SERVICE QUALITY DIMENSIONS AND CUSTOMER SATISFACTION IN THE KENYAN AIRLINE INDUSTRY

MARTIN KONGOTI AYIEKO

A RESEARCH PROJECT SUBMITTED IN PARTIALFULFILLMENT OF THE REQUIREMENTS FOR THE AWARDOF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER 2015

DECLARATION

This research project is my original work and has not been submitted for another degree of this or any other university or institution of learning.

Signature…… Date: ……

Martin Kongoti Ayieko
D61/84440/2012

The research project has been submitted for examination with my approval as University Supervisor.

Signature…….. Date: ……

Dr.Owino Agaya Okwiri
Senior Lecturer, School of Business,
Department of Management Science,
University of Nairobi

DEDICATION

I dedicate this research work to my son Dylan Opindi Ayieko, my mother Dorcas and my father Zachary for their love, prayers and moral support duringthe period of research and compilation of this project and all through the entire MBA course.To all of you thank you very much.

ACKNOWLEDGEMENT

I would like to thank all those who helped me throughout the project phase of my MBA programme. My first and sincere appreciation goes to my supervisor, Dr. Owino Agaya Okwiri for his enlightenment and guidance in the design of the study and focus on key concepts of the study. I am profoundly grateful to have been enriched from his insights on the concepts under study. Secondly I thank my research project's moderator Mr. Tom Kongere for sparing his valuable time to further guide me on the study. Lastly, thanks to all respondents who participated in the survey and whose input was critical for analysis, findings and conclusions.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

This study was carried out in the airline industry in Kenya. The objective of the study was to determine the level of customer satisfaction and service quality in the industryand the relationship among these twofactors. The study was necessitated by the increasing competition and rivalry in the local airline industry in Kenya. Moreover, there has been difficulty in evaluating the influence of service quality on customer satisfaction in local airlines. A cross-sectional research design was used and data was collected using questionnaires. The questionnaires were sent to a sample of 100 customers who were selected randomly from lists of seven passenger airlines operating in Kenya. Descriptive statistics was used to analyze the responses of customers on the various variables while regression and correlation analysis was used to check the relationship between service quality and customer satisfaction in the local passenger airlines in Kenya. The study established that customers are generally satisfied with the performance of their airlinesin terms of the technical standards of service quality and perceived service quality. The study also revealed that reliability, empathy and responsiveness are important dimensions of customer satisfaction. The study recommended that airlines aiming at achieving high levels of customer satisfaction should ensure they offer superior technical standards of service quality improve on the dimensions of reliability, empathy and responsiveness and offer high quality of service to their customers.

Key words: technical standards of service quality, customer satisfaction, service quality, airline industry in Kenya

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Operations management is the systematic direction, control and evaluation of the entire range of processes that transforms inputs into finished goods and services (outputs). The basic transformation model applies equally in manufacturing and service organizations (Schroder, 1989; Wild, 1980). Manufacturing operations produce goods (Tangibles), while service operations produce services (Intangibles). There are several characteristics of services which differentiate a service from a product. These are intangibility, heterogeneity, perishability, simultaneity and customer contact (Johnston, 1994). A service is an intangible process that cannot be weighed or measured. Services are heterogeneous in that they vary from day to day and even hour to hour. Services are also perishable and time dependant i.e. they cannot be inventoried. Simultaneity means that the production and consumption cannot be separated. Additionally, services require some degree of interaction with the customer.

Service can be defined as activities which present benefits and satisfaction without resulting in ownership of anything (Gronroos 1990, Kotler 2003). Service is not bound to only service based businesses, like: banks, hotels and beauty salons, but also, products heavily rely on its services to acquire competitive advantage and to satisfy customers' needs. As value creating activities, services have to achieve four core service objectives of speed, cost, flexibility and quality. Speed involves ensuring fast transformation processes; cost involves eliminating all waste; while flexibility

entails adjusting to changes brought about by different customer tastes (Waters, 2006). The other core service objective is quality, which seeks to consistently meet or exceed customer's expectations.

1.1.1 Quality of services

Service quality is the difference between customer's expectations for service performance prior to the service encounter and the perception of the service received. If expectations are greater than performance then the perceived quality is less than satisfactory (Parasuraman, Zeithalm and Berry, 1985; Lewis and Mitchell, 1990). Service quality is an essential strategy for the success and survival in today's competitive environment (Parasuraman et al, 1985). It is a customer oriented phenomenon which is defined, judged and deduced by customer based factors like first impression, experience and expertise (Srindhar, 2001). Gronroos (1984) suggests that service quality experienced by a customer hastwo dimensions: technical quality and functional quality. Technical quality also known asservice product, describes what the customer received during service delivery whilefunctional quality also called product service, describes how the service is delivered. Hefurther suggests that the organization's image works as a filter and hence it can negativelyor positively modify the customer's perception of service quality.

The SERVQUAL scale developed by Parasuraman et al (1985) is the most widely preferred instrument of measuring and evaluating the subjective elements of service quality. It comprises of 5 dimensions of measure, that is; tangibility, reliability, responsiveness, assurance and empathy. Other scales of measure of service quality include the SERVPERF scale that measures customers' perception of a service firm's

performance (Cronin & Taylor, 1992) and the E-SQUAL scale which enables assessment of electronic service quality (Parasuraman, Zeithalm&Malhotra, 2005). SERVPERF & E-SQUAL models tend to revolve around the SERVQUAL model hence the preference to the latter in its use.

