



UGANDA MANAGEMENT INSTITUTE

**RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER
SATISFACTION: A CASE STUDY OF PASSENGER SERVICES AT ENTEBBE
INTERNATIONAL AIRPORT- UGANDA**

By

NICHOLAS KAMUNTU BAGORO

15-MMS-26-KLA-DAY-0376

**A DISSERTATION SUBMITTED TO THE HIGHER DEGREES DEPARTMENT IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A
MASTER'S DEGREE IN MANAGEMENT STUDIES (PUBLIC ADMINISTRATION
AND MANAGEMENT) OF UGANDA MANAGEMENT INSTITUTE, KAMPALA**

FEBRUARY, 2018

DECLARATION

I, NICHOLAS KAMUNTU BAGORO, declare that this dissertation is my original work and has never been presented to any Institution or University for either professional or academic purposes. Where the work of others have been used, due acknowledgement has been done.

Signed.....

Date.....

NICHOLAS KAMUNTU BAGORO

Student

APPROVAL

We certify that, this dissertation presented by Mr Kamuntu on the relationship between service quality and customer satisfaction by passengers at Entebbe International Airport- Uganda, has been done under our supervision.

SIGNED.....

DATE.....

DR. SEBASTIAN BIGABWENKYA

Uganda Management Institute

SIGNED.....

DATE.....

MR. HANNINGTON BUSINGE

Uganda Management Institute

DEDICATION

This work is dedicated to Bagoro family and my children.

ACKNOWLEDGEMENT

First and foremost, I would like to thank the Almighty God for His Grace, strength and protection during my academic struggle.

I express my sincere gratitude to my supervisors Dr. Sebastian Bigabwenkya and Mr Hannington Businge for accepting to spend their valuable time to supervise my work especially their patience, support and guidance that made this study successful.

I am also very indebted to the management of Entebbe International Airport (EIA) for permitting me to carry out this study in their organisation. Much gratitude also go to the passengers and staff at EIA who spared their scarce time to fill the questionnaires and participate in survey; without them, this study would not have been possible.

Special thanks go to my wife Ruth for being very prayerful, supporting and patient with me throughout the struggle.

A lot of gratitude also goes to my UMI classmates, friends and the Uganda Management Institute team which helped shape this work.

Lastly, I would like to convey my appreciation to my spiritual father pastor Denis Amos Emojong for the cover and prayers during my study period and my dearest loving brother Amanyamba Herbert Bagoro for having championed and struggled for success of my quest for my Academic career.

TABLE OF CONTENTS

DECLARATION	ii
APPROVAL	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
ABSTRACT	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background to the Study.....	1
1.2.1 Historical Background.....	1
1.2.2 Theoretical Background	2
1.2.3 Conceptual Background	3
1.2.4 Contextual Background	5
1.3 Problem Statement	6
1.4 Purpose of the Study	6
1.5 Specific Objectives	6
1.6 Research Questions.....	6
1.7 Research Hypotheses	7
1.8 Conceptual Framework.....	7
1.9 Significance of the Study	8
1.10 Justification of the Study	9
1.11 The Scope of the Study.....	9

1.11.1 Geographical Scope.....	9
1.11.2 Content Scope.....	9
1.11.3 Time Scope.....	9
1.12. Operational Definitions of Key Terms and Concepts.....	10
CHAPTER TWO	11
LITERATURE REVIEW	11
2.1 Introduction.....	11
2.2 Theoretical Review	11
2.2.1 SERVQUAL theory.....	11
2.3 Customer satisfaction in the flight industry	12
2.4 Service Quality and Customer Satisfaction	13
2.5 Service Responsiveness and Customer Satisfaction	14
2.5.1 Listening to Customers.....	14
2.5.2 Information Provision to Customers	15
2.5.3 Response to Customers Concerns	15
2.6 Service Reliability and Customer Satisfaction	16
2.6.1 Customer Guidance	16
2.6.2 On Time staff Performance	16
2.6.3 Convenience in Service Delivery	17
2.7 Service Assurance and Customer Satisfaction.....	17
2.7.1 Service Knowledge.....	18
2.7.2 Product Quality.....	18
2.7.3 Service Positioning.....	19
2.8 Summary of Literature Review.....	19
CHAPTER THREE	21
METHODOLOGY	21
3.1 Introduction.....	21

3.2 Research Design.....	21
3.3 Study Population.....	21
3.4 Determination of the Sample Size	22
3.5 Sampling Techniques and Procedure.....	22
3.5.1 Simple Random Sampling	23
3.5.2 Purposive Sampling	23
3.6 Data Collection Methods	23
3.6.1 Questionnaire Survey	24
3.6.2 Interview Method	24
3.6.3 Document Review	24
3.7 Data Collection Instruments	24
3.7.1 Questionnaire.....	25
3.7.2 Interview Guide	25
3.7.3 Document review checklist	25
3.8 Validity and Reliability.....	25
3.8.1 Validity	25
3.8.2 Reliability	26
3.9 Procedure of Data Collection.....	27
3.10 Data Analysis	28
3.10.1 Quantitative Data Analysis	28
3.10.2 Qualitative Data Analysis	28
3.11 Ethical Considerations	29
CHAPTER FOUR.....	30
PRESENTATION, ANALYSIS AND INTERPRETATION OF THE RESULTS	30
4.1 Introduction.....	30
4.2 Response rate	30
4.3 Background characteristics of the respondents.....	31

4.3.1 Gender of the respondents	31
4.3.2 Age of the respondents	31
4.3.3 Marital status of the respondents	32
4.3.4 Level of education of the respondents	33
4.3.5 Occupation of the respondents	33
4.3.6 Frequency of using EIA.....	34
4.3.7 Continents from where the respondents originated	35
4.3.8 The influence of background characteristics on the variables of the study.....	35
4.4 Results on customer satisfaction at EIA	37
4.5 Results on the influence of service responsiveness on customer satisfaction at EIA.....	41
4.6 Results on the effect of service reliability on customer satisfaction at EIA	45
4.7 Results on the extent to which service assurance affect customer satisfaction at EIA.....	49
4.8 Test of hypothesis	52
CHAPTER FIVE	56
SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS	56
5.1 Introduction.....	56
5.2 Summary of the influence of service quality on customer satisfaction.	56
5.2.1 Customer satisfaction at EIA	56
5.2.2 The influence of service responsiveness on customer satisfaction at EIA.....	56
5.2.3 The effect of service reliability on customer satisfaction at EIA	57
5.2.4 The extent to which service assurance affect customer satisfaction at EIA.....	57
5.2.5 The hypothesis test	58
5.3 Discussion of the influence of service quality on customer satisfaction	58
5.3.1 The influence of service responsiveness on customer satisfaction at EIA	58
5.3.2 The effect of service reliability on customer satisfaction at EIA	60
5.3.3 The extent to which service assurance affect customer satisfaction at EIA.....	61
5.4 Conclusions of the study.....	62

5.4.1 The influence of service responsiveness on customer satisfaction at EIA	62
5.4.2 The effect of service reliability on customer satisfaction at EIA	62
5.4.3 The extent to which service assurance affect customer satisfaction at EIA	62
5.5 Recommendations of the study	63
5.5.1 The influence of service responsiveness on customer satisfaction at EIA	63
5.5.2 The effect of service reliability on customer satisfaction at EIA	63
5.5.3 The extent to which service assurance affect customer satisfaction at EIA	64
5.6 Contributions of the study.....	64
5.7 Areas recommended for future research	65
REFERENCES.....	66
APPENDICES	73
Appendix A: Questionnaire for passengers.	73
Appendix B: Passenger handlers, Quality managers, Operation officers, Information desk officers, Operations manager, marketing Manager, General Manager.....	79
Appendix C: Table for Determining the Sample Size of the Population.....	82
Appendix D: Security clearance memo to Aviation Security Manager.....	83

LIST OF TABLES

Table 3. 1: Population, Sample size and sampling Techniques	22
Table 3. 2: Validity of the study instruments.....	26
Table 3. 3: Reliability of the study instruments	27
Table 4. 1: Response rate	30
Table 4. 2: Age group of respondents	32
Table 4. 3: Education level of the respondents	33
Table 4. 4: Number of times a passenger has used EIA	34
Table 4. 5: Relationship between background characteristics and the study variables	36
Table 4. 6: Description of customer satisfaction	38
Table 4. 7: The scores for customer satisfaction.....	39
Table 4. 8: Description of Service Responsiveness	42
Table 4. 9: Relationship between service responsiveness and customer satisfaction.....	44
Table 4. 10: The description of service reliability	46
Table 4. 11: The relationship between service reliability and customer satisfaction	47
Table 4. 12: Description of Service Assurance at EIA	49
Table 4. 13: Relationship between service assurance and customer satisfaction	51
Table 4. 14: The contribution of service quality to customer satisfaction at EIA	53
Table 4. 15: The significance of the fitted model	53
Table 4. 16: The regression coefficient for the contribution of service quality to customer satisfaction at EIA.....	54

LIST OF FIGURES

Figure 1. 1: A Conceptual Framework Showing the Relationship between Service Quality and Customer Satisfaction	8
Figure 4. 1: Gender of respondents	31
Figure 4. 2: Marital status of the respondents	32
Figure 4. 3: Occupation of the respondents	34
Figure 4. 4: Continent from where the respondent originates	35
Figure 4. 5: Responses on customer satisfaction	38
Figure 4. 6: Responses on service responsiveness	42
Figure 4. 7: Responses on service reliability	46
Figure 4. 8: Responses on Service Assurance	50

LIST OF ABBREVIATIONS

AVSEC	-	Aviation Security
AWS	-	American War Standards
CAA	-	Civil Aviation Authority
CRM	-	Customer Relationship Management
CRM	-	Customer Relationship Management
EIA	-	Entebbe International Airport
ICAO	-	International Civil Aviation Organization
SPSS	-	Statistical Packages for Social Sciences
VVIP	-	Very Very Important Persons

ABSTRACT

The purpose of this study was to examine the relationship between service quality and customer satisfaction; a case study of passenger services at Entebbe International Airport, Uganda. Considering that, Entebbe International Airport (EIA) as a service industry has put in place measures to ensure provision of better services to its customers by increasing service assurance, service reliability and service responsiveness which can translate into quality service, consequentially enhancing customer satisfaction; yet, the quality of service provision at EIA was still relatively poor and had manifested itself in terms of delay of flights, poor facility management, long queues, high pricing measures, customer complaints, limited trust on employees and poor positioning of services in clients' minds. There was need to examine the influence of service responsiveness, service reliability, and service assurance on customer satisfaction at EIA. A cross sectional survey design was employed on a population of 100 people comprising: passengers, passenger handlers, quality managers, operations officers, information desk officers, and marketing manager, operations manager, General Manager. A sample of 80 was determined by Krejcie and Morgan Table and selected using simple random sampling and purposive sampling techniques. Surveys, interviews and documentary reviews were the data collection methods that were employed to collect data in self-administered questionnaires and interview guides. The data was analysed using SPSS for measures of central tendency, frequencies, correlations and regression values. Service quality was found to explain up to 78.6% of the variability in customer satisfaction, and data on service quality statistically significantly predicted customer satisfaction ($F(3, 57) = 23.121, p < .05$). The statistics analysis further revealed that, customer satisfaction was statistically significantly improved by 0.573, 0.524, and 0.285 as results of unit improvements in service responsiveness, service reliability, and service assurance respectively ($p < 0.05$). The study recommended quick response to customers' requests, effective supervision of the delivery of quality services at EIA, and that, EIA should create an automated diagnostic system for identification of faults and prompt resolving of arising issues so as to minimize service down time at EIA.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study looks at the relationship between service quality and customer satisfaction, a case study of passenger services at Entebbe international airport- Uganda. This chapter presents the background to the study, the statement of the problem, purpose of the study, objectives of the study, research questions, hypothesis of the study, the conceptual framework, the significance of the study, justification of the study, scope of the study and operational definitions of terms and concepts.

1.2 Background to the Study

This study focussed on the relationship between service quality and customer satisfaction; a case study of passenger services at Entebbe international airport. The presentation of the background is based on Amin (2005) who stressed that a relevant background should put emphasis on discussing the historical, theoretical, conceptual and contextual background.

1.2.1 Historical Background

Concerns on service quality began in the early 1920's as a movement of inspection on products to ensure work completed by a worker deemed to be acceptable for the customer (Juran, 2008). In 1924 the movement of quality moved up into managerial thinking as Walter Shewhart designed the first control chart which involved a statistical quality improvement program (Best & Neuhauser, 2006). This type of quality focused around the end product, commonly known as product quality control and involved examining the end product as well as testing the product.

During the World War II, the military regime adopted a military strategic thinking which was referred to as the American War Standards (AWS) deemed partially by William Deming, whose work proved important to the quality movement (Sharma & Mehta, 2004). In the late 1940's Mr Deming applied his techniques in the improvement of Japan's Census which lead to the implementation of his techniques in many organizations and resulted in high levels of quality and satisfaction. This result proved that focusing on managing quality not only improves quality itself but also increases productivity which in turn promotes customer satisfaction (Mehta, 2005).

According to Sureshchander, Rajendran, and Anatharaman (2007) service quality and customer satisfaction became popular topics in service industry during the 1980s and they involved customer expectation of the service delivery, actual delivery of the customer experience, and expectations that are either exceeded or unmet. Before the 1980s, service quality and customer satisfaction tended to be measured informally via annual surveys of customers and most organizations were not customer focused; they were product focused and logistics focused (Vazquez, 2010). The 1980s saw several changes in how businesses operated due to the diminishing ability of brands and services.

During the past two decades service quality has become a major area of attention to practitioners and managers in different organizations owing to its strong impact on business performance, lower costs, customer satisfaction, customer loyalty and profitability (Leonard & Sasser, 2009). As companies became larger and increasingly multinational, they turned to integrated strategies that emphasized boosting service quality and customer satisfaction and as the 2000s progressed, another strand of service quality and customer satisfaction was developed; it involved the growth of customer relationship management (CRM), which started a move towards a single view of the customer (McColl-Kennedy & Schneider, 2010).

Since 2000, the service provision at Entebbe international airport has been revolving around the customers / passengers (CAA, 2016). When it comes to providing quality customer service, it is not what the service provider think service is, it is the customer who ultimately says what it is, therefore it is important to have strategies to support the delivery of quality customer service that brings forth the opportunity to create the most impact on the customer at Entebbe international airport (Businge, 2015).

1.2.2 Theoretical Background

This study was guided by the SERVQUAL theory which according to Newman (2006) is a multidimensional instrument designed to measure service quality by capturing respondents' expectations and perceptions. The theory was developed by Parasuraman, Berry and Zeithaml (1985) and it consists of five distinct dimensions that include tangibles, reliability, responsiveness, assurance, and empathy. The theory provides a basic skeleton through its expectations and perceptions format, encompassing statements for each of the five service-quality dimensions.

The development of SERVQUAL took place with customers in the insurance industry and has been applied to many other industries including the transport industry (Spreng & Singh, 2009). However, in the transport industry, it has been used only to a limited extent. Therefore, it is necessary to prove the reliability and validity of SERVQUAL in the transport industry.

The SERVQUAL scale that consists of 22 items representing five dimensions has been pointed out as the most extensively and successfully used service quality measurement tool in the twenty-first century (Ladhari, 2009). Additionally the SERVQUAL theory is based on the customers' expectations of the service level and their perceptions of the actual service performance level. So the axis of this theory is represented by the gap between the customers' perceptions of the actual service performance level and their expectations of the service quality (Kassim & Abdullah, 2010). This gap, in turn, depends on the nature, design and provision of this service.

According to Finn and Lamb (2011) the major objective of SERVQUAL theory is to clarify the series of gaps which affect the beneficiary's perception of service quality; that is, the gaps which occur in the administrative aspect of an organization. In addition the SERVQUAL is proved very useful for assessing levels of service quality and it can be adapted to any service organization. They further argue that information on service quality gaps can help managers diagnose where performance improvement can best be targeted and this promotes customer satisfaction.

1.2.3 Conceptual Background

The study was guided by two concepts; service quality and customer satisfaction. Service quality and customer satisfaction have an effect on the profitability of an organization. For example, when customers perceive good service, each will typically tell nine to ten people. It is estimated that nearly one half of successful businesses are built upon this informal, “word-of-mouth” communication (Gitomer, 2008). On the other hand, lack of customer satisfaction has an even larger effect on the bottom line of an organization because customers who receive poor service will typically relate their dissatisfaction to between 15 and 20 others yet in accordance to Wisniewski and Donnelly (2009), the cost of gaining a new customer is ten times greater than the cost of keeping a satisfied customer.

Conceptually, service quality in this study is broken down into three distinct but complimentary components of service responsiveness, service reliability and service assurance. Service Responsiveness (SR) is the willingness of the officers to help customers and provide prompt service (Parasuraman et al., 1988, p.22). In this study, this dimension is viewed as the ability to listen to customers, provision of important information to customers and response to customers. The view of service responsiveness was guided by Luk & Layton (2002) which describes responsiveness as the ability of the business organization to recognize and respond to changing customer needs.

On the other hand, service reliability is the ability to perform the promised service dependably and accurately. Viewed in terms of customer guidance, on time staff performance, and convenience is service delivery, service reliability helps to fill the challenge of individual judgments by customers who might think the services are not perfect or accurate (Reynoso & Moore, 2005). The other dimension of service quality used in this study is the service assurance which Anne (2005) described as the practices that enable identification of faults and resolving the issues in time so as to minimize service down time (Anne, 2005). In this study, this dimension was viewed as `service knowledge, product quality and service positioning.

According to Berry, Parasuraman and Zeithaml (2008) service quality has become a great differentiator and the most powerful competitive weapon amongst leading service organizations. Cronin and Taylor (2012) argue that improving service quality is an important strategy that service providers should use for differentiation and effective market positioning. Research shows that more than 40% of customers walk away never to return because of poor service quality than because of price (Harvard, 2009).

