	3	4	5
	<b>SECTION :C</b>					
	<b>CUSTOMER LOYALTY</b>					
	<b>Instructions:</b> Please tick (✓) on the scale 1-5 Indicating the extent to which you agree with the following attributes of customer loyalty. <i>Please use the key below to answer the following questions by indicating: (1) if you Strongly disagree (SD), ( 2 )if you Disagree (D), ( 3) for not sure (NS) ( 4) if you Agree(A), ( 5) if you Strongly agree(SA).</i>					
<b>C</b>	<b>CUSTOMER LOYALTY</b>	<b>Scale</b>				
<b>C.1</b>	<b>Items about emotional customer loyalty</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	I love this supermarket's services	1	2	3	4	5
	I trust this supermarket's services	1	2	3	4	5
	I willing to buy this supermarket's services	1	2	3	4	5
	I willing to identify with this supermarket	1	2	3	4	5
<b>C.2</b>	<b>Items about behavioral customer loyalty</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	I would recommend this supermarket to other people	1	2	3	4	5
	I will continue to buying from this supermarket	1	2	3	4	5
	I would encourage friends and relatives to visit this supermarket	1	2	3	4	5
	I buy most of my goods from this supermarket	1	2	3	4	5
	I always praise the services of this supermarket when I have the opportunity	1	2	3	4	5
	I will always make repeat purchases in this supermarket	1	2	3	4	5

## Appendix II: Questionnaire for the Supermarket Clients

Dear respondent, this questionnaire is intended to facilitate a study on service quality unique to supermarkets and its influence on customer loyalty to supermarkets in Kampala. The study is for academic purposes only and is carried out as partial requirement of the award of Masters Degree in business administration of Uganda Management Institute. Your honest responses will be highly appreciated and treated as confidential.

### SECTION A: BACKGROUND CHARACTERISTICS

**Instructions:** Please tick(✓) the most applicable

**A1. Gender** Male  Female

#### A2. Age Group

21 – 30 yrs	31 – 40 yrs	41 – 50 yrs	Over 50 yrs
1	2	3	4

#### A3. Highest level of education

Less than Diploma	Diploma	Degree	Post Graduate	Other (Please specify)
1	2	3	4	5

#### A4. How long have you associated with the super market?

Less than 3 yrs	4 – 6 yrs	7 – 8 yrs	More than 8 yrs
1	2	3	4

#### A5. Marital Status

Married	Single	Divorced	Widowed
1	2	3	4

#### A6. Have you ever heard a quality of service related complaint in this supermarket?

Yes	No	Not sure
1	2	3

### SECTION: B

#### SERVICE QUALITY

**Instructions:** Please evaluate by ticking (✓) on the scale 1-5 indicating the extent to which you agree with the following tangible and intangible aspects of the unique service quality. *Please use the key below to answer the following questions by indicating: (1) if you Strongly disagree (SD), (2) if you Disagree (D), (3) for not sure (NS) (4) if you Agree(A), (5) if you Strongly agree(SA).*

B.1	Tangibles	Scale				
		SD	D	NS	A	SA
	<b>Products</b>					
	There is strict control of freshness of products	1	2	3	4	5
	There are products of excellent quality	1	2	3	4	5
	There is a large product variety	1	2	3	4	5
	There is availability of new products	1	2	3	4	5
	There are strong plastic carry bags	1	2	3	4	5
	<b>Technology</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	There are ATM facilities	1	2	3	4	5
	Supermarket appears on website/ web shop	1	2	3	4	5
	There are attractive trolleys and baskets	1	2	3	4	5
	There is access to internet shopping	1	2	3	4	5
	<b>Physical facilities &amp; outlay</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	There is security in the store a layout that allows me to easily find the products I need	1	2	3	4	5
	The overall appearance of a store is not beautiful	1	2	3	4	5
	There is hygienic shopping environment and efficient running	1	2	3	4	5
	There are no convenient packaging facilities	1	2	3	4	5