1.1.2 Management of Quality in Service

The key to ensuring good service quality is meeting or exceeding what consumers expect from the service and that judgment of high and low service quality depend on how consumers perceive the actual performance in the context of what they expected. This depends on service systems quality; which is a configuration of technology and organizational networks designed to manage and deliver service quality. Service system quality has three components: technical standards of service quality; employee component and Information Technology component. The technical standard of service quality concerns the service specifications or the process metrics. It is more of what the consumers get than how they get it. Employees are the internal equivalent of tangible products in manufacturing. They transmit their happiness or unhappiness with their jobs to the service perception of their customer. Information technology as a determinant in service quality reduces service time, improves accuracy and standardizes activities. It incorporates data processing, communication and computing. A well designed service system plays a vital role in increasing perceived service quality and the firm's performance (Nault and Dexter, 1995).

Perceived service quality is attitudinal in nature. It is related but not the same as customer satisfaction. An evaluation of perceived service quality against expectations, results in, customer satisfaction (Swanson and Paris, 2003). Service quality actually

delivered is measured by comparing what is delivered with the technical standards of service quality. This means that it is an internal quality concept.

1.1.3 Service Quality and Customers Satisfaction

Customer satisfaction can be described as an individual's feeling of pleasure (or disappointment) resulting from comparing the perceived performance or outcome in relation to the expectation (Brandy and Robertson, 2001). There are two general conceptualizations of satisfaction here, namely, the transaction-specific satisfaction and the cumulative satisfaction (Yi and La, 2004). Transaction-specificsatisfaction is the customer's very own evaluation of his or her experience and reaction towards a particular service encounter (Boshoff & Gray, 2004). This reaction is expressed by the customer who experiences a product or service for the first time. Meanwhile, cumulative satisfaction refers to the customer's overallevaluation of the consumption experience provided from day-to-day. It isfrom this accumulation that customers establish a personal standard which is used to gauge service quality(Johnson, Anderson & Fornell, 1995). Customer satisfaction measurement is a post-consumption assessment by the user about the products or services gained.

Expectations play a key role in customer satisfaction. Expectations serve as reference points in consumer assessment of performance (Cronin and Taylor, 1992). All that customers expect is the basic service that service provider is promising to deliver. This has been referred to as fundamental service (Parasuraman, Zeithaml& Berry, 1994). Jones & Sasser (1995) suggests that a customer is put on a new level by "extraordinary services". Expectations are brought about by factors such as price; andif customers pay more than average price, they would want more and better

services; the price should match the level of service that is delivered. Service firms must endeavour to reduce customer expectations through efficient means of communication in order to increase customer satisfaction.

1.1.4 The Airline Industry in Kenya

Airlineindustry in Kenya is a contributor to the Growth Domestic Product (GDP). Within the sector there are passenger airlines and cargo airlines. The airlines fly to a total of 61international destinations; 52 of them in Africa and the rest in Europe and Asia. The domestic subsector has routes to about 11 destinations. Players include local and foreign airlines. Foreign commercial airlines with regional offices in the country number, 15; 27 others operating in the country but without regional offices. Local airlines number about 14 (Kenya Civil Aviation Authority, 2015).

The nature of equipment and heavy investment required make it harder to exit the industry. This results to intense rivalry which becomes a threat that reduces profits of established operators. Domestic travel consumers have a choice in the cheaper and reliable passenger's bus service while international airline customers lack alternate substitute for air travel. The use of information technology reduces switching costs since a consumer is able to easily switch between the offerings of different airlines online. It also eliminates the need for traveling through teleconferencing. This increases the buyer power. The buyer power is further enhanced by dwindling demand for air travel determined by slow economic growth and stagnant income levels in the region (The Aviators, 2014). The bargaining power of the buyer contributes to their selective nature, leading to a fierce competition on service quality.

The buyer's demands might also shift at a short notice and the firm's ability to respond to such changes will be crucial.

The key for managers in this sector concern; service quality, cost, value added services and flexibility in a context in which customer satisfaction is critical. Due to intense competition service quality has become a cornerstone in operational strategy for airlines. To survive managers are compelled to provide excellent services to their customers in order to have a sustainable competitive advantage. In the provision of excellent services however, the costs increases. Managers have to formulate strategies structured to achieve quality and cost efficiency as well as value addition in their service offering. Airlines add value to their core corporate offering through services. The air travel environment increases managers' need for addressing customer demand fluctuations in real time. Their focus has to be on demand driven processes and using the airline's resources more efficiently and effectively.

1.2 Statement of the problem

It can be argued that by improving on service quality, customer satisfaction can be improved. Similarly, improving service quality delivered does not necessarily improve perceived service quality. Perceived service influences customer satisfaction while service actually delivered does not. Customer satisfaction is an evaluation of perceived service quality against expectations. Customer satisfaction can therefore be varied by varying expectations or perceived service quality or both.

The demand for quality and cost provide conflicting demands for the environment. The environment in which the bargaining power is towards the buyer, and what it

demands is actually responsiveness. Strength of industryrivalry, lower switching costs by buyers and buyer power influence managers' decisions on service delivery and cost of service (Gupta, 2008). The conflicting demands of whether to focus on lowering of costs or to focus on improving the quality of service delivery emerges as a dilemma to the decision makers.Managers must therefore find means to be profitable by balancing between achieving high quality of service and minimising costs associated with it.