Rhoades and Waguespack (2005) compared the service quality of US airlines before and after the terrorist attacks of 11 September 2001 and found that service quality was at its optimum in 2002 as decreased utilization of seats facilitated on time performance, reduced overbooking, and fewer customer complaints; therefore customer satisfaction in this context becomes the real reflection and perception that customers make to their previous purchases and if it exceeds their expectation, their loyalty increases and the reverse is true (Lewis & Booms, 2013).

1.2.4 Contextual Background

Entebbe International Airport is the principle international airport of Uganda. It is near the town of Entebbe, on the shores of Lake Victoria, and about 41 kilometres (25 miles) by road south-west of the central business district of Kampala, the capital and largest city of Uganda (Businge, 2015). On 10 November 1951, the airport was formally reopened after its facilities had been extended. Runway 12/30 was now 3,300 yards (3,000 m), in preparation for services by the de Havilland Comet. On 7 February 1952, Queen Elizabeth II took her flight back to London via El Adem, Libya after being proclaimed (English & Rebecca, 2012).

The airport is managed by Civil Aviation Authority established through CAA ordinance of 1991 which was later replaced by CAA statute 3 of 1994. The Authority is structured under five administrative and operational directorates under the stewardship of the office of managing director to Maintain the highest standards of safety, security, and service in Civil Aviation. it subscribes to the convention on International Civil Aviation (ICAO) under the ministry of works and transport headed by engineer Monica Ntege Azuba and it offers a range of passenger services like commuter taxi services to Kampala, passenger handling, outlets of car rental agencies, baggage facilities, facilities for passengers with special needs, lost-found and left baggage facilities, airline offices, duty free shopping, transit/transfer passenger lounge, flight information on boards and at public information desks, automated car parking both long and short term, VIP and VVIP lounges and a lounge called Karibuni which is accessible to first and business class passengers on the payment of a \$35 fee, disabled passenger assistance, a post office and several wifi hotspots which are provided and maintained by telecommunication companies (Businge, 2015).

Since 2002, international passenger traffic at the airport has increased annually from 362,075 in 2002 to 1,510,000 in 2015 except for 2009 when the Great Recession caused a small decline and 2014 (CAA, 2016). Passenger facilities include a left-baggage office, banks, automated teller machines, foreign exchange bureau, restaurants, and duty-free shops (Mugalu, 2015). Efforts have been made to improve the quality of services and ensure customer satisfaction at the airport by ensuring proper accountability, value for money and good corporate governance as well as taking the high road by practicing the highest ethical standards by honouring commitments (CAA, 2016). However service quality at the airport is still wanting and at times does not meet customers' expectations as highlighted in the problem statement.

1.3 Problem Statement

One million, five hundred thousand (1.5 million) visitors are received at Entebbe international airport each year and some achievements have been manifested on the side of service provision (CAA, 2015). In addition, Entebbe International Airport as a service industry has put in place measures to ensure provision of better services to its customers. The management provides their staff with good motivation packages in terms of work leave, monitoring and evaluation (Khisra, 2016). The purpose is to increase service assurance, service reliability and service responsiveness which can translate into a quality service and as well enhance customer satisfaction.

Despite the above strategies, the quality of Passenger service provision at Entebbe international Airport was still relatively poor and had manifested itself in terms of delay of flights, poor facility management, long queues, high pricing measures, customer complaints, limited trust on employees and poor positioning of services in clients' minds (CAA, 2015). It is within this background that the study sought to examine relationship between service quality and customer satisfaction at Entebbe international airport.

1.4 Purpose of the Study

The purpose of this study was to examine the relationship between service quality and customer satisfaction a case study of passenger services at Entebbe International Airport, Uganda.

1.5 Specific Objectives

- a) To investigate the influence of service responsiveness on customer satisfaction at Entebbe International Airport.
- b) To explore the effect of service reliability on customer satisfaction at Entebbe International Airport.
- c) To assess the extent to which service assurance affect customer satisfaction at Entebbe international Airport, Uganda.

1.6 Research Questions

- a) How does service responsiveness influence customer satisfaction at Entebbe International Airport?

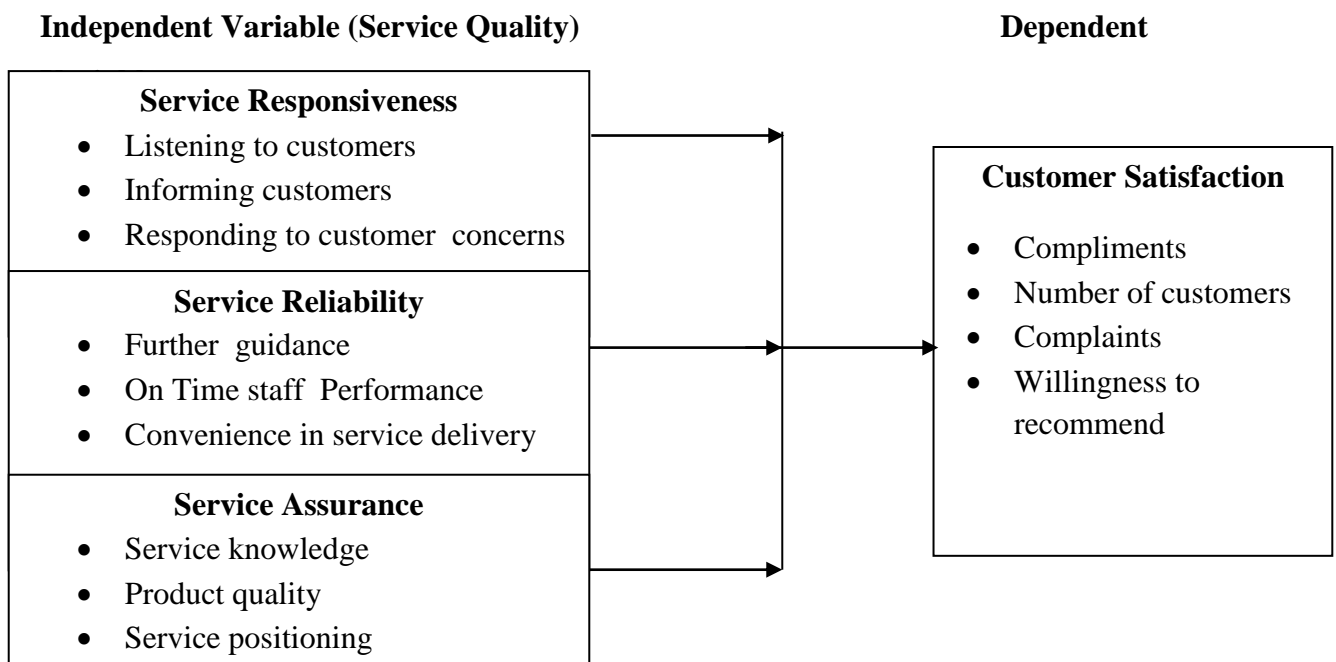
- b) How does service reliability affect customer satisfaction at Entebbe International Airport?
- c) To what extent does service assurance affect customer satisfaction at Entebbe International Airport?

1.7 Research Hypotheses

- a) Service responsiveness has a significant influence on customer satisfaction at Entebbe International Airport.
- b) Service reliability has a significant effect on customer satisfaction at Entebbe International Airport.
- c) Service assurance has a significant effect on customer satisfaction at Entebbe International Airport.

1.8 Conceptual Framework

The Conceptual Framework below shows the relationship between Service quality and customer satisfaction at Entebbe International Airport, Uganda. The conceptual framework shows the direct connection of how the independent variables can influence the dependent variables. In this study, service quality divided into three major components of service responsiveness, service reliability and service assurance is expected to have a positive influence on the customer satisfaction.



Adapted from Wilson et al., (2008) and modified by the researcher.

Figure 1. 1: A Conceptual Framework Showing the Relationship between Service Quality and Customer Satisfaction in an organisation

In the conceptual framework above, it is stated that service quality at Entebbe international airport is the independent variable while customer satisfaction is the dependent variable. This means that the implementation of quality services on routine basis encourages and promotes customer satisfaction. This whole relationship is affected by the service responsiveness, service assurance and service reliability measures used, since they help improve efficiency in service delivery, increased number of customers and increased cash flow thus positively influencing customer satisfaction.

1.9 Significance of the Study

A research like this can be essential to assess and improve service delivery and design, since they provide management with data that they can use in making inferences about the customers.

The results of this study can be useful for academics for further research in the field of service quality and customer's satisfaction.

The study can be helpful in the field of marketing and management especially in service sector organizations like civil aviation in Uganda.

This study can help in rectifying discrepancies in product, machinery and in turn all related to sales.

1.10 Justification of the Study

Customers are important stakeholders in organizations and their satisfaction is a priority to management. Customer satisfaction has been a subject of great interest to organizations. Winning in today's marketplace entails the need to build customer relationship and not just building the products; building customer relationship means delivering superior value over competitors to the target.

Today most companies are adopting quality management programs which aim at improving the quality of their products and marketing processes, because it has been proven that quality has a direct impact on product performance, and thus on customer satisfaction. The reason for this is to ensure service assurance, service reliability and service responsiveness. This study therefore will determine whether service assurance, service reliability and service responsiveness have an effect on customer satisfaction at Entebbe International Airport, Uganda.

1.11 The Scope of the Study

The study's scope covers the geographical, content and time scope as explained below:

1.11.1 Geographical Scope

The study was carried out at Entebbe International Airport, Uganda. Uganda is located in eastern Africa, west of Kenya, south of South Sudan, east of the Democratic Republic of the Congo, and north of Rwanda and Tanzania. Entebbe International Airport is located in the central part of Uganda, south of Kampala, the capital city of Uganda.

1.11.2 Content Scope

The study sought to examine the relationship between service quality and customer satisfaction, a case study of passenger services at Entebbe International Airport. Comprehensive investigation, service quality looks at the service responsiveness, service reliability and service assurance; and how each of these components of service quality influence customer satisfaction.

1.11.3 Time Scope

The study covers a period of 10 years spanning 2006– 2015 since This is the periods when Entebbe International Airport Uganda showed signs of highest level of customer complaints, low revenue and too much competition (Entebbe International Airport, Annual Report, 2014).

1.12. Operational Definitions of Key Terms and Concepts

Customer Satisfaction: It refers to a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations.

Service Assurance: It refers to the knowledge and courtesy of employees and their ability to inspire trust and confidence.

Service Quality: It refers to the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs

Service Reliability: It refers to the ability to perform the promised service dependably and accurately.

Service Responsiveness: It refers to the willingness to help customers and provide prompt service.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents existing literature on the subject of service quality and customer satisfaction. Mugenda and Mugenda (1999), report that reviewing of literature involves the systematic identification, location and analysis of documents containing information related to the research problem being investigated. Amin (2005) concurs with them when he argues that, the activity involves location, reading and evaluating reports of research as well as reports of observation, discussion and opinion that relate to the individual planned research project. Assorted information about service quality and customer satisfaction is extracted from different journals, online sources, textbooks, newsletters among other sources. The extracted information is related to the proposed study that specifically seek to understand the relationship between service responsiveness and customer satisfaction, service reliability and customer satisfaction as well as to understand the extent to which service assurance affect customer satisfaction.

2.2 Theoretical Review

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. This study was based on the SERVQUAL theory.

2.2.1 SERVQUAL theory

This study was guided by the SERVQUAL theory which was developed by Parasuraman, Berry and Zeithaml purposely for defining and measuring service quality (Zeithaml, Berry, and Parasuraman, 1988, p.35). They identified a variety of factors, internal to an organization, that affect the level of service quality delivered to the customer. These internal factors are related to Gaps I through 4 in their original theory.

According to Asubonteng, McCleary and Swan (1996), the SERVQUAL theory can affect customer satisfaction basing on the following three factors: (1) marketing research orientation of the organization, (2) upward communication, and (3) the number of levels of management in the organization. Consequently, the extent, nature, and quality of marketing research

conducted by an organization can widen or lessen customer expectation and satisfaction (Parasuraman, Zeithaml & Berry, 1994).

SERVQUAL theory also suggested the ideas of Upward Communication: "Though top managers may not have a firm grasp of consumer quality expectations, research suggests that customer contact personnel can accurately predict consumer expectations and perceptions of the service" (Zeithaml *et al.*, 1988, p.35). Thus, upward communication from customer contact personnel to top management can increase the level of customer satisfaction.

The SERVQUAL theory suggested management Perception as a factor that influences Service Quality and customer satisfaction. Management's commitment to service quality can take the form of goal setting, task standardization, and perception of feasibility (Chaston, 2004). Management Commitment: If management is not truly committed to service quality, customer's satisfaction is hard to be achieved.

The SERVQUAL theory suggested service performance by employees as critical to customer satisfaction. When employees are unable and/or unwilling to perform the service at the desired (that's to say management specified) level basing; teamwork, employee-job fit, technology-job fit, perceived control, supervisory control systems and role conflict (Gabbie & O'Neill, 2006), it is hard to achieve customer satisfaction.

The SERVQUAL theory suggested the difference between service delivery and external communications can influence the level of customer satisfaction in many ways. The theory noted that horizontal communication and the propensity to overpromise can affect customer satisfaction positively (Gronroos, 2002). According to Parasuraman, Zeithaml and Berry (1991), the more feasible it is perceived to be, the more likely management will act. Variables related to this construct include the organizational capabilities and systems for meeting specifications and the degree to which managers believe expectations can be met economically.

2.3 Customer satisfaction in the flight industry

Customer satisfaction can differ from person to person and product to product based on how a product satisfies needs of a person. Generally if the product has met the needs of the consumer then it is said to have led to customer satisfaction. In case it failed to meet the

minimum expectation then it is dissatisfaction (Zeithaml & Bitner, 2003). Tolman (1932) was the first person to use the term expectation in the context of behaviour.

Expectations borrow from Tolman's expectancy theory whereby, subsequent to learning, people actualize or ward off potential consequences of their actions. Pre-trial beliefs about a product (Olson & Dover, 1979) that serve as standards or reference points against which product performance is judged (Zeithaml, Berry & Parasuraman 1993) is a commonly used definition of expectations that draws from Tolman's original conceptualization.

Airline industry is highly competitive and customers are the most important factor of the traveling process, and their satisfaction is the most important strategies of the Airlines (Fried, 1989; Gardner, 2004; Zaid, 1995). Customer complaints serve as a critical dimension of service quality and customer satisfaction. Complaint handling (Davidow, 2003) has a great effect on customer retention and the positive usage of complaint handling for service quality improvements have been extensively acknowledged by the airlines and evaluative firms (Strauss & Schoeler, 2004).

Complaint management is still a focal point of study as more firms are convinced that defensive marketing is a highly cost-effective (Davidow, 2003). Although getting market share from other airlines may be easy, retaining the share is very difficult. From a managerial standpoint, service firms must understand the significance of meeting, exceeding, or failing to meet specific customer expectations (Rust, Inman, Jia & Zahorik, 1999). People who use budgeted airlines, do not necessarily get poor service. Whether the customer perceive the service is of low quality depends on their expectations. All efforts to meet the "should" and "will" expectations of a customer are necessary as customer dissatisfaction impedes customer loyalty and repeat purchase (Heskett, Sasser, Schlesinger 1997).

2.4 Service Quality and Customer Satisfaction

Oliver (2007) defines satisfaction as the consumer's fulfilment response, the degree to which the level of fulfilment is pleasant or unpleasant. Zeithaml and Bitner (2010) define satisfaction as the customers' evaluation of a product or service in terms of whether that product or service has met their needs and expectations. Dissatisfaction with the product or service is resulted as failure to meet the customers' needs and expectations. These arguments suggest that service quality is likely to affect customer satisfaction.

Since customer satisfaction has been considered to be based on the customer's experience on a particular service encounter, (Cronin & Taylor, 2002) it is in line with the fact that service responsiveness is a determinant of customer satisfaction, because service responsiveness comes from outcome of the services from service providers in organizations. Additionally, Sivadas and Baker (2005) found out that customer satisfaction and service responsiveness are related. They also dictated that service quality is more abstract because it may be affected by perceptions of value or by the experiences of others that may not be so good, than customer satisfaction which reflects the customer's feelings about many encounters and experiences with service firm (Su et al., 2002).

It has been proven by Wicks and Roethlein (2009) that an organization that consistently satisfies its customers enjoy higher retention levels and greater profitability due to increase customer loyalty; for this reason every organization works hard daily to win the hearts of customers by satisfying them in order they become loyal customers to their brands as it increases sales and profits. The quality of service is an indicator of superiority to the competitor which determines success or failure of a firm (Wilson, 2008).

2.5 Service Responsiveness and Customer Satisfaction

Parasuraman et al. (1988, p.22) described responsiveness as "willingness to help customers and provide prompt service" This dimension is viewed as service time, customer assistance and service promptness. Responsiveness is the ability of the business organization to recognize and respond to changing customer needs (Luk & Layton, 2002). The knowledge of customer needs is the only key for sustainable competitive advantage a business can have. A responsive company uses technology to learn more about customer needs and trains its employees to deliver the highest standards of customer service (Zeithaml, 2006).

2.5.1 Listening to Customers

Since customer satisfaction has been considered to be based on the ability of employees to listen to customer's experience and complaints on a particular service encounter (Cronin & Taylor, 2012), it is in line with the fact that listening to customers is a determinant of customer satisfaction, because it comes from outcome of the services from service providers in organizations. Additionally, Oliver (2007) suggests that listening to customers would be antecedent to customer satisfaction regardless of whether these constructs were cumulative or transaction-specific. Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service (Brogowicz, Delene, & Lyth, 1990).

The aim of listening to customers is to satisfy customers. Listening to customers is a better way to dictate whether the services are good or bad and whether the customers are satisfied with it (Reynoso & Moore, 2005). To respond effectively, organizations need to understand their relationship with the customers. This can be done by installing customer relation manager software. It can be maintain through customer interactions, records of purchase, service request and quotations and complaints and inquires by the customers (Brown, 2003). Customer respond can help organization to develop new and modify its product and services that better meet their customer needs and problems reported by the customers.