	The store design does not enable me to move around with ease	1	2	3	4	5
	<b>Personnel</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	I do not like the appearance of employees	1	2	3	4	5
	Friendliness & politeness of staff is not visible	1	2	3	4	5
	Assistance and interest of managers is out of will	1	2	3	4	5
	There is efficiency of packers at the cashiers and reduced Queues and waiting time	1	2	3	4	5
<b>B.2</b>	<b>Intangibles</b>	<b>Scale</b>				
	<b>Reliability</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	There is accuracy of deliveries on time	1	2	3	4	5
	There are always a range of stocks of products that I desire	1	2	3	4	5
	There is no consistency of service	1	2	3	4	5
	Correct and updated information on sales promotions is given	1	2	3	4	5
	Product prices are clearly visible	1	2	3	4	5
	<b>Responsiveness</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	There is speed of order fulfillment	1	2	3	4	5
	There is speed response to complaints	1	2	3	4	5
	There is no speed of deliveries	1	2	3	4	5
	The length of time I have to wait in a queue is more	1	2	3	4	5
	<b>Assurance</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	Competence is lacking	1	2	3	4	5
	There is correct billing	1	2	3	4	5
	Confidentiality employees is not respected	1	2	3	4	5
	<b>SECTION :C</b>					
	<b>CUSTOMER LOYALTY</b>					
	<b>Instructions:</b> Please tick (✓) on the scale 1-5 Indicating the extent to which you agree with the following attributes of customer loyalty. <i>Please use the key below to answer the following questions by indicating: (1) if you Strongly disagree (SD), (2) if you Disagree (D), (3) for not sure (NS) (4) if you Agree(A), (5) if you Strongly agree(SA).</i>					
<b>C</b>	<b>CUSTOMER LOYALTY</b>	<b>Scale</b>				
<b>C.1</b>	<b>Items about emotional customer loyalty</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	I love this supermarket's services	1	2	3	4	5
	I trust this supermarket's services	1	2	3	4	5
	I am willing to buy this supermarket's services	1	2	3	4	5
	I am willing to identify with this supermarket	1	2	3	4	5
<b>C.2</b>	<b>Items about behavioral customer loyalty</b>	<b>SD</b>	<b>D</b>	<b>NS</b>	<b>A</b>	<b>SA</b>
	I would recommend this supermarket to other people	1	2	3	4	5
	I will continue to buying from this supermarket	1	2	3	4	5
	I would encourage friends and relatives to visit this supermarket	1	2	3	4	5
	I buy most of my goods from this supermarket	1	2	3	4	5
	I always praise the services of this supermarket when I have the opportunity	1	2	3	4	5
	I will always make repeat purchases in this supermarket	1	2	3	4	5

### Appendix III: Interview Guide

**TOPIC: SERVICE QUALITY AND CUSTOMER LOYALTY TO SUPERMARKETS IN KAMPALA-  
UGANDA**

**(A) Unique service qualities**

1. What do you think are the different forms of service qualities in this supermarket?
2. What steps has management taken to strengthen the different forms of unique service qualities in your supermarket?
3. What is your view about the tangible aspects of service quality such as :

- Products ,
- Technology,
- Physical facilities & outlay
- Personnel

4. What is your view about the intangible aspects of service quality such as;

- Reliability
- Responsiveness
- Assurance

5. In your opinion what is the most common aspects of service quality from (3&4)above in your supermarket?

**(B) Customer Loyalty**

6. What do you think are the various indicators of customer loyalty in your supermarket?
7. What steps has management taken to identify and strengthen customer loyalty?
8. What is your view about the following attributes to customers'

- Emotional Loyalty
- Behavioral Loyalty

9. In your opinion what steps should be undertaken to improve customer loyalty in supermarkets?

**THANK YOU**



**Appendix IV: Table for determining sample size from a given population**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Where “N” is population size “S” is sample size.