A number of studies have been done on the relationship between service quality and customer satisfaction in the airline industry; Rasmus (2009) explored the concept of service quality and customer satisfaction with low cost airlines in Copenhagen Airport, Norway. His findings revealed that the dimensions of reliability and assurance are considered important to the overall in-flight experience whereas the tangibles dimensions are perceived rather unimportant. Baker (2013) sought to compare customer satisfaction and service quality with respect to top 14 airlines' quality dimensions in the United States of America. His findings indicate that the service quality of low cost airlines was generally found to be higher than that of traditional legacy airlines. Park, Rodger & Wu (2004) examined the effect of a Korean airline's service quality on passengers' behavioral intentions. Service value, passenger satisfaction and airline image were each found to have a direct effect on air passengers' decision making processes.

Locally, Chepkoech (2013) did a study to determine the extent to which employee and organizational commitment in providing excellent services influence customer satisfaction in Kenyan airlines. The study found out that customers were satisfied with

the level of confidence in the airlines' products and services, reliability of the airlines and airlines' ability to fulfill its obligations to its customers. Manani (2012) studied the relationship between service quality and customer satisfaction at a Kenyan airline. His study concluded that the major determinants of service quality among the airline passengers were; luggage handling, assurance and responsiveness. Anyango (2014) sought to establish how perceived service quality impacts customer satisfaction in one airline's cargo operations. The study revealed that customers are not satisfied with reliability in provision of services at promised times, and also found the airline is not dependable when it comes to handling customer service problems.

Few statistical studies have been done in service quality focusing on Kenya's passenger airlines. This therefore leaves a research gap that needs to be filled. The proposed study seeks to fill this gap by getting the answer to the following question; which dimension of service quality has the greatest influence on customer satisfaction?

1.3 Research Objectives

This study will be conducted to determine three main objectives:

i. To determine the customer satisfaction levels for airlines operating in the Kenyan Market.

ii. To determine the influence of perceived service quality on customer satisfaction.

iii. To determine the influence technical standards of service system quality on customer satisfaction.

1.4 Value of the Study

The information from the study will enable understanding of customer perception of service quality. This study will give airlines an insight on how different dimensions of service quality may affect customer satisfaction. Managers will use the information to make strategic decisions.

The study will also form a basis for research in airlines industry and other aviation organizations in Kenya and in the region. Additionally,the findings of the study will add to literature on the subject and will be an ideal reference material on the study of effects of service quality on customer satisfaction.

Lastly, the study will form basis of further research from the recommendations that will be made for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature is reviewed along two themes. First, literature on service quality is reviewed; secondly, literature on service quality and customer satisfaction. Finally, literature is summarized and a conceptual framework is proposed.

2.2 Service Quality

Perception of service quality is considered as based on multiple dimensions (Parasuraman, Zeithaml& Berry, 1988; Gronroos, 1984; Brady and Cronin, 2001; Yap, 2009). Assessment method instruments have been developed by the authors. These are reviewed in this section.

A statistical study by Parasuraman et al, (1988) results in a model of service quality with five dimensions namely; tangibility, reliability, responsiveness, assurance and empathy. The objective of the study was to develop an instrument for assessing customer perceptions of service quality. Tangibility involves theappearance of physical facilities. Reliability involves the ability to perform the promised service dependably andaccurately. Responsiveness entails the willingness to help customers and providingprompt services. Assurance involves knowledge and courtesy of staff and ability toinspire trust and confidence. Finally empathy involves the provision of caring,individualized attention to customers' needs.

The study also found that regardless of the service, reliability was the most important dimension followed by responsiveness, assurance and empathy. Tangibles were of least concern to customers. However the study was done in the United States of America which is a different cultural context and therefore the findings could not be generalized in another context such as Kenya.

A study by Gronroos, (1984) used a sample of business executives to examine the same issues. The study proposed that technical (the tangible aspects of service delivery) and functional (the expressive performance of service) qualities as the two critical dimensions of service quality. The study also looked at the market implications in which functional quality was seen to be the most important dimension of service quality and that the importance of image should be recognized. These findings have been supported by those of Parasuraman et al (1988) in that tangibles are of least concern to consumers. One drawback in the study is that the study based its findings on management perception of service quality.

Another study by Brady and Cronin (2001) identified the primary dimensions of their model based on Gronroos (1984) findings. Through qualitative research the authors find that customers form service quality perceptions on the basis of their evaluations of three primary dimensions; out-come, interaction, and physical environmental quality. The three dimensions are composed of multiple sub-dimensions that define the basis of service quality perceptions. They further suggest that for each of these sub-dimensions to contribute to improved service quality perceptions, the quality received by consumers must be perceived to be reliable, responsive, and empathetic. The study used four service industries to test this model.

The findings of this study are consistent with those of Gronroos (1984) on multidimensionality of service quality. It was also consistent with the study by Parasuraman et al (1988) that the quality received by consumers must be perceived to be reliable, responsive, and empathetic. However the study has some limitations. The four services tested account for only a small portion of service industries, which makes it impossible to generalize the results.

Yap (2009) in a later study proposed a similar model by carefully reviewing past service and service quality literature. Results from the study suggests that Brady and Cronin (2001) model acts as the unifying theory that can be used as a starting point in measuring service quality. However, the study notes that it might be viable to re-word the physical environment quality dimension to environment quality so as to better encompass both physical and virtual scenarios. It further suggests that customers evaluate each primary dimension of interaction, environment and outcome based on expertise, design and valence sub-dimensions respectively.