2.5.2 Information Provision to Customers

Customers are always aiming to get maximum satisfaction from the information they get on products or services they buy. Winning in today's marketplace entails the need to build customer informative relationship and not just building the products; building customer informative relationship means delivering superior value over competitors to the target customers (Kotler *et al.*, 2002). Whether an organization provides quality information services or not will depend on the customers' feedback on the satisfaction they get from consuming the products, since higher levels of quality information lead to higher levels of customer satisfaction (Kotler & Keller, 2009).

Soderlund and Ohman (2005) noted that an organization that consistently satisfies its customers through providing them with relevant information enjoys greater profitability due to increase customer loyalty; for this reason every organization works hard daily to win the hearts of customers by providing them with adequate information such that they become loyal customers to their brands as it increases sales and profits. The quality information is an indicator of superiority to the competitor which determines success or failure of a firm (Wilson, 2008).

2.5.3 Response to Customers Concerns

Bennett and Barkensjo (2005) noted that harsh words are always indicative of insight; customer concerns are not always a sign that something is wrong. According to Reynoso and Moore (2005) free customers always ask for more free stuff and future requests often turn into product demands. While helping customers is always right, haphazardly following their demands is always wrong. In addition, multiple messages from multiple customers with recurring concern is the beginning of satisfaction imperfections among customers. It's important to realize that organizations that are customer focused acknowledge customer

complaints in a positive manner as it promotes customer satisfaction in a long run (Tse & Wilton, 2008)

2.6 Service Reliability and Customer Satisfaction

Parasuraman (1988, p.26) describes reliability as “ability to perform the promised service dependably and accurately”. This dimension was viewed as accuracy, convenience, staff competence and pricing. This is because the customers might think the services are not perfect or accurate to their individual judgments (Reynoso & Moore, 2005). Thus these organizations have some ability to perform the promised service dependably and or accurately.

Service reliability can also mean providing the customers with services which the organization has promised them at 100%. The process of service reliability involve how organization treats its customers in terms of pricing, accuracy, staff competence and convenience of services provided (Lewis & Booms, 2013). The more organization provide unreliable services, the more the customers are dissatisfied and are persuaded to try other competitor for better reliable services.

2.6.1 Customer Guidance

Customer guidance enables an organization to assess how its customers feel about the interactions they may have with it or the services they receive (Bennett & Barkensio, 2010). By carrying out this kind of research, the organization is giving thought to the customer experience, and shifting the focus of the organization to be more outward looking. Customer guidance is also a straightforward and accessible starting point for introducing customer insight in organizations which may be unfamiliar or uncomfortable with using techniques such as qualitative research as evidence for taking action (Best & Neuhauser, 2006).

According to Levy (2009) customer guidance provides an organization with overall numerical ‘scores’ for the levels of satisfaction that customers are experiencing with different areas of service delivery. In the same line Kotler and Keller (2009) note that effective customer guidance is a crucial step in the process of ensuring customer satisfaction and it plays an active role in driving service improvement.

2.6.2 On Time staff Performance

Reeves & Bednar (1994) note that in a bid to increase their performance, safety, and customer satisfaction levels, while also reducing costs, transport agencies may opt to use on time staff performance strategies, such as passenger express transit, to provide vehicles,

drivers, managers, and other employees, and additional critical resources. The use of on time staff services can offer a range of benefits to transit agencies which may help increase the overall satisfaction of customers.

Transit organizations can implement the latest tech and safety features quickly to promote on time service delivery. These organizations can have access to new technology features, such as location tracking, accident avoidance systems, and technology that automates a variety of tasks associated with the day-to-day operation of transit systems which are designed to increase overall efficiency and ensure customer satisfaction (Oliver, 2007). Therefore, use of technology can result to enhance staff performance which translate to an improvement in service reliability.

2.6.3 Convenience in Service Delivery

Bennett & Barkensjo (2005) investigated the relevance of customer-perceived service quality in determining the overall satisfaction of customers in the context of mobile services. The result was that convenience and network quality were relevant factors to evaluate service quality and he confirms that tangibles, empathy and assurance should not be neglected when evaluating perceived service quality and customer satisfaction.

According to Levy (2009) customers will always prefer a product or service that gives them maximum satisfaction. But how will the organization know whether the consumers' consumption habits have changed, or if they are well served? How will the organization know if competitors' brands are doing better than theirs, which can trap their customers? With the increasing number of businesses and growing competitions today, each company wants to be the customers' first choice. To achieve this, organizations need to answer the questions above via continuous research in this area so as to lead the organizations to their twin objective of satisfying their customers and making profits

2.7 Service Assurance and Customer Satisfaction

Parasuraman (1988, p.30) describes service assurance as "knowledge and courtesy of employees and their ability to inspire trust and confidence" This dimension was viewed as `service knowledge, product quality and service positioning. The practice of service assurance is to identify faults and resolve the issues in time so as to minimize service down time (Anne, 2005). The practice also includes policies and process to solve service degradation by providing service knowledge. Service assurance included; performance

management, network and service testing, customer experience management, product quality and service position (Oliver, 2008). Once organization has achieved these, it has the capacity to retain its customer, satisfy them and there will always be low customer turn up.

2.7.1 Service Knowledge

The value of customer knowledge cannot be overstated. Globally, businesses rank customer knowledge before product and finance as the key to success (Zeithaml, 2006). In addition when a company focuses on obtaining honest, critical information about its customers, it builds a competitive advantage which places it ahead of the competition. Most companies collect an enormous amount of customer information that can take a lot of time to access. And if for example, customer service agent wastes times searching for relevant information with which to help customers resolve a problem or get an answer to a simple question, customers will likely end up feeling frustrated and this negatively affect their satisfaction (Brogowicz *et al.*, 1990).

According to Newman (2014), product knowledge is one of the key responsibility areas for the customer service teams. It is the aptitude for understanding the company's offerings thereby enhancing the prowess of the customer service role. In fact, all employees must have a basic understanding of their company's product or service but the customer service team along with the other front end teams must have thorough product knowledge. The more you know, the better you get at delivering customer service excellence. In the realm of customer service the important of product knowledge cannot be understated. Unless there is a complete and all-round understanding of the products and or services offered, it will be unlikely that you will be able to veer your customer's decision towards buying or even considering your offerings. Product knowledge will make your customer service team sound confident, competent and efficient. Their conviction in the company's offering will be reflected when they interact with the customer leading to higher possibility of a sale and customer satisfaction. Knowing all there is to know about the offerings of the company will make it easier to recommend it the customer and also provide customized solutions based on their needs.

2.7.2 Product Quality

According to Magi and Julander (2006) product quality means different things to different consumers. The concept of product quality encompasses a variety of drivers and implications for business performances, which are not yet fully understood. The difference in product

quality level causes consumers to be diverse in purchasing choices (Farris, Neil & Reibstein, 2010). Some consumers will only purchase when they are satisfied that indeed the product quality meet their expectations. Therefore, unappealing product quality could probably be embraced by desperate consumers who must use the product but do not have alternatives.

Delivering excellent service sustains customers' confidence and is essential for a competitive advantage. Delivering quality service requires understanding the needs of customers, listening to feedback and a commitment to continuous improvement. The business environment in which organizations are operating in currently is highly competitive, and is ever changing courtesy of expansion and use information technology and globalization thus organizations have been forced to focus on managing their customer relationships, and in particular customer satisfaction and customer loyalty in order to efficiently maximize revenues. Organizations that offer excellent service improve their profitability margin because it results in more new customers, more business with existing customers, fewer lost customers, and less mistakes committed by the service providers (Albrecht *et al.*, 2005).

2.7.3 Service Positioning

Positioning can be defined as collection of creative activities that manipulates the consumers' mind in favour of the brand. Positioning starts with a product and ends up creating a space and occupying it in the consumers' minds (Solomon & Micah, 2010). For effective positioning strategy to happen it must be beneficial to the marketer and consumer in this case the passengers. Effective positioning offers the customer benefits tailored to solve a problem related to their needs (Verena & Veneeva, 2017). Therefore positioning products is vital to developing strong customer base and brand equity.

The Driving Force in Shaping Strategy Classic strategy frameworks emphasize a product orientation where the company competes against rivals and the winner is determined by who has the best product. These companies tend to commoditize customers by offering standardized products through mass distribution channels that can inhibit contact with end-customers. The intimacy and connectivity of a networked economy, however, offer opportunities to create constructive, long-term relationships with customers that lead to an unbreakable link that we refer to as "customer bonding", a mutually beneficial engagement based on trust and transparency (Kamau & Wafula, 2015).

2.8 Summary of Literature Review

The literature review shows latest researches up to 2016 on the relationship between

customer satisfaction and service quality. Research in this area has been covered so far as below; it has been researched that there is a relationship between satisfaction and product quality. What is lacking is the relationship between service quality and customer satisfaction at civil aviation in developing countries specifically Uganda. This study therefore, intends to confirm this relationship between service quality and customer satisfaction.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provides a detailed account of the strategy and method that was used by the researcher in collecting and analysing data. It presents the research design, study population, sample size and selection, sampling techniques and procedures, data collection methods and instruments, pre-testing of data, collection instruments for validity and reliability, procedures of data collection, measurement of variables and data analysis which will be employed in the study.

3.2 Research Design

The study used cross section survey design because it is an in-depth investigation of an individual, group, institution and makes detailed examination of a single subject (Mugenda & Mugenda, 1999). This study employed a Cross Sectional survey design which ensures selection of a small sample of people from a bigger population to act as an inference. In this study, cross sectional survey design helped in measuring variables and examining relationships as recommended by (Kumar, 2005). The benefit of a cross-sectional study design is that it allows the researcher to compare many different variables at the same time. They are usually conducted to estimate the prevalence of the outcome of interest for a given population.

3.3 Study Population

A population is a set of persons or objects that possess at least one common characteristic (Bailey, 1994). The study population comprised of passengers, passenger handlers, quality managers, operation officers, and information desk officers, operations manager, General Manager and marketing manager. This population enabled the researcher to gather enough information concerning the study objectives.

The population size was established by the statistics in the internal reports of CAA (CAA, 2015) which showed that, at peak hour, the approximate number of passengers in the areas described in the security clearance memo (departures waiting lobby, transit and transfer concourse, VIP, and First and Business Class Lounges) (Appendix 4) is 100. The arriving

passengers who were considered in this study were the transit and transfer passengers only because they spend more time at the airport and experience the service quality, unlike the straight away arrivals who normally appear to have no time to spare at the airport.

3.4 Determination of the Sample Size

The sample size was determined through use of Krejcie and Morgan (1970) sample size determination table. The table suggests that with a total number of one hundred respondents (100) respondents, eighty (80) should be taken as a representative sample.

Table 3. 1: Population, Sample size and sampling Techniques

Categories	Population Size	Sample Size	Sample Techniques
Passengers	75	63	Simple random sampling
Passengers handlers	8	5	Stratified sampling (from different handlers)
Quality manager	1	1	Purposive sampling
Operations Manager	1	1	Purposive sampling
Operation officers	5	3	Purposive sampling
Information desk officers	8	5	Simple random sampling
General Manager	1	1	Purposive sampling
Marketing Manager	1	1	Purposive sampling
Total	100	80	

Source: Primary Data

Table 3.1 shows the distribution of the population and sample size for this study. The target population of this study was 100 passengers and staff at EIA. The study targeted a total of 75 passengers in the departures waiting lobby, transit and transfer passenger areas, passenger concourse areas, business and first class lounge, and VIP lounge. The study invited 63 passengers to take part in the study and up to 61 completed the survey. The study also sampled passenger handlers, quality managers, operations manager, operations officers, information desk officers, general manager and the marketing manager in a face to face interview.

3.5 Sampling Techniques and Procedure

The study employed two sampling techniques that included both probability and non-probability techniques; that is, simple random sampling and purposive sampling techniques. A simple random sampling is the act of selecting a subset of a statistical population in which

each member of the subset has an equal probability of being chosen. On the other hand, purposive sampling, also known as judgmental, selective or subjective sampling, is a type of non-probability sampling technique where the units that are investigated are selected based on the judgement of the researcher.

3.5.1 Simple Random Sampling

This was used to select passengers who were the main target group of respondents. According to Patton (2002) simple random sampling permits confident generalization of a sample from a larger population, avoids bias, easy to use and permits them to provide relevant information. Simple Random Sampling was carried out by assigning numbers from 1 to 75 to every passenger who entered the terminal building of Entebbe International Airport. These numbers then folded in papers and put in a box. The box was shaken and numbers were randomly picked from the box without replacement until the sample size (63) was obtained. The bearers of the selected numbers were used in the study.

3.5.2 Purposive Sampling

Purposive sampling is a judgmental, selective or subjective sampling of non-probability sampling technique (Creswell, 2009). Purposive sampling relies on the judgment of the researcher when it comes to selecting the units that are to be studied (Amin, 2005). Purposive sampling was used to select quality manager, operations officers, information desk, operations manager, general manager and marketing manager. The researcher clarified and informed the respondents about the reasons for their selection and this helped to avoid bias. Considering this study on service quality encompassed distinct departments and companies, the researcher approached the respective officers in senior positions and those believed to have relevant information to confirm or justify the responses obtained from the general respondents (Passengers). These were subjected to a face to face interview with the researcher.

3.6 Data Collection Methods

Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes. While methods vary by discipline; the questionnaire survey, interviews and documentary review methods were used in this study because they were able to give high quality data that is related to financial, non-financial, promotions and satisfaction of employees.

3.6.1 Questionnaire Survey

In this study, questionnaires were used as an appropriate method for data collection. A questionnaire survey was the appropriate method for data collection because it saves time, and gives valid information since it is completed at the respondent's convenience. It also collects data from a relatively large number of respondents from their natural setting. The questionnaire method involves use of a set of questions printed in a logical order (Creswell, 2009). This enables the respondents to freely express their views on service quality and customer satisfaction as the key variables of the study. This method was used to collect data from the passengers. The method allowed the respondents to tick what they feel, think and believe to be true or false. A self-administered questionnaire with open ended questions and the Likert scale was used.

3.6.2 Interview Method

According to Mugenda and Mugenda (1999) an interview is a guide that makes it possible to get the required data to meet the study objectives, in that it provides in-depth data that is not possible to get using questionnaires. The interview was face to face session held between the researcher and the respondents. Interviews were carried out on 17 respondents to supplement the questionnaires. The researcher used structured interview questions to collect qualitative data and open ended interview questions were later used for key informants that include passenger handlers, operations officers, General manager, operations manager, quality manager, marketing manager and information desk officers

3.6.3 Document Review

Documentary review is the use of outside sources, documents to support the view point or argument of an academic work (Scott, 2006). The researcher used documents from Entebbe International Airport that concerns service quality and customer satisfaction. It also included publications and writings on Civil Aviation in Uganda and customer management. This assisted the researcher to measure the influence of service quality and customer satisfaction at Entebbe International Airport.

3.7 Data Collection Instruments

It refers to the devices used to collect data such as paper questionnaire or computer assisted interviewing system (Creswell, 2009). In this study, the choice of data collection instrument was based on the type of data to be collected. Quantitative data was collected using self-administered questionnaires while qualitative data was collected using interview guides.

3.7.1 Questionnaire

Questionnaires were designed by the researcher with both closed and open ended questions. The instruments were self-administered by respondents and for those who were unable to read and write, the interpreters were recruited to fill in the responses on behalf of respondents. All of the items were close ended so as to capture as much information as possible on the variables in the study. This method was used to collect data from passengers.

3.7.2 Interview Guide

According to Bailey (1994) an interview is an instance of social interaction between two individuals, the interviewer and the respondent. The interviewer fills in the instrument as the respondent answers questions he or she asks him or her. An interview guide is an oral questionnaire where the investigator gathers data through direct verbal interaction with participants (Amin, 2005). The researcher used interview guide to capture data that were not captured in the questionnaire and it provided a more probing insight to the study variables. The interview applied to passenger handlers, operations officers, quality manager, operations manager, marketing manager, general manager and information desk officers.

3.7.3 Document review checklist

Documentary review is the use of outside sources, documents to support the view point or argument of an academic work (Scott, 2006). A documentary review guide or checklist was used because it helped the researcher to have a record of all books, journals, reports and newsletters which were deemed necessary, from which extract materials on service quality and customer satisfaction, helped collaborate and analyse data from the field.

3.8 Validity and Reliability

For every scientific study, there must be the dimension of interest and specific question or set of questions. These questions act as the guiding principle and purpose of the research. Validity and reliability acts as the best tool to evaluate the measures of these questions in line of research objectives. Hence, validity and reliability answer the problem whether the research questions are measuring what we intend to measure or whether the same measurement process yields the same results. These two concepts are validity and reliability.

3.8.1 Validity

Creswell (2009) defined validity as the accuracy and meaningfulness of inferences which are based on research results. The researcher conducted a repeated review of the instrument by carrying out a field pre-test. Validity was established through a validity test using content

validity index (CVI), which measures the degree to which data collected using a particular instrument represents a specific domain of indicators or content of a particular concept. The content validity index (CVI) was also an indication of the degree to which the instrument corresponds to the concept it is designed to measure. According to Amin (2005) the formula for establishing the CVI is given as below;

$$\text{Formula: - CVI} = \frac{\text{Number of items declared as relevant}}{\text{Total number of items}} = 0.7$$

Table 3. 2: Validity of the study instruments

Variables	Expert 1	Expert 2	Expert 3	Average
Customer Satisfaction	0.75	0.70	0.80	0.75
Service responsiveness	0.70	1.00	0.90	0.87
Service Reliability	0.85	0.90	0.80	0.85
Service Assurance	0.95	0.85	0.80	0.87
Average				0.84

Table 3.2 shows that each of the three experts consulted to verify the relevance of the items in the questionnaire (to produce valid results) scored between 0.70 and 1.00. On average, the validity score was 0.84. The instrument was therefore considered valid since the validity value computed was greater than 0.7 (Sekaran, 2007).