The limitation of their work lay in the fact that the investigation drew only on past service and service quality literature and failed to use a methodology that involved consumer data.

The above studies concur on the multidimensionality of service quality but what is yet to be confirmed is the effect of culture associated with geographical location.

2.3 Service Quality and Customer Satisfaction

A critical review of the literature on the relationship between the two concepts is coveredin three different contexts. Kongere, Manani, Nyaoga, Bosire and Ombati (2013), Ekaterina (2012) and Archana and Subha (2012) agree that there is a significant relationship between service quality and customer satisfaction. A case study by Kongere et al (2013) investigates the relationship between service quality and customer satisfaction in the context of the airline industry in Kenya. Ekaterina (2012) investigates the same issue but in thecontext of the airline industry in the Finland and finally Archana and Subha (2012) investigates the impact of service quality oncustomer satisfaction in the context of airline industry in India.

A case study by Kongere et al (2013) investigates the relationship between service quality and customer satisfaction in the context of airline service industry in Kenya. The study used a descriptive survey design to obtain information on key determinants of customer satisfaction for passengers at an airline. The study identifies the key determinants of customer satisfaction with passengers are luggage security and safety, proper communication with customers to update them on status of their flights, provision of food variety and ability of the airline to communicate to passengers about the weather on arrival destinations. Kongere et al (2013) further finds that the determinants are not of equal importance and that in terms of importance to customer satisfaction weather conditions prevailing at the destination and compassion by airline crew toward any disabled persons onboard were particularly noted to be of significant importance to customer satisfaction.

A study by Ekaterina (2012) in the Finland airline industry context investigates service quality and customer satisfaction relationship. A survey was used as a primary method of data collection. The study concludes that the customers value basic services in service process such asinformation on tickets and flight schedule, communication in case of flight delay as well as nodelays in baggage delivery. Ekaterina (2012) also confirms thatservice quality had a significant impact on customer satisfaction.The conclusions from this study are supported by the findings of Kongere et al (2013) on the multidimensionality of service quality. However whereas Kongere et al (2013) found communication on weather conditions prevailing at the destination, compassion by airline crew toward any disabled persons and onboard price tobe the most important dimension, Ekaterina (2012) concluded thatinformation on tickets and flight schedule, communication in case of flight delay as well as nodelays in baggage delivery to be the most important dimensions. One limitation in the study is that, the study has not differentiated between service quality delivered and the perceived service quality. The link between the quality of service delivered and perceived service quality and customer satisfaction is not achieved.

An empirical study on the impact of service quality on customer satisfaction was conducted by Archana and Subha (2012) in the context of airline industry in India. The dimensionality of perceived service quality in international air travel was explored and three dimensions identified. These three dimensions include in-flight service, in-flight digital service and back office operations. The findings reveal that the three dimensions are positively related to perceive service quality in international air travel and of these dimensions, cuisines provided, seat comfort & safety are the most important dimension as perceived by airline passengers in in-flight digital

service quality. Online ticket booking is another dimension in back office operations. The study also confirmed that overall service quality had a significant relationship with customer satisfaction.

The findings of the study are supported by those of Kongere et al (2013) and Ekaterina (2012) on the dimensionality of service quality. They are also supported by the findings of Kongere et al (2013) andEkaterina (2012) that service quality has an impact on customer satisfaction. However the study was done in the airline industry in India which is a different socio-culturalcontext and thus it was important to find out if the findings of this study could begeneralized in another context such as sub-Saharan Africa.

The above studies show that there are many dimensions of service quality that affect customer satisfaction in anyorganization but the authors appear to agree on the critical ones. The studies show that service quality is key to any organization and those who wish to excel by satisfying their customers must take thesefactors into consideration.

2.4 The Summary of Literature Review and the Conceptual Framework

The literature reviewed the concepts on service quality, perceived service quality and the relationship between service quality and customer satisfaction. The literature reviews showed that the perceptions of service quality are multidimensional and the dimensions vary in importance. It further showed that there is a significant relationship between service quality and customer satisfaction. These are summarized in Table 2.1;

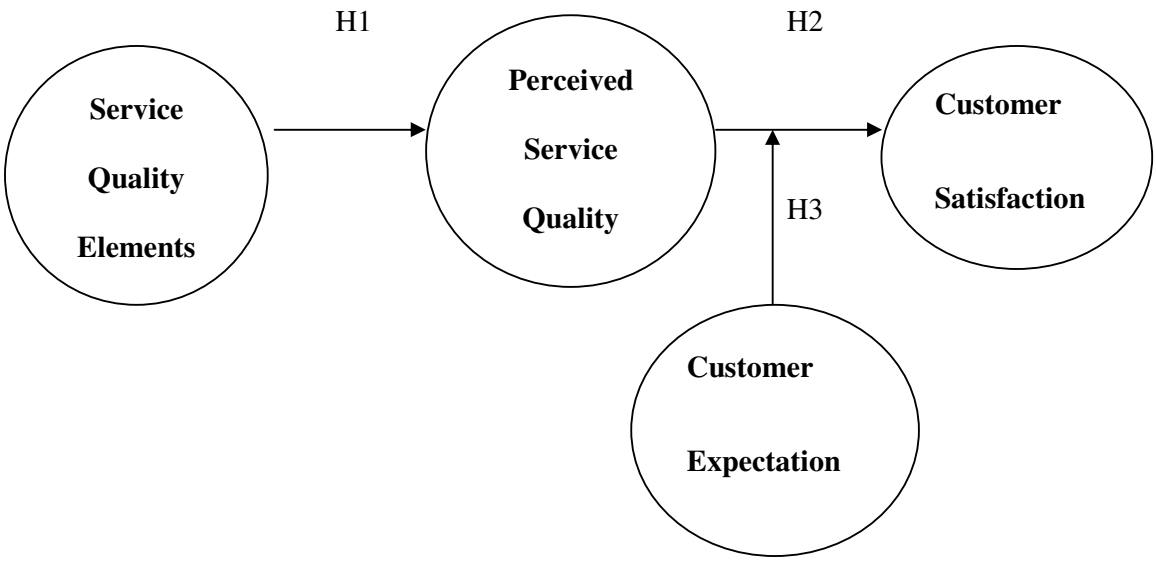
Table 2.1 Summary of Literature Review

Study	Issues examined and findings	Gap	How the proposed study will fill the gap
Parasuraman et al (1988)	**Issues:** Developing a model for assessing customer perceptions of service quality **Findings:** A service quality model with five dimensions namely; tangibility, reliability, responsiveness, assurance and empathy	The study was done in the United States of America and therefore the findings could not be generalized in another context such as Kenya.	By conducting a study that can be generalized to the Kenyan context.
Gronroos (1984)	**Issues:** Developing a service quality model. **Findings:**Aservice quality model with three dimensions namely; the technical quality, the functional quality and the corporate image.	The study based its findings on management perception of service quality.	By using a methodology that involves consumer data.
Brady and Cronin (2001)	**Issues:** Conceptualization of service quality. **Findings:** Customers form service quality perceptions based on their evaluation of outcome quality, interaction quality and environmental quality which are composed of their respective sub-dimensions.	The four services tested account for only a small portion of service industries, which makes generalizing the results risky.	By modifying this conceptualization to account for industry specific factors.
Yap (2009)	**Issues:** The viability of a universal conception of service quality. **Findings:** Suggests that Brady and Cronin (2001) model as the unifying theory that acts as a starting point in measuring service quality	The investigation drew only on past service and service quality literature.	By using a methodology that involves consumer data.

Kongere et al (2013)	**Issues**: Service quality and customer satisfaction in a Kenyan airline. **Findings:** key determinants of customer satisfaction with passengers were luggage security and safety, proper communication with customers and provision of food variety.	It used a case study approach	By conducting a statistical study
Ekaterina (2012)	**Issues:** Service quality and customer satisfaction in the Finland airline industry **Findings:** Customers value basic services in service process such as flight on schedule, proper communication as well as no delays in baggage delivery	The study has not differentiated between service quality delivered and the perceived service quality	By establishing a link between the quality of service delivered and perceived service quality and customer satisfaction.
Archana and Subha (2012)	**Issues:** Impact of service quality on customer satisfaction in the Indian airline industry. **Findings:** Cuisines provided, seat comfort & safety are the most important dimension as perceived by airline passengers.	Study was done in the airline industry in India which is a different socio-cultural context	By conducting a study in the Kenyan socio-cultural context.

These are presented in the conceptual framework in Figure 2.1

Figure 2.1 Conceptual framework



Source: Researcher, (2015)

The frameworkattempts to test the following hypotheses:

H1: Service quality delivered has a significant effect on perceived service quality.

H2: Perceived service quality has a significant effect on customer satisfaction.

H3: Customer's expectation interacts with perceived service quality and the interaction influences customer satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research design, study population, the data collection method that was used and how the data was analyzed were discussed.It sets out the research design in the first section, target population in the second section, data collection in the third section and finally data analysis and presentation in the last section.

3.2 Research Design

The problem in the proposed study is already refined into a research question in order to achieve its objectives. Formalized research with data at a fixed point in time is therefore proposed; thus the nature of the research was cross-sectional. Cross-sectional study is appropriate since limited time and resources are available at the disposal of the researcher.

Large sample size (statistical method) is suitable in the study for generalizability. The findings from the sample are generalized to the wider aviation population.

3.3 Target Population

The population from the proposed study consists of all the local passenger airlines operating from Jomo Kenyatta International and Wilson Airports. There are 7 passenger airlines in Kenya as per the Kenya Civil Aviation Authority report (2015). The proposed study will obtain data from all these.

3.4 Data Collection

In this study the indicators of perceived service quality and customer expectations were based on SERVQUAL dimensions as used in Parasuraman et al, (1988). The technical standards of service system quality were indicated by the extent of On-time departures, On-time arrivals and Cancelled or Rescheduled flights.

The study collected primary data relating to above using self-administered structured questionnaires. The information was obtained from passengers who were reached at points of ticket sales using the drop and pick method. Questionnaires were issued proportionally to customers of each airline according to an airline's fleet. 100 passengers were selected. This sample size was determined using the Yamane (1965) formula, shown below where N is the annual passenger turnover in Kenya (ICAO, 2014) and e is the error term of 0.1, and a p value of 0.5 is assumed.

$$n = \frac{N}{1+N(e^2)}$$

$$n = \frac{4800000}{1+4800000(0.1^2)}$$

$$= 99.99$$

Self administered questionnaire brings with it the advantage of lower costs, reduced bias and the distribution is done faster and to a large number of respondents. The questionnairecomprised of six sections. Section A sought to provide information on the type of customer. Section B included the Technical quality dimensions scores and Section Ccomprised of attributes that are expected by the customers.Section D of the questionnaire includes statements that sought to collect perceived service

qualityscores from the perspective of the customer. Lastly, section E was used to collect data on overall customer satisfaction. The measures used the 5-point likert scales.