3.8.2 Reliability

Amin, (2005) asserts that reliability of an instrument is the consistence with which it measures what it is intended to measure. Reliability was used to measure the degree to which the instrument was the same when put under the same conditions. Data collection instruments are presumed reliable when they produce similar results whenever they are repeatedly used to measure concepts from the same respondents even by other researchers. To ensure reliability, the research instruments was pre-tested to the selected groups of respondents to ensure consistency and comprehensiveness. Also, some consultations with other researchers, supervisors and peer group was done to review the research instrument. The degree of reliability was established using Cronbach's Alpha coefficient. Cronbach's Alpha is a measure of internal consistency, that is, how closely related a set of items are as a group.

Table 3. 3: Reliability of the study instruments

Variable	Cronbach's Alpha	Interpretation
Customer Satisfaction	0.864	Good
Service responsiveness	0.881	Good
Service Reliability	0.768	Acceptable
Service Assurance	0.902	Excellent
Average	0.854	Good

The measurement of reliability of the study instrument in Table 3.3 found that, the instrument's measure of service reliability was acceptable (Cronbach's Alpha = 0.768), while its measure of Customer satisfaction and service reliability were "Good" (Cronbach's alpha > 0.8). The study instrument provided an excellent measure of Service Assurance (Cronbach's Alpha = 0.902). The reliability values from the various sections of the instrument was greater than 0.7 (Average 0.854) implying that, the instrument was reliable.

3.9 Procedure of Data Collection

The researcher got an introductory letter from Uganda Management Institute that was used to seek permission from the Authority of Entebbe International Airport service providers. Questionnaires were distributed directly to the respondents. The researcher conducted interviews personally. A letter was attached to each questionnaire addressed to the respondents explaining the purpose of the questionnaire and to pledge respect for their rights, dignity and confidentiality of any information that was offered as emphasised by Kumar (2005).

The researcher got security clearance from the Civil Aviation Authority (Avsec) (see Appendix D). He and his research assistant then approached passengers who were waiting in the departures waiting lobby, transit and transfer passenger areas, passenger concourse areas, business and first class lounge, and VIP lounge. The researcher explained to them about the study and invited them to give their consent to voluntarily participate in the study. The reaction of the passengers were very interesting as they showed much attention to the study and they were happy that their level of satisfaction with service quality was of a concern. This reaction from the key respondents of this study eased the data collection task. The key informants of this study were EIA staff working with various service providers. They were approached by the principal investigator, who invited them for a face to face interview and assured them of maximum confidentiality of the information they would provide. All the 17 key informants approached responded positively to the call and took part in this study.

3.10 Data Analysis

Data analysis is the process of bringing order, structure and meaning to the mass of information gathered (Mugenda & Mugenda, 1999). The raw data collected from the field was edited and coded to ensure accuracy and consistency (Kumar, 2005). Some tables and figures such as graphs were used for the presentation of information to enable easy reading and analysis.

3.10.1 Quantitative Data Analysis

The data collected through questionnaires were analysed using Statistical Packages for Social Sciences version 18 (SPSS), because this was the most recommendable package for analysing social sciences research data (Sekaran, 2003). The statistics focussed on the measures of central tendencies (Min, Max and Mean) and measures of dispersion (standard deviation). Quantitative data analysis process involved editing, coding, classification and presentation in form of tables and graphs so that data is liable for analysis.

The analysis entailed computation of descriptive statistics and relational statistics like correlation and regression analysis, through which relationships supporting or conflicting with the hypotheses was subjected to statistical tests to determine the extent to which data was said to have indicated any conclusions (Kothari, 2004).

The objectives of the study was tested using Pearson's Correlation Co-efficient index since service quality and customer satisfaction are numerical. A Pearson's correlation coefficient was used to test the level of significance at 99% (p-value < 0.01) and 95% (p-value < 0.05) level of confidence in the correlation analysis. A positive correlation coefficient implies positive relationships between variables, a negative correlation implies negative relationships, while a zero correlation coefficient implies no relationship.

3.10.2 Qualitative Data Analysis

Qualitative data was analysed the way it was collected from the field. The analysis of interview responses and documentary reviews involved linking them to the variables under the study. The information from interview responses were analysed by listing down all respondents' view to be expressed by more than one respondent. The researcher used the content analysis method to analyse qualitative data which helped in describing and discussing the opinions of the respondents on the relationship between service quality and customer satisfaction.

3.11 Ethical Considerations

Ethics is a moral philosophy which deals with one's conduct and serves as a guide to one's behaviour (Mugenda & Mugenda, 2003). The study took into consideration the following research ethics: researcher avoiding to take the study as a personal gain with negative effects on others but take care of respondent's integrity. All the information gathered by the researcher was acknowledged in this study. The researcher avoided all situations of faking data (Mugenda & Mugenda, 2003). The study protected the identity of the respondent in order to avoid being misquoted by others. It kept the confidentiality of all data and privacy of individuals contacted in this study. It took into account physical or a psychological damage that may arise due to inappropriate questions or conducts to the research respondents (Amin, 2005).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF THE RESULTS

4.1 Introduction

This chapter presents the analysis and interpretation of results for this study. Starting with the response rate, this study also explores the background characteristics of the respondents, and indicates how service quality influence customer satisfaction at Entebbe International Airport (EIA).

4.2 Response rate

The response rate is a percentage showing the proportion of respondents who actually provided data for this study, in relation to the expected number of respondents. In this study, the study was expected to reach a total of 80 respondents; 63 passengers and 17 key informants (staff). However, it only received feedback from 78 respondents, comprising 61 passengers who filled the questionnaires and 17 staff who took part in the interviews. Some two passengers did not return the standard questionnaire, due to the urgency in their flight schedules.

Therefore, response rate, $r = \frac{\text{Number of responses}}{\text{Number of invites}} \times 100\% = \frac{78}{80} \times 100\% = 97.5\%$

Table 4. 1: Response rate

Data Collection Methods	Population Size	Expected Sample Size	Actual Sample Size
Interviews	25	17	17
Questionnaire surveys	75	63	61
Total	100	80	78

According to Bailey (1987), the acceptable response rate for a survey study is 75% and above. This therefore implies that, this study received feedback from sufficient number of respondents as shown in Table 4.1.

4.3 Background characteristics of the respondents

The background characteristics considered in this study are age groups, gender, and education level, marital status, and occupation, number of times at EIA, and continent and country of origin. These background characteristics are presumed to influence the responses on perceptions of passengers about service quality as well as their satisfaction.

4.3.1 Gender of the respondents

The analysis of gender of respondents is presented in Fig.4.1.

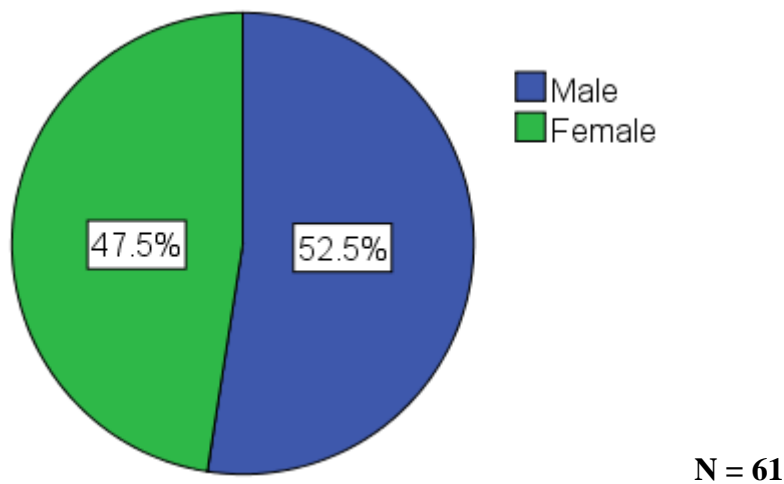


Figure 4. 1: Gender of respondents

Findings in Fig.4.1 shows that almost equal numbers of male and female passengers participated in this study with 52.5% males and 47.5% females. This implies that, the study reveals the opinions of both males and females with almost equal contribution. Therefore, the study is representative for both gender.

4.3.2 Age of the respondents

The study on age of respondents grouped age of passengers under four different categories. The distribution to various age groups is shown in Table 4.2.

Table 4. 2: Age group of respondents

	Frequency	Percent	Cumulative Percent
<20	2	3.3	3.3
20-30	21	34.4	37.7
Valid 31-40	18	29.5	67.2
41-and-above	20	32.8	100.0
Total	61	100.0	

Most of the passengers of this study were in the age ranges 20-30 years old (34.4%), over 40 years old (32.8%), and 31-40 years old (29.5%). Overall, over two-third of the respondents were 40 years old and below. This implies that, majority of the respondents were middle aged, with passion for the modern day quality service in aviation services. The one-third of the respondents aged over 40 years are believed to be more experienced about quality of service in airports around the world because they could have adventures numerous service qualities not only in airports but also in other avenues, which gives them better judgement of service quality. Therefore, this study obtained representative information for all age groups.

4.3.3 Marital status of the respondents

The study on marital status investigated belonging to one of the four categories of: single, married, divorced or widow. Results are presented in Fig. 4.2.

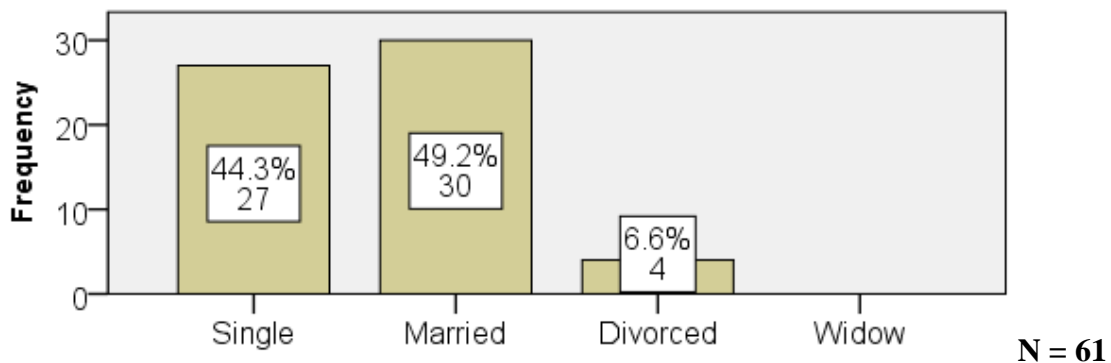


Figure 4. 2: Marital status of the respondents

Findings in Fig. 4.2 reveal that, majority, 93.5% of the passengers who participated in this study were either married (49.2%) or single (44.3%). No respondent was a widow and only 6.6% said they were divorced. Passengers with different marital status are expected to have varied responses on quality of service and satisfaction.

4.3.4 Level of education of the respondents

Respondents were asked to state their levels of education. The categories were grouped from the highest education level to the lowest. Analysis of their responses produced results in Table 4.3. It was important to know the education level of respondents to establish the perception of respondents with different education levels towards service quality.

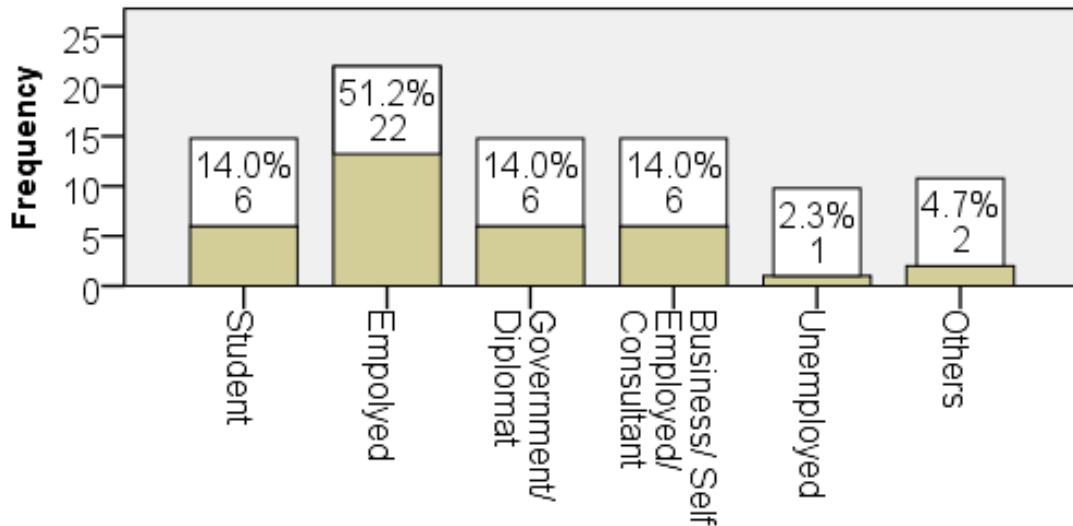
Table 4. 3: Education level of the respondents

	Frequency	Percent	Cumulative Percent
PhD	1	1.6	1.6
Masters	18	29.5	31.1
Post-Graduate	5	8.2	39.3
Valid Degree	27	44.3	83.6
Diploma	6	9.8	93.4
Others	4	6.6	100.0
Total	61	100.0	

Results in Table 4.3 shows that a bigger proportion, 44.3% of the respondents were degree holders, followed by those who had master's degrees (29.5%). More than three quarter of the respondents had bachelor's degrees and above. This distribution of respondents to various levels of education indicates that, the views obtained were from people of various education levels.

4.3.5 Occupation of the respondents

The query into occupation of the respondents yielded the following results in Fig. 4.3. It is important to note that, 29.5% of the 61 respondents did not respond to this question and therefore they were treated as missing values (Missing System). The finding on this question is thus based on responses from 43 respondents.



N = 43

Figure 4. 3: Occupation of the respondents

The findings in Fig. 4.3 disclose that, more than half of the passengers surveyed were employed staff (51.2%). This constituted the majority of the respondents as the rest of the occupation categories were less than a seventh of the respondents. Students, diplomatic officials such as UN staff, and the business people or self-employed or consultants were in equal proportion of 14.0% only. This finding shades light on the kind of people who majorly use EIA, whose interest should be highly considered to ensure customer satisfaction.

4.3.6 Frequency of using EIA

The number of times a passenger has used EIA can give them better experience about the quality service as well as influence their satisfaction. This study investigated the number of times respondents have used EIA and their responses were analysed and presented in Table 4.4.

Table 4. 4: Number of times a passenger has used EIA

	Frequency	Percent	Cumulative Percent
1-2times	19	31.1	31.1
3-6times	13	21.3	52.5
Valid 7-14times	4	6.6	59.0
15times-and-above	25	41.0	100.0
Total	61	100.0	

The study found that, a larger proportion, 41.0% of the respondents have used EIA 15 times and above. This is followed by those who were at EIA for 1-2 time (21.3%) and 3-6 times.

Almost half of the passengers who participated in this study are have been at EIA more than 6 times.

4.3.7 Continents from where the respondents originated

The study presumed that, people from different continents could have different levels of satisfaction with quality of services at EIA and so the respondents were asked to state the continent where they come from. Their responses were summarised in Fig. 4.4.

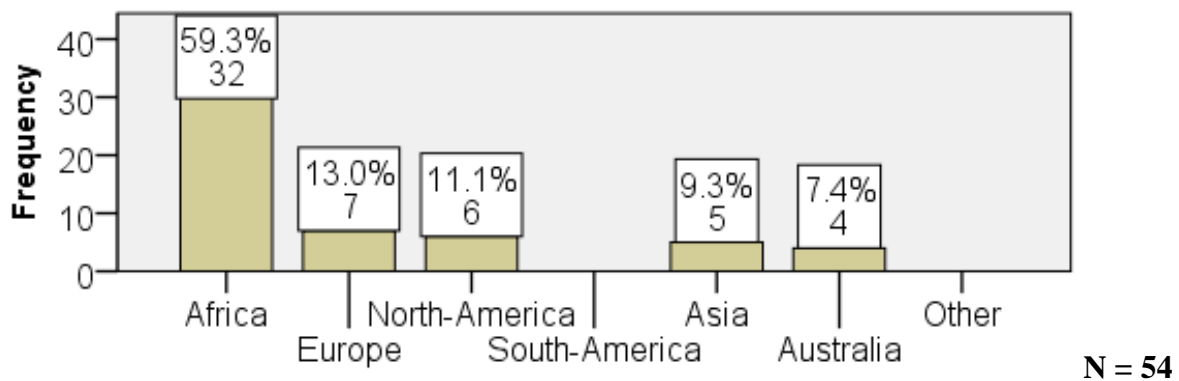


Figure 4. 4: Continent from where the respondent originates

Results in Fig. 4.4 reveal that, EIA is dominated by passengers from African continent that constituted 59.3% of the respondents. However small though, most of the continents were represented in the study; continents such as Europe (13.0%), North America (11.1%), Asia (9.3% and Australia (7.4%). The only continent which was not represented is South America. The high proportion of passengers from African is due to the fact that EIA is in Uganda and therefore many Ugandans and Africans are bound to use it as compared to those from other continents.

4.3.8 The influence of background characteristics on the variables of the study

An analysis was done to establish a possible relationship between the background characteristics of the respondents and their responses on service quality components and customer satisfaction. The results from correlation analysis is presented in Table 4.5.

Table 4. 5: Relationship between background characteristics and the study variables

		Gender	Age group	Marital Status	Level of Education	Occupation	Freq. at EIA	Content of origin
Service Responsiveness	Pearson Correlation	.010	.073	.051	.443*	.056	-.631**	.167
	Sig. (2-tailed)	.937	.574	.699	.026	.720	.003	.228
	N	61	61	61	61	43	61	54
Service Reliability	Pearson Correlation	-.590**	-.387*	-.009	-.109	.069	-.446**	.090
	Sig. (2-tailed)	.000	.027	.948	.401	.661	.002	.520
	N	61	61	61	61	43	61	54
Service Assurance	Pearson Correlation	.055	.111	-.068	-.304*	-.166	-.117	.154
	Sig. (2-tailed)	.673	.394	.604	.011	.287	.367	.266
	N	61	61	61	61	43	61	54
Customer Satisfaction	Pearson Correlation	-.143	.104	-.031	-.641**	.813**	-.905**	.148
	Sig. (2-tailed)	.271	.427	.815	.000	.007	.000	.073
	N	61	61	61	61	43	61	54

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

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

The Results in Table 4.5 show that, there was statistically significant positive correlation between service responsiveness and education level of the passengers ($r = 0.443$, $p = 0.026$), and a negative correlation between the frequency of using EIA and responses about service responsiveness ($r = -0.631$, $p = 0.004$). This implies that the responses about service responsiveness were influenced positively by level of education, and negatively by frequency at EIA; that is to say, people of higher education levels mostly agreed with the level of service responsiveness at EIA. Also, passengers who have been at EIA many times mostly disagreed with the level of service responsiveness at EIA, as compared to those who were at EIA for the first time or a few number of times.