3.5 Data Analysis

The collected data was presented using descriptive statistics and was important in meeting objective (i) of the study. Aggregate values will be as per Table 4.2.1 in Chapter 4.Linear regression and correlation models were used to realize the other objectives.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

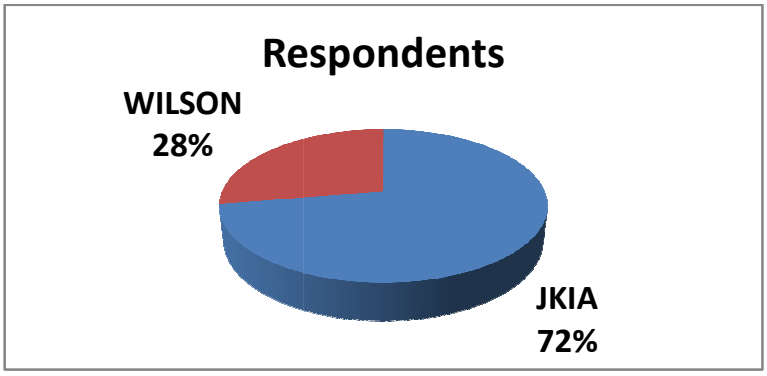
In this chapter the results of the findings are presented, analyzed and discussed. Thefindings are summarized and presented in the form of proportions, means and tables.Consequently, the findings are analyzed and interpreted in line with the objectives of thestudy which were 3: first, it was to determine the customer satisfaction levels for airlines operating in the Kenyan Market, then to determine the influence of perceived service quality on customer satisfaction and lastly to determine the influence technical standards of service system quality on customer satisfaction.

4.2 Results

100 questionnaires were distributed, of these 58 usable questionnaires were returned, giving a response rate of 58%. A response rate of 50% is considered adequate for analysis and reporting (Mugenda and Mugenda, 2003). The response rate achieved was therefore considered adequate for answering the questions raised under the research study.

Of the 58 usable questionnaires 42 (72%) were returned from Jomo Kenyatta International Airport (JKIA) while 16 (28%) were returned from Wilson Airport. This represented a well distributed response since of the 7 airlines researched in this study 5 operate form JKIA while only two operate from Wilson Airport. Figure 4.2a summarizes the findings.

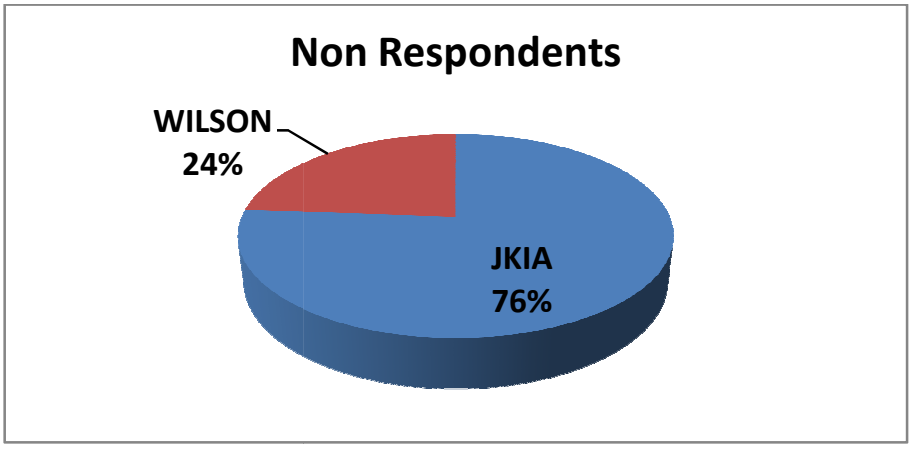
Figure 4.2a; Respondents per Airport



Source: Research data, (2015)

Similarly, of the 42 non-respondents 32 (76%) were from JKIA while 10 (24%) were from Wilson Airport. This indicated a balanced non-response rate owing to the number of airlines operating at each of the airports. Figure 4.2b summarizes the findings.

Figure 4.2b; Non Respondents per Airport



Source: Research data, (2015)

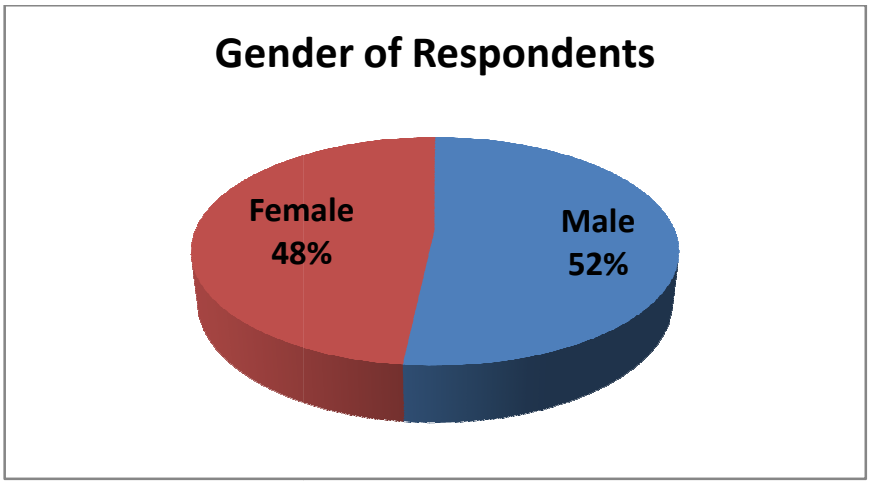
The gender of the respondents was also important to the researcher since the research was keen on getting views of each gender. The respondents were therefore required to indicate what their gender was. The findings of the research study were presented as shown in Table 4.2.1.