There are statistically significant negative relationships between service reliability and gender ($r = -0.590$, $p < 0.05$), age group ($r = -0.387$, $p < 0.05$), and frequency at EIA ($r = -0.446$, $p < 0.05$). This signifies that, females, higher age groups, and higher frequencies at EIA were associated with responses that disagreed with the service reliability at EIA.

Responses about service assurance did not vary much with background information of the respondents except with level of education only which produced a statistically significant negative correlation ($r = -0.304$, $p < 0.05$). This implies that, higher education levels mostly disagreed with the dimensions of service assurance while the respondents with lower education levels mostly agreed.

The responses about customer satisfaction obtained by this study varied from one respondent to another depending on level of education, occupation, and frequency at EIA. The correlation test reported negative correlations between customer satisfaction and education level, and frequency at EIA, implied that higher education levels and higher frequencies of using EIA influence dissatisfaction responses from the respondents. On the other hand, there was a statistically significant positive correlation between customer satisfaction and occupation of the respondents, meaning that; students and the employed individuals were more dissatisfied as compared to the business men/women, the unemployed and passengers from other occupations who majorly reported satisfaction. This could be due to variations in expectations of people from different occupations for instance students and people who travel for employment could be more adventurous with higher expectations yet the business people could be more concerned about their businesses instead.

4.4 Results on customer satisfaction at EIA

Zeithaml and Bitner (2010) define satisfaction as the customers' evaluation of a product or service in terms of whether that product or service has met their needs and expectations. Customer satisfaction in this study was evaluated by levels of agreements or disagreements with certain attributes of services. Using a Likert scale from 1 to 5, the respondents either found the services in satisfactory, dissatisfactory or they were neutral about their satisfaction. The summary of their responses is in Table 4. 6.

Table 4. 6: Description of customer satisfaction at EIA

N	Valid	61
	Missing	0
Mean		3.0027
Median		3.5000
Mode		4.00
Std. Deviation		1.13498
Minimum		1.00
Maximum		5.00
Percentiles	25	2.0417
	50	3.5000
	75	3.9167

The findings displayed in Table 4.6 show that, on average, the respondents were neutral about their satisfaction, neither satisfied nor dissatisfied (mean = 3.00), but since the standard deviation is large (SD = 1.135), it is better to use the median measurement to define the distribution of the data, it can be seen from the table that, a quarter of the respondents were dissatisfied (25th percentile = 2.04), but the middle response of the respondents revealed satisfaction (50th percentile / median = 3.50). This implies that, more than half of the respondents were satisfied with the services they got at EIA.

Information in Fig. 4.5 shows the proportions of responses in the various scales.

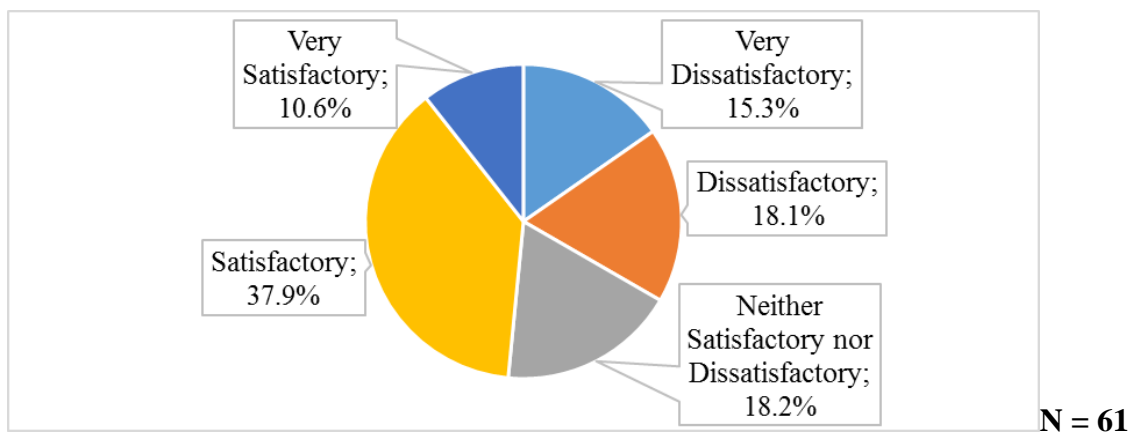


Figure 4. 5: Responses on customer satisfaction

Satisfaction was reported in 48.5% (30) of the responses (10.6% very satisfactory, 37.9% dissatisfactory) while dissatisfaction was reported in 33.4% (20) of the responses (15.3% very dissatisfactory, 18.1% dissatisfactory). This implies that, although almost half of the

respondents were satisfied with the services, some 33.4% of the respondents were dissatisfied. Hence a cause for alarm to investigate the causes of the dissatisfaction.

A multiple response analysis was done to disclose the various elements of customer satisfaction that were satisfactory or dissatisfactory. The results from the analysis are presented in Table 4.7.

Table 4. 7: The scores for customer satisfaction at EIA

	VD		D		NSD		S		VS	
	N/ 21	%	N/ 30	%	N/ 36	%	N/ 40	%	N/ 40	%
I am satisfied with the service provided at EIA	8	38.1 0%	13	43.3 0%	10	27.8 0%	23	57.5 0%	23	57.5 0%
There is speed and timeliness of service delivery.	6	28.6 0%	14	46.7 0%	8	22.2 0%	25	62.5 0%	25	62.5 0%
The end product or service meets the customers' needs	8	38.1 0%	14	46.7 0%	10	27.8 0%	23	57.5 0%	23	57.5 0%
Service providers have the ability to communicate with the customer.	9	42.9 0%	11	36.7 0%	6	16.7 0%	26	65.0 0%	26	65.0 0%
Service is executed with skill, expertise and professionalism	10	47.6 0%	11	36.7 0%	12	33.3 0%	20	50.0 0%	20	50.0 0%
There is apparent staff commitment to their work.	9	42.9 0%	10	33.3 0%	11	30.6 0%	21	52.5 0%	21	52.5 0%
There is punctual service delivery	7	33.3 0%	10	33.3 0%	17	47.2 0%	18	45.0 0%	18	45.0 0%
Care: there is concern, consideration, empathy and patience.	12	57.1 0%	5	16.7 0%	13	36.1 0%	20	50.0 0%	20	50.0 0%
Attentiveness / helpfulness: I am satisfied with the extent to which the service, particularly of contact staff, shows willingness to serve.	14	66.7 0%	11	36.7 0%	12	33.3 0%	15	37.5 0%	15	37.5 0%
There is personal safety of the customer and possessions while receiving the service.	8	38.1 0%	9	30.0 0%	8	22.2 0%	25	62.5 0%	25	62.5 0%
There is ease with which a customer obtains products at EIA.	10	47.6 0%	10	33.3 0%	11	30.6 0%	25	62.5 0%	25	62.5 0%
The degree to which customers perceive the product or service is worth the expense	7	33.3 0%	10	33.3 0%	11	30.6 0%	27	67.5 0%	27	67.5 0%

The findings in Table 4.7 reveal that, majority of the 21 respondents were very dissatisfied with the skill, expertise and professionalism in the way service is executed (47.6%), care

(57.1%), attentiveness / helpfulness (66.7%), and the ease with which a customer obtains the product or receives the service (47.6%). Some level of dissatisfaction was recorded in the speed and timeliness of service delivery (46.7%), and the end product or service meeting the customers' needs.

This finding therefore reveals that majority of those respondents who reported dissatisfaction (Very Dissatisfactory and Dissatisfactory) with the quality of services at EIA found the execution of services unprofessional without skills and expertise, they were not shown concern, consideration, empathy and patience; and they were not satisfied with the extent to which the service, particularly of contact staff, who either did not provide help to the customer or did not give the impression of interest in the customer and not showing a willingness to serve.

The respondents also expressed dissatisfaction with the lack of speed and timeliness of service delivery, the inability of the end product or service to meet the customers' needs and the difficulty with which a customer obtains the product or receives the service. These are areas that EIA may need to improve in, in order to fully satisfy the clients.

The 48.5% of the respondents who reported satisfaction with service quality said they were satisfied with the services provided at Entebbe International Airport (57.5% satisfactory, 57.5% very satisfactory), speed and timeliness of service delivery (62.5% satisfactory, 62.5% very satisfactory), the way their needs were met (57.5% satisfactory, 57.5% very satisfactory), and the ability of service providers to communicate with them in a way they understood (65.0% satisfactory, 65.0% very satisfactory).

They were also satisfied with staff commitment to their work, including the pride and satisfaction they apparently take in their job, their diligence and thoroughness (52.5% satisfactory, 52.5% very satisfactory), presence of personal safety of the customer and their possessions while receiving the service or product (62.5% satisfactory, 62.5% very satisfactory), ease with which a they obtained the product or received the service (62.5% satisfactory, 62.5% very satisfactory), and the worth of products or services.

Qualitative information obtained from interviews of key informants provided more information in clarification of the findings from passengers. For example, the acting marketing manager acknowledged the dissatisfaction with ease of obtaining services and

speed/timeliness of service delivery. He said that, these problems are caused by cumbersome security, which makes access to the passenger terminals problematic. He added that, these dissatisfactions are experienced mostly during peak hours when the airport serves majority of its over 4,000 daily passengers.

Although the security procedures are cumbersome, leading to problematic access to terminal and delays, it may not be a point of adjustment since according to a quality manager at EIA, customers compliment on the tight security measures because of the confidence it gives them.

A passenger handler at EIA suggested use of online services solution to save time and ease the burden of carrying cash, saying: “...*online checked in passengers save time, however, ignorance is high for internet use*”. The nature of customer satisfaction identified above could be as a result of the status of service quality provided to the customers at EIA. This leads us to the next steps of this analysis where we investigate the influence of service responsiveness, service reliability and service assurance on customer satisfaction at EIA.

4.5 Results on the influence of service responsiveness on customer satisfaction at EIA.

Parasuraman (1988, p.22) described responsiveness as “willingness to help customers and provide prompt service”. Responsiveness can also be defined as the ability of the business organization to recognize and respond to changing customer needs (Luk & Layton, 2002). This study, plays a significant role in recognising the customer needs as revealed by the responses of passengers at EIA, presented in the following results.

Results of the investigation in to responsiveness on customer satisfaction is shown in Table 4.8.

Table 4. 8: Description of Service Responsiveness

N	Valid	61
	Missing	0
Mean		3.6131
Median		3.9000
Mode		4.20
Std. Deviation		1.02705
Minimum		1.00
Maximum		5.00
Percentiles	25	3.0500
	50	3.9000
	75	4.2500

Findings in Table 4.8 indicate that, both the average and the mean suggest agreement (mean = 3.6, median = 3.9 \approx 4) with service responsiveness hence an indicator that there is service responsiveness at EIA. The responses about service responsiveness further disclose that, at least one respondent strongly disagreed and strongly agreed that there is service responsiveness at EIA (Minimum = 1, Maximum = 5). Up to a quarter of the responses were in disagreement or impartiality about service responsiveness at EIA (25th percentile = 3.05), while three quarter of the responses reveal service responsiveness. This therefore implies that, less than quarter of the responses disagreed with service responsiveness, and majority of the responses and in agreement.

The distribution of agreements and disagreements about service responsiveness at EIA is presented in Fig. 4.6.

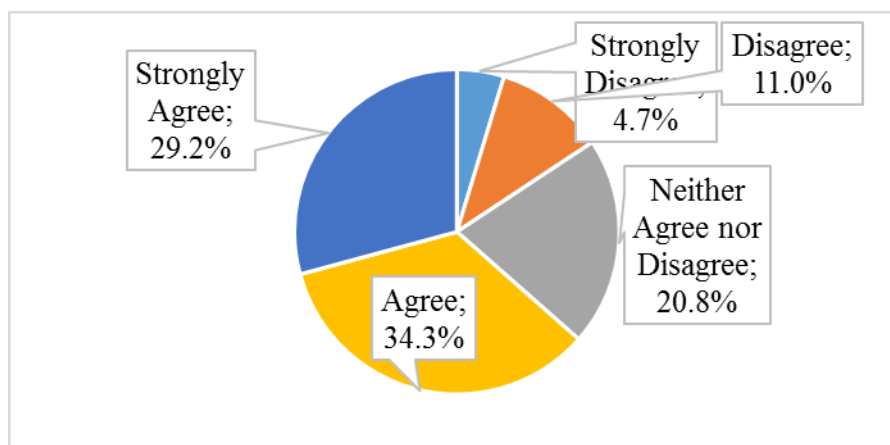


Figure 4. 6: Responses on service responsiveness

The findings in Fig. 4.6 unveil up to 63.5% (39) agreements in responses of passengers about service responsiveness at EIA (29.2% strongly agreed, 34.3% agreed). Some 20.8% (13) of the respondents had neutral responses about service responsiveness and an aggregate of 15.7% (9) of the responses were in disagreement. This shows that, there was some good level of service responsiveness in the delivery of services at EIA.

Now that we evidence about presence of service responsiveness at EIA, we can go ahead to examine a possible relationship between service responsiveness and customer satisfaction to make conclusions whether service responsiveness actually influence customer satisfaction at EIA. The examination of the relationship using Pearson correlation analysis is presented in Table 4.9.

Table 4. 9: Relationship between service responsiveness and customer satisfaction

Service Responsiveness		Customer Satisfaction
Provision of relevant care and help to customers / passenger	Pearson Correlation	.350*
	Sig. (2-tailed)	.035
	N	60
Recruitment and retention of responsible, experience and trained staff	Pearson Correlation	-.235
	Sig. (2-tailed)	.073
	N	59
Quick response to customers' requests	Pearson Correlation	.628**
	Sig. (2-tailed)	.000
	N	58
Regular evaluation of staff to ensure quality service provision	Pearson Correlation	-.065
	Sig. (2-tailed)	.632
	N	57
Implementation of service quality policies at the airport	Pearson Correlation	.357*
	Sig. (2-tailed)	.024
	N	60
Customers are well informed about when services will be performed	Pearson Correlation	.795**
	Sig. (2-tailed)	.002
	N	59
Carrying out service quality workshops for staff	Pearson Correlation	-.032
	Sig. (2-tailed)	.811
	N	59
Strong monitoring mechanism within the organization to evaluate the services provided by the staff to passengers	Pearson Correlation	.037
	Sig. (2-tailed)	.780
	N	60
Sharing of quality service knowledge among employees	Pearson Correlation	-.046
	Sig. (2-tailed)	.729
	N	60
Facilitation of implementation of procedures aimed at ensuring customer satisfaction	Pearson Correlation	.049
	Sig. (2-tailed)	.712
	N	60

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

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

The correlation test in Table 4.9 shows some statistically significant relationships between some dimensions of service responsiveness and customer satisfaction such as the relationship between customer satisfaction and provision of relevant care and help to customers / passenger ($r = 0.350$, $p < 0.05$), quick response to customers' requests ($r = 628$, $p < 0.05$), implementation of service quality policies at the airport ($r = 357$, $p < 0.05$), and informing customers about when services are performed ($r = 0.795$, $p < 0.05$). Relationships with other

dimensions of service responsiveness are not statistically significant at 95% level of confidence ($p > 0.05$). This study therefore reveals that, customer satisfaction is positively influenced by provision of relevant care and help to customers / passenger, quick response to customers' requests, implementation of service quality policies at the airport, and informing customers about when services are performed.

An interview with an operations officer disclosed that, *“because of service responsiveness at EIA, there is improved queue management”*, adding that, *“there is also increased vigilance on theft of passenger items, and also quick response to passenger complaints”*. This shows that, there is some level of service responsiveness at EIA hence confirming the results from passenger responses.

There was a similar response on the inconvenience of missing flights from passenger handlers, and operations officers. A quality manager expressed concern about the complaints over dirty toilets, poor Wi-Fi, long security check time, and lack of elevators, saying, *“...these complaints have not received active response from people concerned”*. This means that, although there are confessions of service responsiveness by some passengers and staff; there are passengers who have expressed dissatisfaction with service responsiveness and there is need to pay attention to those complaints in due time.

4.6 Results on the effect of service reliability on customer satisfaction at EIA

According to Parasuraman (1988, p.26), service reliability is the ability to perform the promised service dependably and accurately. Service reliability can also mean providing the customers with services which the organization has promised them at 100%. Various dimensions were studied to establish presence of service reliability at EIA. Table 4.10 shows the description of the service reliability at EIA.

Table 4. 10: The description of service reliability

N	Valid	61
	Missing	0
Mean		3.7523
Median		4.1111
Mode		5.00
Std. Deviation		1.16665
Minimum		1.00
Maximum		5.00
Percentiles	25	3.5000
	50	4.1111
	75	4.5000

Outcomes in Table 4.10 specify that, both the average and the mean submit agreements (mean = 3.75, median = 4.11 \simeq 4) with service reliability. The high value of standard deviation (SD = 1.17) signify that responses varied highly from one respondent to another. This is justified by the fact that at least one respondent provided the least possible response of strongly disagreed (Minimum = 1) and at least one person gave the highest possible response of strongly agreed (Maximum = 5) that there is service reliability at EIA. The 25th percentile shows that the first 25% of the responses is in agreement with the dimensions of service reliability while the highest 25% of the data (above the 75th percentile) are in strong agreement with dimensions of service reliability. Therefore, majority of the passengers indicated that there is service reliability at EIA.