Table 4.2a Respondents Gender

Gender	Frequency	Percent
Male	30	52
Female	28	48
Total	**58**	**100**

Source: Research data, (2015)

Figure 4.2c; Gender of Respondents



Source: Research data, (2015)

The findings from the research study revealed that the majority of the respondents 30(51%) were of the male gender while 28(49%) were of the female gender. The research study revealed that the difference was marginal; hence it is safe to conclude

that the findings presented reflected a balanced view of both genders. On the other hand, these findings may suggest that slightly more males travel by air compared to females.

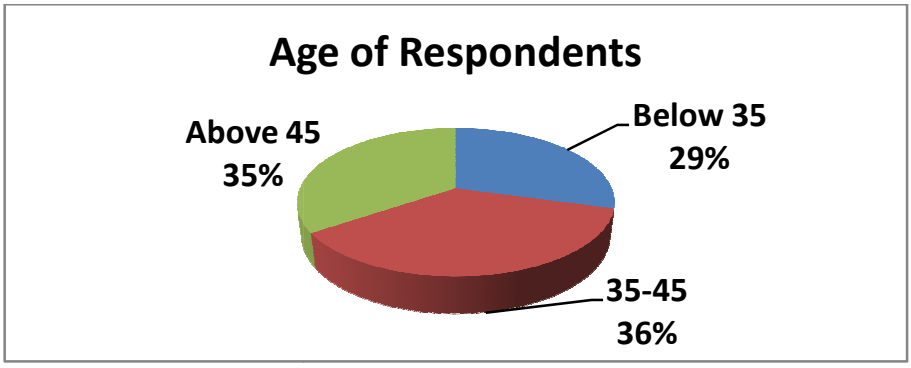
The researcher also sought to find out from the respondents what their ages were. This was necessary because the researcher wanted to have a better understanding of the respondents being dealt with since satisfaction and expectation are dependent among other things the age of an individual. The findings are presented in Table 4.2.2 as shown.

Table 4.2b Age of respondents

Age	Frequency	Percent
Below 35	17	29
35-45	21	38
Above 45	20	33
Total	**58**	**100**

Source: Research data, (2015)

Figure 4.2d; Age of Respondents



Source: Research data, (2015)

The findings from the research study indicated that the majority of the respondents 21 (38%) were of the 35-45 years age bracket, followed by those above 45 years (33%) and below 35 years(29%). The above 35 years age brackets represent the working and active economic group of a population. It is these age brackets that have a majority of air travelers as validated by the study.

4.2.1 Results relating to Service Quality Elements and Customer Satisfaction levels

Data for technical standards of service quality, perceived service quality and customer satisfaction levels is presented in Table 4.2.1.

Table 4.2.1; Service quality elements and customer satisfaction

Airline/ Case	Customer Satisfaction		Perceived Service Quality		Technical Quality		Service Quality Expectations	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
Airline 1	3.89	0.98	3.85	0.66	3.89	0.68	4.50	0.49
Airline 2	4.50	0.49	3.61	0.27	4.33	0.70	4.60	0.54
Airline 3	4.25	0.28	3.39	0.54	4.67	0.39	4.86	0.33
Airline 4	3.75	0.24	3.30	0.11	4.00	0.38	4.85	0.95
Airline 5	4.00	0.27	3.73	0.78	3.67	0.86	4.82	0.55
Airline 6	4.25	0.41	4.38	0.33	5.00	0.33	4.92	0.39
Airline 7	4.75	0.48	4.51	0.53	5.00	0.32	4.91	0.27
Overall score	**4.20**	**0.39**	**3.82**	**0.46**	**4.25**	**0.55**	**4.78**	**0.50**

The results sought to determine the customer's perspective on the technical standards of the airlines' service system quality. Using a scale of 1 to 5 (1- strongly disagree to 5-strongly agree) the respondents were askedto indicate whether arrivals and

departures were on-time and if cancelled or rescheduled flights were minimal. From the research findings, it was established that airline 6 and 7 had the highest mean of5.00 followed by airlines 4, 2 and 3 with means of 4.00, 4.33 and 4.67 respectively.It was noted thatairlines 5 and 1 had the least means of 3.67 and 3.89 respectively as shown in Table 4.2.1.

The study also sought to determine which service quality dimensions wereconsidered critical on service quality in the Kenyan airline industry.Using a scale of 1 to 5 (1-Strongly Disagree to 5-Strongly Agree) the respondent was asked toindicate if they agreed or disagreed with statements of their expectations on each of the five service quality dimensions of reliability, responsiveness, empathy, assurance and tangibility .From the research findings, it was established that respondents from all the airlines had high expectations ranging from a mean of 4.50 to 4.92 as shown in Table 4.2.1.