To create a better understanding of the distribution of responses by passengers at EIA, the multiple response analysis was done on all the factors for service reliability (Fig. 4.7).

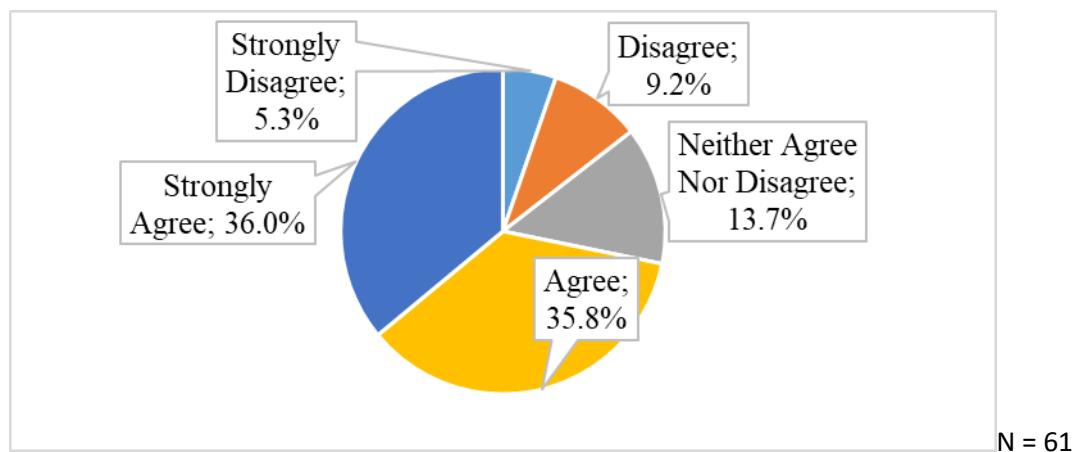


Figure 4. 7: Responses on service reliability

The results in Fig. 4.7 reveal that, almost three quarter (71.8%, 44) of the responses were in agreement with the dimensions of service reliability at EIA (36.0% strongly agreed, 35.8% agreed). This means that, most of the passengers perceived a high level of service reliability at EIA. Therefore, this study can conclude that EIA provide reliable services to majority of its passengers.

A correlation analysis in Table 4.11 provides the relationship between service reliability and customer satisfaction.

Table 4. 11: The relationship between service reliability and customer satisfaction

Service reliability		Customer Satisfaction
Staff take on extra tasks to ensure quality service provision	Pearson Correlation	.936**
	Sig. (2-tailed)	.000
	N	59
Convenience in handling of customer service problems	Pearson Correlation	.427**
	Sig. (2-tailed)	.020
	N	59
Accuracy and staff competence	Pearson Correlation	-.023
	Sig. (2-tailed)	.863
	N	59
Increased readiness to respond to customers' requests	Pearson Correlation	.711**
	Sig. (2-tailed)	.000
	N	59
Record maintenance	Pearson Correlation	-.077
	Sig. (2-tailed)	.563
	N	59
The provision of on time and in time services to customers	Pearson Correlation	.465*
	Sig. (2-tailed)	.038
	N	59
Higher levels of convenience in service delivery	Pearson Correlation	.213
	Sig. (2-tailed)	.052
	N	59
Quality service provision	Pearson Correlation	.018
	Sig. (2-tailed)	.892
	N	59
Neatness and professional delivery of services to customers	Pearson Correlation	.495*
	Sig. (2-tailed)	.012
	N	59

The correlation test in Table 4.11 reveals statistically significant positive correlations between customer satisfaction and the following dimensions of service reliability: Staff taking on extra tasks to ensure quality service provision ($r = 0.963$, $p < 0.05$), convenience in

handling of customer service problems ($r = 0.427$, $p < 0.05$), increased readiness to respond to customers' requests ($r = 0.711$, $p < 0.05$), the provision of on time and in time services to customers ($r = 0.465$, $p < 0.05$), and neatness and professional delivery of services to customers ($r = 0.495$, $p < 0.05$). This finding signifies that, increase or reduction in the level of agreement with these dimensions of service reliability will have significant contribution to customer satisfaction influence increase or reduction in the satisfaction levels respectively.

Other dimensions of service reliability produced weak correlation coefficients (Values close to zero) which were not statistically significant ($p > 0.05$), hence they do not significantly influence customer satisfaction.

In a face to face interview, officials in passenger handling at the airport expressed dissatisfaction in the service reliability at EIA sighting “*unnecessary delays in flights due to broken conveyers, lack of lift to carry luggage from car packing to the boarding terminal, highly priced rebooking (buying new tickets) charges, and mass congestion at the boarding when it has rained*”. All these, the passenger handler said, “*...are controllable, to improve service reliability at EIA*”. Another concern was from an operation officer who said “*...the capacity of car packing is not enough at EIA*”, while an official from the information desk office was disturbed by “*...power interruptions that cause flight delays, too many security checks and the suffering of passengers with luggage carriage, to access check counters*”. This is an existing gap that needs to be addressed to enhance on service quality and consequentially customer satisfaction.

A customer service officer stated: “*Customers can depend on Entebbe airport to provide timely, consistent and reliable services on a 24 hour basis, safely...*”. A manager in the handling company who had worked at EIA for 11 years was quoted in an interview saying: “*...service reliability in terms of dependable on time flight departures and customer services like helpfulness and information services are really very satisfying, according to most passengers' experiences at Entebbe Airport...*”. These commending statements from experienced officials at EIA shows that, the airport has indeed provided a considerable level of service reliability, although not to the standard that other staff and passengers would expect, especially in comparison to what is found in other International Airports. Improvements in service quality is a progress and there is hope that EIA is continuously improving since a general manager at the airport noted with interest that, service quality at EIA has averagely improved over the years, but admitted that there is need to do more,

suggesting, introduction of operational improved feedback system, which can be analysed and corrective actions undertaken to assure service reliability.

4.7 Results on the extent to which service assurance affect customer satisfaction at EIA

Parasuraman (1988, p.30) describes service assurance as “knowledge and courtesy of employees and their ability to inspire trust and confidence”. The practice of service assurance is to identify faults and resolve the issues in time so as to minimize service down time (Anne, 2005). In this study, the level of agreements of passengers were investigated on various dimensions of service assurance and the results are shown in Table 4.12.

Table 4. 12: Description of Service Assurance at EIA

N	Valid	61
	Missing	0
Mean		3.6770
Median		4.0000
Mode		4.00
Std. Deviation		1.18073
Minimum		.00
Maximum		5.00
Percentiles	25	3.1000
	50	4.0000
	75	4.4500

The findings displayed in Table 4.12 show that, on average, the respondents were in agreement that there was service assurance at EIA (mean = 3.60 \simeq 4), it can be seen from the table that, a quarter of the responses revealed neutrality (25th percentile = 3.1), but the middle response of the respondents revealed agreement (50th percentile / median = 3.50). This implies that, more than half of the respondents were in agreement with the service assurance at EIA.

Information in Fig. 4.8 shows the proportions of responses in the various scales of agreements or disagreements.

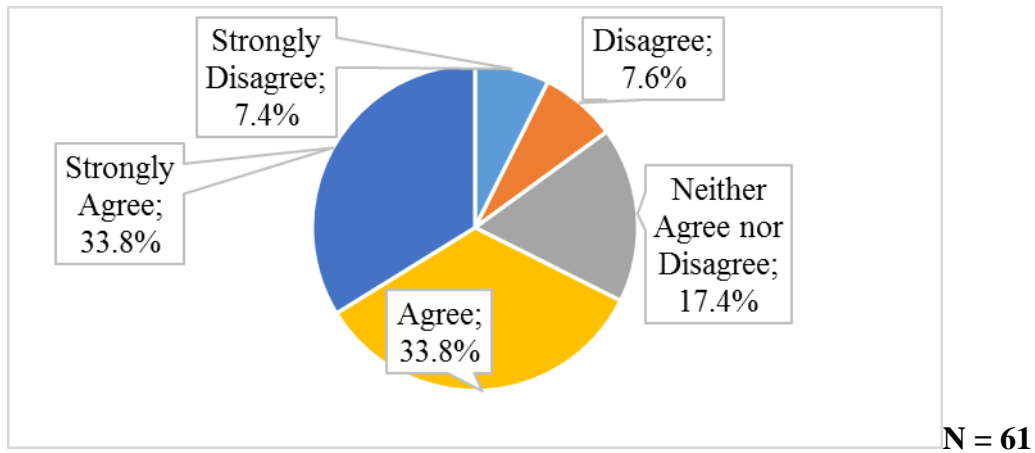


Figure 4. 8: Responses on Service Assurance

Findings in Fig. 4.8 shows that, in aggregate, more than two third (67.6%, 41) of the responses were in agreement with dimensions of service assurance at EIA. Some 17.4% (11) neither agreed nor disagreed and a small number, 15.0% (9) disagreed. This means that there is service assurance at EIA.

A bivariate analysis was done using Pearson correlation test to establish the relationship between service assurance and customer satisfaction and the findings are presented in Table 4.13.

Table 4. 13: Relationship between service assurance and customer satisfaction

Service Assurance		Customer Satisfaction
Identification of faults and resolving of the issues in time so as to minimize service down time.	Pearson Correlation	.260*
	Sig. (2-tailed)	.046
	N	59
Confidence among staff which supports excellent service delivery	Pearson Correlation	.253
	Sig. (2-tailed)	.051
	N	60
Provision of convenient business services to the customers	Pearson Correlation	.137
	Sig. (2-tailed)	.298
	N	60
Customers can always be given personal attention with relevant product packages	Pearson Correlation	.219
	Sig. (2-tailed)	.096
	N	59
Customers feel safe with their transactions and purchases	Pearson Correlation	.210
	Sig. (2-tailed)	.111
	N	59
Use of the right knowledge to answer customer questions	Pearson Correlation	.198
	Sig. (2-tailed)	.134
	N	59
Understanding customer's needs	Pearson Correlation	.010
	Sig. (2-tailed)	.940
	N	59
Serving customer's best interest at heart	Pearson Correlation	.269*
	Sig. (2-tailed)	.040
	N	59
Neatness and professionalism in service delivery	Pearson Correlation	.287*
	Sig. (2-tailed)	.027
	N	59
Can make the management to provide visually appealing facilities to both	Pearson Correlation	.362**
	Sig. (2-tailed)	.005
	N	59

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

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

Results in Table 4.13 shows that there is statistically significant positive correlations between customer satisfaction and the following dimensions of service assurance: identification of faults and resolving issues in time so as to minimize service down time ($r = 0.260$, $p = 0.046$), helping in serving customer's best interest at heart ($r = 0.269$, $p = 0.04$) promoting neatness and professionalism in service delivery ($r = 0.287$, $p = 0.027$), and making the management to

provide visually appealing facilities to both ($r = 0.362$, $p = 0.005$). Since the p-values for these correlations are less than 0.05, there is sufficient evidence to support that the four dimensions of service assurance influence customer satisfaction.

To obtain more informed data, a senior official in CAA was asked about service assurance at EIA in an interview, and he said: “...service assurance is there, but on a limited scale... increased/improved visibility of different entities offering services is highly required...”. This was rebuked by a passenger handler who sternly alleged: “Service assurance at Entebbe Airport leaves customers so dissatisfied, because the proposed service comes with a substandard set ups, several wears and tears/breakups..., and sometimes, the service assured takes too long or does not surface)”. While the senior official at CAA was convinced by the visibility of services, he did not realise the internal weaknesses in the quality of services and the irregularities in the way the services were delivered. This finding shades light on the need to strictly supervise how the assured services are actually delivered to clients as well as need to obtain regular feedback about service quality especially the service assurance.

Reliable information from the operations officer on service assurance revealed that there is service assurance at EIA as indicated by security screening and safe flights, timely flights as per schedules, and safety of passenger belongings. The quality manager on the other hand justified quality assurance at EIA with availability of airport clinic to provide medicines and handle emergencies, and availability of restaurants and shops to provide food and duty free merchandises to passengers. His justifications were however challenged by the marketing manager who think service assurance is only fairly okay because the airport lacks sufficient parking space, functioning escalators, passenger trolleys and it serves foods of low quality and less varieties.

4.8 Test of hypothesis

This study was carried out based on three statistical null hypotheses. These hypothesis are in line with the specific objectives of the study. The data collected from passengers provided the inferential statistics that was used to make conclusions for each of the three hypotheses.

Ho₁: Service responsiveness has no significant influence on customer satisfaction.

Ho₂: Service reliability has no significant effect on customer satisfaction.

Ho₃: Service assurance has no significant effect on customer satisfaction.

To reject or accept each of the three hypotheses, Regression analysis for the relationship between the independent and the dependent variables was done. The computed variables of the mean values gave the parameters for service responsiveness, service reliability and service assurance.

The test of significance in this study was done using Multiple Regression Analysis. Multiple regression helps to determine the overall fit of the model and the relative contribution of each of the predictors to the total variance explained.

Table 4. 14: The contribution of service quality to customer satisfaction at EIA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.786	.802	1.16079

a. Predictors: (Constant), Service Assurance, Service Reliability, Service Responsiveness

The R^2 value, also called the coefficient of determination in Table 4.14, is the proportion of variance in the dependent variable that can be explained by the independent variables. Technically, R^2 value provides the proportion of variation accounted for by the regression model above and beyond the mean model. The value of 0.786 implies that our independent variables (service quality: service responsiveness, service reliability and service assurance) explain up to 78.6% of the variability of the dependent variable, customer satisfaction.

Table 4. 15: The significance of the fitted model

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.487	3	.162	23.121	.000 ^b
Residual	76.804	57	1.347		
Total	77.291	60			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Service Assurance, Service Reliability, Service Responsiveness

The F-ratio in Table 4.15 above tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(3, 57) = 23.121$, $p < .05$ which implies that the regression model is a good fit for the data.

Table 4. 16: The regression coefficient for the contribution of service quality to customer satisfaction at EIA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.072	.576		0.692	.322
1 Service Responsiveness	.573	.236	.052	3.242	.000
Service Reliability	.524	.192	.054	2.744	.000
Service Assurance	.285	.185	.029	2.151	.013

a. Dependent Variable: Customer Satisfaction

Unstandardized coefficients in Table 4.16 indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant.

The unstandardized coefficient, for service responsiveness is equal to 0.573. This means that for a unit increase in agreement level with service responsiveness, there is an increase in agreement level with customer satisfaction of 0.573 on the Likert scale. A unit increase in the service reliability increases agreement level with customer satisfaction by 0.524 and a unit increase in the agreement level with service assurance increases agreement level with customer satisfaction by 0.285. The coefficient of the constant, 0.072 is very small and statistically insignificant ($p > 0.05$) implying that, in the absence of the three components of service quality, customer satisfaction is 0.072 (very dissatisfied).

The regression matrix in Table 4.16 above also tells what independent variable is more important to the dependent variable. That is, the components of service quality which were important to customer satisfaction. The results show that all the three components of the independent variable have a significant contribution to customer satisfaction ($p < 0.05$), at 95% level of confidence. Comparatively reporting, service responsiveness has the highest contribution to customer satisfaction; followed by service reliability. The component of service quality with the least contribution to customer satisfaction is service assurance.

Therefore, there is satisfactory evidence to reject all of the null hypotheses, hence we accept the alternative hypotheses and conclude that customer satisfaction was statistically significantly influenced by service responsiveness, service reliability and service assurance.

4.9 Summary

This study at EIA was done on 61 passengers with up to 97.5% response rate, and 17 staff in different agencies at the airport who served as key informants. The study found that there was a level of customer satisfaction at EIA resulting from the influence of service quality comprising service responsiveness, service reliability and service assurance. Customer satisfaction was found to be significantly influenced by each of the three dimensions of service quality.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, discussion, conclusion and recommendations for this study on the influence of service quality and customer satisfaction at Entebbe International Airport (EIA). Each of these presentations are done in themes following the study objectives.

5.2 Summary of the influence of service quality on customer satisfaction.

This section presents the summary of this study in themes consisting of the overall objective, and the specific objectives as well the hypothesis tests. The summary includes findings from passengers and staff of EIA.

5.2.1 Customer satisfaction at EIA

The overall objective of this study was, the influence of service quality on customer satisfaction. The study on customer satisfaction found that, about half of the respondents were satisfied with the services they got at EIA (median = 3.5). Exactly 48.5% were satisfied while 33.4% were generally dissatisfied. Dissatisfaction was mostly reported in how passengers were cared for (57.1%), and lack of attentiveness/ helpfulness of the staff at EIA (66.7%). Satisfaction on the other hand was found in the services provided at EIA (57.5%), speed and timeliness of service delivery (62.5%), ability to meet needs of the passengers (57.5%), ability of service providers to communicate with passengers in a way they understood (65.0%), staff commitment to work (52.5%), personal safety of the customers and their possessions (62.5%), and in ease with which passengers obtained the product or received the service at EIA (62.5%).

5.2.2 The influence of service responsiveness on customer satisfaction at EIA.

The study on the influence of service responsiveness to customer satisfaction revealed that, there was service responsiveness at EIA as indicated by agreement in the mean value of $3.6 \approx 4$, high aggregate Agreement percentages (63.5%), and a low aggregate Disagreement percentage (15.7%). Customer satisfaction was significantly influenced by provision of relevant care and help to customers / passenger ($r = 0.350$, $p < 0.05$), quick response to customers' requests ($r = 0.628$, $p < 0.05$), implementation of service quality policies at the

airport ($r = 357, p < 0.05$), and informing customers about when services were performed ($r = 0.795, p < 0.05$). These quantitative findings were endorsed by the operations officers and passenger handlers who said; *“service responsiveness improves queues management, vigilance on theft of customer items and enhanced quick response to customer complaints”*. They however acknowledged the gaps in service responsiveness saying; *“poor service responsiveness led to missing of flights, increased complaints over dirty toilets, poor Wi-Fi, long security check time, and lack of elevators”*.

5.2.3 The effect of service reliability on customer satisfaction at EIA

The findings on the influence of service reliability to customer satisfaction first revealed that there is service reliability at EIA as indicated by the mean response of $= 3.75 \approx 4$, up to 71.8% of the aggregate responses in agreement, and only 14.5% of the response in disagreement. These findings were however revoked by some customer handling officials who said; EIA has unnecessary delays in flights due to broken conveyers, lack of lift to carry luggage from car parking to the boarding terminal, highly priced rebooking (buying new tickets) charges, and mass congestion at the boarding when it has rained. A correlation statistics test found that service reliability is important to customer satisfaction which is influenced by various dimensions such as taking on extra tasks by staff to ensure quality service provision ($r = 0.963, p < 0.05$), convenience in handling of customer service problems ($r = 0.427, p < 0.05$), increased readiness to respond to customers' requests ($r = 0.711, p < 0.05$), provision of on time and in time services to customers ($r = 0.465, p < 0.05$), and neatness and professional delivery of services to customers ($r = 0.495, p < 0.05$). Interviews revealed that, there were *“unnecessary delays in flights due to broken conveyers, lack of lift to carry luggage from car packing to the boarding terminal, highly priced rebooking (buying new tickets) charges, and mass congestion at the boarding when it has rained*. Another concern was *small capacity of car packing at EIA and power interruptions that cause flight delays”*. Some staff appraised the dependability of EIA saying *“Customers can depend on Entebbe airport to provide timely, consistent and reliable services on a 24 hour basis, safely...”* while others talked about *satisfactory passengers' experiences at Entebbe Airport due to helpfulness and information services provided*.

5.2.4 The extent to which service assurance affect customer satisfaction at EIA

Results of the study on service assurance found agreement that there is service assurance at EIA with an average mean response of $3.60 \approx 4$. More than two thirds, 71.8% of the aggregate response agreed and only 15.0% of the aggregate responses disagreed. The quality

manager attributed this outcome about quality assurance to availability of service providers such as airport clinic to provide medicines and handle emergencies, and availability of restaurants and shops to provide food and duty free merchandises to passengers. The study also found sufficient evidence ($p < 0.05$) to support that customer satisfaction was influenced by (four dimension of service assurance); identification of faults and resolving issues in time so as to minimize service down time ($r = 0.260$, $p = 0.046$), helping in serving customer's best interest at heart ($r = 0.269$, $p = 0.04$) neatness and professionalism in service delivery ($r = 0.287$, $p = 0.027$), and provision of visually appealing facilities ($r = 0.362$, $p = 0.005$). Qualitative data disclosed both agreement and disagreement with service assurance. Some key informant disagreed saying *service assurance is there, but on a limited scale due to substandard set ups, wear and tears/breakups and slow service delivery*. Others said it is *because* the airport lacks sufficient parking space, functioning escalators, passenger trolleys and it serves foods of low quality and less varieties. The key informants who agreed with service assurance pointed out *increased/improved visibility of different entities offering services*, security screening and safe flights, timely flights as per schedules, and safety of passenger belongings. Availability of airport clinic to provide medicines and handle emergencies, and availability of restaurants and shops to provide food and duty free merchandises to passengers were major justifications for endorsing service assurance at EIA.

5.2.5 The hypothesis test

The regression analysis of the relationship between customer satisfaction and service quality disclosed that, service quality explains up to 78.6% of the variability in customer satisfaction, and that, data on service quality can statistically significantly predict customer satisfaction ($F(3, 57) = 23.121$, $p < .05$). The statistics analysis further revealed that, customer satisfaction is statistically significantly improved by 0.573 as a result of a unit improvement in service responsiveness, by 0.524 as a result of a unit improvement in service reliability, and improved by 0.285 as a result of a unit improvement in service assurance ($p < 0.05$).

5.3 Discussion of the influence of service quality on customer satisfaction

The purpose of the discussion is to interpret and describe the significance of this findings in light of what was already known about the research problem being investigated, and to explain any new understanding or insights about the problem after consideration of the findings.

5.3.1 The influence of service responsiveness on customer satisfaction at EIA

The study established that, there was service responsiveness at EIA. This was investigated in conjunction with the definitions and dimensions provided by Parasuraman (1988, p.22), Luk and Layton, (2002), and Zeithaml (2006) among others. This study discovered that a number

of dimensions of service responsiveness influenced customer satisfaction significantly. One of the dimensions is the provision of relevant care and help to customers which is an outcome of listening to customers and helping them out or providing relevant care needed. This finding agrees with Cronin and Taylor (2012) who considered customer satisfaction to be based on the ability of employees to listen to customer's experience and complaints on a particular service encounter. Therefore, any irregularity or perfection in provision of relevant care and help to customers significantly reduce or enhance the satisfaction levels respectively. From observation of the researcher, the management has displayed information posts around the airport requiring airport staff to carriage passenger luggage free of charge. This is one of the ways of providing relevant care and help to customers.

Quick response to customers' requests is one important dimension of service responsiveness that was found to influence customer satisfaction. Although multiple messages from multiple customers with recurring concern is the beginning of satisfaction imperfections among customers, Tse and Wilton (2008) agree with this study that, It is important to realize that organizations that are customer focused acknowledge customer complaints in a positive manner as it promotes customer satisfaction in a long run.

Informing customers about when services are performed plays a very significant role in customer satisfaction. According to the findings from the Customer Relationship officer, passengers are overjoyed by the information they received about products and services at EIA. This finding agrees with Soderlund and Ohman (2005) which noted that, an organization that consistently satisfies its customers through providing them with relevant information enjoys greater profitability due to increase customer loyalty; for this reason EIA works hard daily to win the hearts of customers by providing them with adequate information such that they become loyal customers to their brands as it increases sales and profits.

Although the need to implement service quality policies at the airport, was not stated in the previous studies reviewed, the present study found it to have a statistically significant influence on customer satisfaction. This additional stock to the world of knowledge emphasise the need to put service quality policies into practice at EIA.

Astonishingly, the responses from passengers did not field significance in the influence human resource related dimensions has on customer satisfaction. Dimensions such as recruitment and retention of responsible, experience and trained staff, regular evaluation of

staff to ensure quality service provision, service quality workshops for staff, strong monitoring mechanism within the organization to evaluate the services provided by the staff to passengers, and sharing of quality service knowledge among employees. This disagrees with the conclusion by Kiger (2002) which stressed that hiring is the first and most critical step in building a customer-friendly company.

This study on the influence of customer responsiveness on customer satisfaction was based on the SERVQUAL theory of Zeithaml et al. (1988, p35) which suggested the ideas of Upward Communication saying: "Though top managers may not have a firm grasp of consumer quality expectations, customer contact personnel can accurately predict consumer expectations and perceptions of the service". Thus, upward communication from customer contact personnel to top management can increase the level of customer satisfaction. Upward communication is what this study has found at EIA since most of the significant dimensions such as the provision of relevant care and help to customers, quick response to customers' requests, and informing customers about when services are performed, are all handled by customer contact personnel. The realized influence of service responsiveness on customer satisfaction can thus be attributed to the influence mentioned in this theory.

5.3.2 The effect of service reliability on customer satisfaction at EIA

The findings on the influence of service reliability on customer satisfaction revealed that there is service reliability at EIA. This implies that EIA has the ability to perform the promised services dependably and accurately in terms of pricing, accuracy, staff competence and convenience of services provided. This is however not 100% reliability since other findings disclosed that EIA has unnecessary delays in flights brought about by its unreliable services. The influencing service reliability dimensions for customer satisfaction are: taking on extra tasks by staff to ensure quality service provision, convenience in handling of customer service problems, increased readiness to respond to customers' requests, provision of on time and in time services to customers, and neatness and professional delivery of services to customers. This discovery shows some of the factors behind the customer satisfaction level. Improving the reliability of the influential factors with positive correlations can improve the level of customer satisfaction.

These findings are in agreement with the reports in Reeves & Bednar (1994), Bennett & Barkensjo (2005), and Levy (2009). According to Reeves & Bednar, increase in customer

satisfaction levels require transport agencies to use on time staff performance strategies, such as passenger express transit, to provide vehicles, drivers, managers, and other employees, and additional critical resources. These special offers are forms of extra tasks performances expected from agencies; a strategy that this study found to have significant influence on customer satisfaction.

5.3.3 The extent to which service assurance affect customer satisfaction at EIA

Outcomes of this study on service assurance found that majority of the passengers acknowledge presence of service assurance at EIA. In reference to Anne (2005), this therefore means that, EIA is able to identify faults and resolve the issues in time so as to minimize service down time. According to the quality manager of EIA, service assurance is physically seen with presence of service providers such as airport clinic, restaurants and shops.

The study absolutely agreed with Anne (2005) since majority of the respondents reported in agreement that there is identification of faults and resolving of issues in time so as to minimize service down time at EIA. Other dimensions of service assurance that this study found in place are the helping in serving customers' best interests, neatness and professionalism in service delivery, and provision of visually appealing facilities.

This study did not agree with the information in Oliver (2008), Zeithaml (2006), Brogowicz *et al.* (1990), and Verena and Veneeva (2017). According to Oliver (2008), Service assurance included performance management and customer experience management yet this study neither found significant relationship between customer satisfaction and confidence among staff which supports excellent service delivery, nor customer feeling safe with their transactions and purchases. This study therefore means that performance management and customer experience management that were recommended by Oliver (2008) do not influence customer satisfaction. Brogowicz *et al.* (1990) argues that, most companies collect an enormous amount of customer information that can take a lot of time to access. According to this report, if a customer service agent wastes times searching for relevant information with which to help customers resolve a problem or get an answer to a simple question, customers will likely end up feeling frustrated and this negatively affect their satisfaction. This study has contrary finding that, there is no statistically significant relationship between customer satisfaction and provision of convenient business services to the customers.

Although this study findings disagree with the listed information, key informants of this study from the passenger handles, operations, quality assurance and customer desks strongly highlighted the contributions of these dimensions to customer satisfaction. Therefore this study may not rule out completely, their relationships with customer satisfaction since, according to Magi and Julander (2006), product quality means different things to different consumers; and Farris, Neil and Reibstein, (2010) noted that, the difference in perception of product quality level causes consumers to be diverse in purchasing choices. This is the same with this situation in dimensions of service assurance.

5.4 Conclusions of the study

This study came up with the following conclusions based on the findings from passengers and key informants who were staff at EIA. The conclusion was made for each specific objectives in reference to inferential and descriptive statistics.

5.4.1 The influence of service responsiveness on customer satisfaction at EIA

The study on the influence of service responsiveness on customer satisfaction found that, customer satisfaction is significantly influenced by provision of relevant care and help to customers / passenger, quick response to customers' requests, implementation of service quality policies at the airport, and informing customers about when services were performed.

5.4.2 The effect of service reliability on customer satisfaction at EIA

The discoveries on the influence of service reliability on customer satisfaction showed that, there is some level of service reliability at EIA, predisposed by ability of staff to taking on extra tasks by staff to ensure quality service provision, convenience in handling of customer service problems, increased readiness to respond to customers' requests, provision of on time and in time services to customers, and neatness and professional delivery of services to customers.

5.4.3 The extent to which service assurance affect customer satisfaction at EIA

Results of the study on service assurance confirmed existence of service assurance at EIA. Service assurance was found to influence customer satisfaction in the through identification of faults and resolving issues in time so as to minimize service down time, helping in serving

customer's best interest at heart, neatness and professionalism in service delivery, and provision of visually appealing facilities.

5.5 Recommendations of the study

This study makes the following recommendations from the study. The recommendations were made with the intention of improving the level of customer satisfaction at EIA. Focus was directed to elements of service quality that were found to have significant relationship with customer satisfaction implying that, strengths or weaknesses in such factors can have proportional effect on the level of customer satisfaction. The recommendations were further made to responsible stakeholders such as the directors, the management and the staff.

5.5.1 The influence of service responsiveness on customer satisfaction at EIA

The staff of EIA should comply with the requirements of EIA to provide relevant care and support to passengers such as helping with the luggage, talking nicely to the customers and listening to passenger needs and complaints.

The management and staff at EIA should ensure that there is quick response to customers' requests. This can be made possible by having enough committed customer desk officers who are fully available to listen to and respond to customers' requests. This will improve on the level of satisfaction of customers at EIA.

The staff in charge of Public Address Systems and information desks should ensure that they continue or even improve on the great work of informing passengers when and where services are performed since this influences their satisfaction. This helps to guide and direct the seemingly confused customers about important issues such as check-ins, arrivals, departures, and where to find relevant offices for customer care, buying tickets and other services.

5.5.2 The effect of service reliability on customer satisfaction at EIA

The supervising bodies at the airport such as the managers in various departments should effectively implement service quality services at the airport. This is imperative in influencing customer satisfaction since it can pave way for provision of high quality services at the airport resulting to improved customer satisfaction.

All staff at EIA should maintain or improve on their level of reporting, especially from subordinates to top managements and directors. This is because, EIA uses upward communication system found in SERVQUAL theory, which implies that, the top management and directors do not have full information and hence require prompt and accurate reporting system.

The staff of EIA should be willing and able to take on extra tasks to ensure quality service provision. This requires that EIA staff are trained on basics of all mostly demanded passenger services. This is capable of improving the satisfaction of customers at EIA.

5.5.3 The extent to which service assurance affect customer satisfaction at EIA

The management of EIA should provide service assurance by creating a system for identification of faults and resolving of issues in time so as to minimize service down time at EIA. Faults such as breakdown of conveyors, and heating of the terminals among others can delay flights and cause other inconveniences that negatively contribute to the satisfaction of customers. Therefore, improving service assurance is counterproductive and highly recommended.

The service providers at different sections at the airport should improve on the quality of their services as well as keep punctuality of their service delivery such as in the restaurants, banks and the clinic among others. This is because quality service is an aggregate of product quality and the way the product is delivered. The quality of products and the way they are delivered were found by this study to lead to influence the level of customer satisfaction and hence paramount.

5.6 Contributions of the study

Customers are important stakeholders in organisations and their satisfaction is a priority to management. This study has discovered facts about the level of satisfaction of passengers at EIA. It has also identified influential factors that should be improved in order to improve the satisfaction of passengers at EIA.

Today most companies are adopting quality management programs which aim at improving the quality of their products and marketing processes, because it has been proven that quality has a direct impact on product performance, and thus on customer satisfaction. This study has

determined the influence of three components of service quality; that is service assurance, service reliability and service responsiveness, on customer satisfaction. The magnitude of the contribution and importance of each component of service quality was also established hence providing basis for decision making on which component (s) to be given more attention over others.

5.7 Areas recommended for future research

This study recommends the following areas for future studies:

- The employee satisfaction at EIA. This study should investigate the level of satisfaction of employees at EIA to understand whether workers are contented with the job positions they hold and the working conditions they are exposed to. This is because, the employees are responsible for ensuring service quality for satisfactory customer experience and their satisfaction at EIA should equally be a matter of concern.
- The effectiveness of service provision by different stakeholders at EIA. This study recommends a separate study for Immigration, Airlines, Hospitality, Merchandise, Cargo and Local Traveling Agents among others. This is because the general satisfaction of customers at EIA is the aggregate of their experiences and satisfactions in each of the sectors at the airport.
- There is need to study the organisational performance of Civil Aviation Authority (CAA) since it is the single authority at EIA, which oversees the operation of all other agencies and companies at the airport. Competence of CAA could guarantee high quality services in all agencies at EIA further resulting to a high level of customer satisfaction.
- Annual (or Timely) surveys on Service Quality and Customer Satisfaction is very necessary in tracking service quality and customer satisfaction. This can help the management and the authority to identify gaps and plan ways of improving the level of satisfaction at EIA.

REFERENCES

- Abdullah, F., Andrew, J. V., & Ho, V. B. (2010). Identifying and validating dimensions of service quality for the banking industry in Malaysia. *Journal of Global Business and Economics*, 1(1), 79-98.
- Agochiya, D. (2009). *Every Trainer's Handbook*. Mumbai, India: Sage Publications: India
- Albrecht, T., Lapierre, P., & Arian, K. (2005). Use of service quality gap theory to differentiate between food service outlets. *The Service Industries Journal*, 16(3), 321-46.
- Amin, E.M. (2005). *Social Science Research conception methodology and analysis*. Kampala, Uganda: Makerere University Press.
- Anne, S. (2005): *The Relationship between Customer Satisfaction and Service Quality*. A study of three Service sectors in Umea- unpublished Master's Thesis.
- Asubonteng, P., McCleary, K.J., & Swan, J.E. (1996). SERVQUAL revisited: A critical review of service quality. *Journal of Services Marketing*, 10(6), 62-81.
- Bailey, D. K. (1994). *Methods of Social Research* (4th Ed.). New York, NY: Free Press.
- Bailey, D.K. (1987). *Methods of Social Research* (3rd Ed.). New York, NY: Free Press
- Bennett, R. & Barkensio, A. (2010). Relationship quality, relationship marketing, and client perceptions of the levels of service quality of charitable organizations. *International Journal of Service Industry Management*, 16(1) 81-106
- Berry, L.L., Parasuraman, A., & Zeithaml, V.A. (1988). The Service Quality-Puzzle. *Business Horizons*, 31(5).
- Best, K., & Neuhauser, D. (2006). Productivity, Quality and Relationship Marketing in Service Operations. *International Journal of Contemporary Hospitality Management*, 10(1), 4-15.
- Brogowicz, A.A., Delene, L.M., & Lyth, D.M. (1990). A Synthesised Service Quality Model with Managerial Implications. *International Journal of Service Industry Management*, 1(1), 27-45, <https://doi.org/10.1108/09564239010001640>

- Brown, F. (2003). *The Critical Incident Technique for Analysing the Service Encounter in a Change Environment*. Chicago, IL: American Marketing Association.
- Businge, J. (22 February 2015). *Entebbe Airport Project*. *The Independent (Uganda)*. Kampala, Uganda. Retrieved 16 February 2016.
- CAA. (15 August 2016). *Uganda Civil Aviation Statistics*. Retrieved from <http://caa.co.ug>
- CAA. (2015). Entebbe International Airport Traffic Statistics. Retrieved from <http://caa.co.ug>
- Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods*. Los Angeles: Sage Publications.
- Cronin, J. J., & Taylor, S. A. (2012). Measuring service quality: A re-examination and Extension. *The Journal of Marketing*, 56(3), 55-68.
- Davidow, M. (2003). Have you heard the word? The effect of word of mouth on perceived justice, satisfaction and repurchase intentions following complaint handling. *Journal of Consumer Satisfaction, Dissatisfaction and Complaint Behaviour*, 16(1), 67-80.
- English, K., & Rebecca, V. (2012). To Her Majesty, all my thoughts and prayers are with you, Mummie: *The message the Queen Mother sent her daughter as she flew home to become Queen*. London, United Kingdom: Daily Mail. London.
- Finn, D., & Lamb, C. (2011). An evaluation of the SERVQUAL scale in a retailing setting. *Advances in Consumer Research*, 18, 483-90.
- Fried, L. I. (1989). Continental Airlines: shooting for the ultimate service. *Management Review*, 78(5), 46-50.
- Gabbie, O. and O'Neill, M.A. (2006). SERVQUAL and the Northern Ireland hotel sector: A comparative analysis – Part 1, *Managing Service Quality*, 6(6), 25-32.
- Gardner, E. S. (2004). Dimensional analysis of airline quality. *Interfaces*, 34(4), 272- 279.
- Gronross C. (2002). *Service Management and Marketing: Customer Management in Service Competition*, (3rd Ed.). John Wiley & Sons Ltd: West Sussex, England.
- Harvard, T. (2009). Service quality and customer loyalty in the commercial airline industry. *Journal of Travel Research*, 32, 16 -24

- Heskett, J.L., Sasser, W.E., & Schlesinger, L.A. (1997). The Service Profit Chain. The Free Press NY: *Internal Marketing and Service Quality*, 1(1).
- Juran, M. (2008). Brief History of Service Quality: A re-examination and extension. *Journal of Marketing* 6(July), 55-68.
- Kamau A.N., and Wafula, M.K. (2015). Effects of Strategic Positioning of Service Delivery on Customer Satisfaction - A Case Study of FINA Bank. *International Journal of Scientific and Research Publications*, 5(5), May 2015 1 ISSN 2250-3153.
- Kassim, F., & Abdullah, T. (2010). Measurement of internal service quality: Application of the SERVQUAL battery to internal service quality. *Managing Service Quality*, 12(5), 278-291.
- Khisa, L., Isaac, M. (02 March 2016). Uganda: Entebbe Arrivals in Surge. *The Independent (Uganda)*, via AllAfrica.com. Kampala, Uganda.
- Kotler, P. and Keller, K. L. (2009). *Marketing management* (13th Ed.). New Jersey: Pearson Education Inc, Upper Saddle River,
- Kotler, P., Armstrong, G., Saunders, J., & Wong, V. (2002). *Principle of Marketing* (3rd Ed.). Pretence Hall Europe.
- Krejcie, & Morgan. (1970). *Determining Sample Size for Research Activities*. Educational and Psychological Measurement, 607-61.
- Kumar R. (2005). *Research Methodology: A Step by Step Guide for Beginners*. London: Sage Publications.
- Ladhari, N. (2009). SERVQUAL revisited: a critical review of service quality. *Journal of Services Marketing*, 10(6), 62-81.
- Levy, S. (2009). *Operations Management; Process and value Chains*. (7th Ed.). New Jersey, NJ: Person education.
- Lewis, R.C., & Booms, B.H. (2013). The marketing aspects of service quality, in Berry, L., Shostack, G. and Upah, G. (Eds). *Emerging Perspectives on Services Marketing*. American Marketing Association: Chicago, IL, 99-107.

- Luk, Sh.T.K., & Layton, R. (2002). Perception Gaps in customer expectations: Managers versus service providers and customers. *The Service Industries Journal*, 22(2), April, 109-128.
- Magi, A., & Julander, C. R. (2006). Perceived service quality and customer satisfaction in a store performance framework: An empirical study of Swedish grocery retailers. *Journal of Retailing and consumer services*, 3(1), 33- 41.
- McCull-Kennedy, J., & Schneider, U. (2010). Measuring customer satisfaction: why, what and how. *Total Quality Management*, 11(7), 1-14.
- Mehta, J. (2005). A Service Quality Model Based on Ideal Value Standard. *International Journal of Service Industry Management*, 3(3), 18-33.
- Mugalu, N., & Moses, O. (31 August 2015). Upgraded Entebbe to handle 3 million passengers. *The Observer (Uganda)*. Retrieved from <https://web.archive.org/web/20150905174349/http://observer.ug/business/38-business/39585-upgraded-entebbe-to-handle-3m-passengers> 17 February 2016.
- Mugenda, O. M. & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative Approaches*. Nairobi: African Centre for Technology Studies.
- Mugenda, O., & Mugenda, A. (1999). *Research Methods*. Nairobi: ACTS Press Nairobi.
- Newman, E. (2014). *Importance of Product Knowledge in Customer Service*. Yonyx. Retrieved from <http://corp.yonyx.com/customer-service/importance-product-knowledge-customer-service/>.
- Newman, K. (2006). Interrogating SERVQUAL: a critical assessment of service quality measurement in a high street retail bank. *International Journal of Bank Marketing*, 19(3), 126-39.
- Oliver, R. L., (1980). Cognitive Model of the Antecedents and Consequences of satisfaction Decisions. *Journal of marketing Research*, 17, 460-9.
- Oliver, R.L, (2007). *Satisfaction: A Behavioural Perspective on the Consumer*. New York, NY: McGraw-Hill, New York.

- Olson, J.C. & Dover, P.A. (1979). Disconfirmation of consumer expectations through product trial. *Journal of Applied Psychology*, 64 (2).179 -189.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1986). *SERVQUAL: A multiple-item scale for measuring customer perceptions of service quality report*. Cambridge, MA: No. 86-108, Marketing Science Institute, Cambridge, MA.86-108.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1988). SERVQUAL: A multi-item scale for measuring consumer perceptions of the service quality. *Journal of Retailing*, 64 (1), 12- 40.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1991). Refinement and reassessment of the SERVQUAL scale. *Journal of Retailing*, 67, 420-450.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1994). Reassessment of expectations as a comparison standard in measuring service quality: Implications for future research. *Journal of Marketing*, 58, 111-124.
- Patton M, Q. (2002). *Qualitative Research and Evaluation Methods*. London: Sage Publications
- Reeves, C. A., & Bednar, D. A. (1994). Defining quality: Alternatives and implications. *The Academy of Management Review*, 19(3), 419-445. <http://dx.doi.org/10.2307/258934>
- Reynoso, J. & Moore, B. (2005). Towards the measurement of internal service quality. *International Journal of Service Industry Management*, 6(3), 64-83.
- Rust, R.T., Inman, J.J., Jia, J., & Zahorik. A. (1999). What you don't know about customer-perceived quality: The role of customer expectation distributions. *Marketing Science*, 18(1): 77-92.
- Scott, J. (2006). *Documentary Research*. London, UK: Sage publications Ltd, ISBN 978 141290817-7.
- Sekaran, U. (2003). *Research Methods for Business* (3rd Ed.ition). New York, NY: Hermitage
- Sharma, D., & Mehta, P. (2004). Expectations, performance evaluation, and consumers' perceptions of quality. *Journal of Marketing*, 57(October), 18-34.

- Sivadas, E. & Baker-Prewitt, J.L. (2005). An examination of the relationship between service quality, customer satisfaction, and store loyalty. *Journal of Retail & Distribution Management*, 28(2), 73-82.
- Solomon, B., & Micah, L. (03 April 2010). *Seven Keys to Building Customer Loyalty --and Company Profits*. Fast Company. Retrieved 29 Oct 2012 from <https://www.fastcompany.com/1570793/seven-keys-building-customer-loyalty-and-company-profits>.
- Sooderlund, M., & Ohman, N. (2005). Assessing Behaviour before it Becomes Behaviour: An Examination of the Role of Intentions as a Link between Satisfaction and Repatronizing Behaviour. *International Journal of Service Industry Management*, 16(2), 169–185.
- Spreng, A., & Singh, R. (2009). Analysing service quality in the hospitality industry using the SERVQUAL model. *Service Industries Journal*, 1(July), 324-43.
- Strauss, B. & Schoeler, A. (2004). Complaint management profitability: what do complaint managers know? *Managing Service Quality*, 14(2):147-156.
- Sureshchander, G.S., Rajendran, C. & Anatharaman, R.N. (2007). The relationship between service quality and customer satisfaction: A factor specific approach. *Journal of Services Marketing*, 16(4), 363-79.
- Tolman, E.C. (1932). *Purposive behaviour in animals and men*. New York: Century
- Tse, D.K. & Peter, C. W. (2008). Models of Consumer Satisfaction: An Extension. *Journal of Marketing Research*, 25, 204-212.
- Vazquez, H. (2010). Expectations: A comparison standard in measuring service quality: aAn assessment of a reassessment. , *Journal of Marketing*, 58 (1), 132-9.
- Verena, D., & Veneeva, G. (2017). *Market Segmentation - Effective Tool to Capture Opportunity and Edge*. The Market Segmentation Company (UK) Limited. Retrieved from <http://penarticles.com/market-segmentation--effective-tool-to-capture-opportunity-and-edge-40735.html>
- Wilson, A., Zeithaml, V.A., Bitner, M.J., & Gremler, D.D. (2008). *Services Marketing.*, New York, NY: McGraw-Hill Education

- Zaid, A. M. (1995). Measuring and monitoring service quality at Malaysia Airlines. *Managing Service Quality*, 5(2), 25-27., Chicago.
- Zeithaml V., Mary Jo, & Bitner (2003). *Services Marketing: Integrating Customer Focus across the Firm*, 86-92, 320-321
- Zeithaml V.A., & Bitner (2010). Strategic Positioning on the Dimensions of Service Quality in Swartz T.A., Bowen D.E., Brown S.W. (Eds.), *Advances in Services Marketing and Management*, 2, Greenwich, UK: JAI Press Inc.
- Zeithaml, V.A., & Berry, L.L. (2006), *Delivering quality service: Balancing customer perceptions and expectations*, New York, NY: The Free Press., New York, NY.
- Zeithaml, V.A., Berry, L.L. & Parasuraman, A. (1988). Communication and Control Processes in the Delivery of Service Quality. *Journal of Marketing*, 52(2), 35-48.
- Zeithaml. V.A. Berry, L.L. & Parasuraman, A. (1993). The nature and determinants of customer expectations of service. *Journal of the Academy of Marketing Science*, 21 (1), 1-12.
- Zikmund, W. (2003). *Business research methods* (7th Ed.). Ohio, U.S.A: Mason, OH : Mason, OH : Thomson/South-Western, ©2003. Thomson/South-West

APPENDICES

Appendix A: Questionnaire for passengers.

Dear Sir / Madam

I am **Kamuntu Bagoro Nicholas**, a student at Uganda Management Institute pursuing a master's degree in Management Studies (Public Administration and Management). I am carrying out a study assessing the relationship between service quality and customer satisfaction a case study of Passenger services at Entebbe international airport- Uganda. You are kindly requested to participate in the study and feel free because your information will be kept confidential.

Instructions:

Please tick the most appropriate option.

Section A: Bio Data

1) Gender of respondent

a) Male

b) Female

2) Age group

a) 20-30 years

b) 31-40 years

c) 40 years and above

3) Marital Status

a) Married

b) Single

c) Divorced

d) Widowed

4) Level of Education

- a) Masters
- b) Post Graduate
- c) Degree
- d) Diploma
- e) Others specify

5) What is your occupation?

5) Number of times you have been at Entebbe international airport

- a) 1 to 2 times
- b) 3 to 6 times
- c) 7 to 14 times
- d) 15 and above

6) Continent and Country of origin

SECTION B: Influence of Service Responsiveness on Customer Satisfaction

Please select the response that most closely represents your point of view regarding the following statements: Circle any one of your choice.

SD	D	NAD	A	SA
1	2	3	4	5

Influence of Service Responsiveness on Customer Satisfaction						
i. Listening to Customers		1	2	3	4	5
1	Promotes the provision of relevant care and help to customers / passengers					
2	It can make the organization to recruit and retain responsible, experienced and trained staff					
3	Promotes quick response to customers' requests					

4	Help the management to carry out regular evaluation of staff to ensure quality service provision					
ii. Information Provision		1	2	3	4	5
5	It can promote the implementation of service quality policies at the airport					
6	It can keep customers well informed about when services will be performed					
7	It can help the organization to carry out service quality workshops for staff which promotes customer satisfaction					
iii. Response to Customers		1	2	3	4	5
8	It can strengthen the monitoring mechanism within the organization to evaluate the services undertaken by the staff					
9	It can promote the sharing of quality service knowledge among employees					
10	It can facilitate the implementation of procedures aimed at ensuring customer satisfaction					
b)	Effect of Service Reliability on Customer Satisfaction					
i. Customer Guidance		1	2	3	4	5
11	Can make the staff to take on extra tasks to ensure quality service provision					
12	Can lead to convenience in handling of customer service problems					
13	It can promote accuracy and staff competence which leads to customer satisfaction					
ii. On Time staff Performance		1	2	3	4	5
14	It can increase readiness to respond to customers' requests					
15	It can promote record maintenance					
16	It can facilitate the provision of on time and in time services to customers					
iii. Convenience in Service Delivery		1	2	3	4	5
17	Higher levels of convenience in service delivery can lead to higher levels of customer satisfaction					
18	It can promote quality service provision					

	which promotes customer satisfaction					
19	It can promote neatness and professional delivery of services to customers					
S.N	Effect of Service Assurance on Customer Satisfaction	1	2	3	4	5
i. Service Knowledge						
20	It can help to identify faults and resolve the issues in time so as to minimize service down time which promotes customer satisfaction					
21	It can promote confidence among staff which supports excellent service delivery					
22	Can facilitate the provision of convenient business services to the customers					
ii. Product Quality		1	2	3	4	5
23	Customers can always be given personal attention with relevant product packages					
24	It can make customers feel safe with their transactions and purchases					
25	It can promote the use of the right knowledge to answer customer questions					
26	It can help to understand customer's needs					
iii. Service Positioning						
27	It can help in serving customer's best interest at heart					
28	It can promote neatness and professionalism in service delivery					
29	Can make the management to provide visually appealing facilities to both customers and employees					

N.B: **SA**= strongly agree, **A**= Agree, **NAD**= neither agree or disagree, **D**= Disagree, **SD**= Strongly Disagree

SECTION C: Customer Satisfaction

Please select the response that most closely represents your point of view regarding the following statements: Circle any one of your choice.

VD	D	NSD	S	VS
1	2	3	4	5

S.N		1	2	3	4	5
1	I am satisfied with the service provided at Entebbe International Airport					
2	There is speed and timeliness of service delivery.					
3	The end product or service meets the customers' needs					
4	Service providers have the ability to communicate with the customer in a way he or she will understand					
5	There is skill, expertise and professionalism in the way service is executed.					
6	There is apparent staff commitment to their work, including the pride and satisfaction they apparently take in their job, their diligence and thoroughness					
7	There is punctual service delivery and an ability to keep to agreements made with the customer					
8	Care: there is concern, consideration, empathy and patience shown to the customer					
9	Attentiveness / helpfulness: I am satisfied with the extent to which the service, particularly of contact staff, either provides help to the customer or gives the impression of interest in the customer and shows a willingness to serve					

10	There is personal safety of the customer and his or her possessions while receiving the service or product					
11	There is ease with which a customer obtains the product or receive the service; no hassles.					
12	The degree to which customers perceive the product or service is worth the expense					

N.B: VD= Very Dissatisfactory D= Dissatisfactory, NSD= neither Satisfactory nor Dissatisfactory, S= Satisfactory, VS= Very Satisfactory

Thank you so much for your cooperation

Appendix B: Passenger handlers, Quality managers, Operation officers, Information desk officers, Operations manager, marketing Manager, General Manager

Dear Sir/ Madam,

I am **Kamuntu Bagoro Nicholas**, a student at Uganda Management Institute pursuing a master’s degree in Management Studies (Public Administration and Management). I am carrying out a study assessing the relationship between service quality and customer satisfaction; a case study of passenger services at Entebbe international airport- Uganda. You are kindly requested to participate in the study and feel free because your information will be kept confidential

Respondent ID: _____

1. Company name (Optional)
2. Title and contact number (optional)
.....
3. Gender
4. Marital status?
5. How old are you?
6. What is your highest level of education?
.....
7. For how long have you worked at Entebbe international airport?
.....
8. Do you think Entebbe International Airport services are based on customers’ demand?
.....
.....
.....
.....
.....
9. What service responsiveness are necessary at an international airport like Entebbe?
Do customers at Entebbe International airport enjoy service responsiveness? How does lack of or presence of service responsiveness affect customer satisfaction?
.....
.....

.....
.....
.....
.....
.....
.....

10. What can you say about service reliability at Entebbe International Airport? Highlight on how further guidance given to customers, on Time staff performance, and convenience in service delivery affect customer satisfaction at Entebbe international airport.

.....
.....
.....
.....
.....
.....
.....
.....

11. Can you say there is service assurance at Entebbe International Airport? What are some of the service assurances exhibited or lacked by companies at the airport? How does this presence or lack of service assurance affect customer satisfaction?

.....
.....
.....
.....
.....
.....
.....

12. How many customers does your company receive? What are some of the compliments or complaints that these customers give to your company? Do you think customers at Entebbe International Airport can give positive recommendations for the airport services?

.....
.....
.....
.....
.....
.....
.....
.....

Thank you so much for your cooperation

Appendix C: Table for Determining the Sample Size of the 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	275	159	750	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size.

Krejcie, Robert V., Morgan, “Determining Sample Size for Research Activities”, Educational and Psychological Measurement (1970).

Appendix D: Security clearance memo to Aviation Security Manager