To determine the customer's perspective on the service quality delivered by the local airlinesthe respondents were asked to indicate how they felt about each of theservice quality dimensions: reliability, responsiveness, empathy, assurance andtangibility.Using a scale of 1 to 5 (1- strongly disagree to 5-strongly agree)it was established that airlines 4, 3, 2, 5 and 1 had the lowest mean of 3.30, 3.39, 3.61 and 3.85 respectively while airline 7 had the highest mean of 4.51 closely followed by airline 6 with a mean of 4.38 as shown in Table 4.2.1.

4.3 Analysis

In this section statistical analysis are performed and objectives of the study achieved.

4.3.1 Customer satisfaction levels

An analysis of customer satisfaction levels was done using Lower bound and upper bound calculations at 95% confidence interval as shown in Table 4.3.1.

Table 4.3.1; Customer satisfaction levels

Airline/ Case	Customer Satisfaction		Lower Bound 95% CI	Upper Bound 95% CI
	Mean	Standard Deviation		
Airline 1	3.89	0.98	1.97	5.81
Airline 2	4.50	0.49	3.54	5.46
Airline 3	4.25	0.28	3.70	4.80
Airline 4	3.75	0.24	3.29	4.21
Airline 5	4.00	0.27	3.47	4.53
Airline 6	4.25	0.41	3.45	5.05
Airline 7	4.75	0.48	3.81	5.69
Overall score	**4.20**	**0.39**	**3.44**	**4.96**

Source: Research data, (2015)

The findings on the table established that customers were satisfied of the services that were offered in 6 of the airlines. They were dissatisfied of the services offered by Airline 1. The lower bound for airline 1 was 1.97 which was below the median value of 3.

4.3.2 Service quality dimensions and customers satisfaction.

The research study wanted to establish the relationship between service quality dimensions andcustomer satisfaction. Data was first presented as per table 4.3.2a below and then a regression analysis was performed. Positive effect was reported on reliability dimension, responsivenessdimension, empathy dimension, assurance dimension and tangibility dimension (β1=0.491, β2=0.338, β3=0.572, β4=0.261 andβ5=0.220) respectively. The findings are as shown below.

Table 4.3.2a Service quality dimensions

Airline/ Mean	Reliability	Responsiveness	Empathy	Assurance	Tangibility	Customer Satisfaction
Airline 1	3.69	3.67	3.89	3.95	4.02	3.89
Airline 2	4.00	3.60	3.33	4.60	2.50	4.50
Airline 3	3.20	3.30	3.67	3.50	3.25	4.25
Airline 4	2.80	3.30	4.00	3.50	2.88	3.75
Airline 5	3.00	3.90	4.17	3.60	4.00	4.00
Airline 6	4.40	4.60	5.00	5.00	4.38	4.25
Airline 7	4.40	4.50	4.50	4.50	4.63	4.75
Overall score	**3.64**	**3.84**	**4.08**	**4.09**	**3.67**	**4.20**

Source: Research data, (2015)

Table 4.3.2b Model summary

Model	R	R Square	Adjusted R Square	Df	Sig	Std. Error of the Estimate
1	.628	.394	.319	3	.000	.203

The findings on table established a positive correlation coefficient (r), = 0.628, coefficient of determination (r2) = 0.394 and adjusted r squared = 0.319. The (r2) indicated that the variations in Reliability, Responsiveness, Empathy, Assurance and tangibility of service quality explain 39.4% percent of the variation in customer satisfaction. On the other hand, the adjusted r-squared shows that 31.9% (Adj R-square=.319) of the variance in customer satisfaction can be explained by the variations in service quality dimensions.

Analysis of variance (ANOVA) was used to test the significance of the regression model as pertains to differences in means of the dependent and independent variables as shown on table 4.3.2c below.

Table 4.3.1c ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	4.896	5	1.632	4.447	.006
	Residual	25.323	69	.367		
	Total	30.219	72			

The results of the ANOVA test shown on table 4.3.2c above produced an F-value of 4.447 which was significant at p=0.00. This depicts that the regression model has a 0.00 % probability of misrepresenting the relationship between the service quality dimensions and customer satisfaction. The variation in the independent variables and dependent variable can be explained by the smaller significance value of 0.000 which

is smaller than the significance level of 0.05 implying that there is a (statistically) significant relationship between reliability, responsiveness, empathy, assurance, tangibility and customer satisfaction hence the study model is significant

The data analysis on table 4.3.1d shows the influence of Reliability(X_1), Responsiveness (X_2), Empathy (X_3), Assurance (X_4) and Tangibility (X_5) on Customer Satisfaction (CS) based on the following regression model:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \xi.$

$\mathbf{Y} = 1.021 + 0.491X_1 + 0.338X_2 + 0.572X_3 + 0.261X_4 + 0.220X_5 + \varepsilon$

Table: 4.3.2d Coefficients

Variables	B	Standard Error	Beta	T	P-Value
(Constant)	1.021	0.188		5.441	0.000
Reliability	0 .491	0.107	0.175	2.019	0.000
Tangibility	0.220	0.109	0.139	2.018	0.001
Assurance	0.261	0.130	0.147	2.007	0.000
Responsiveness	0.338	0.112	0.182	2.015	0.000
Empathy	0.572	0.106	0.166	2.010	0.000

The results shown on Table 4.3.2d indicate thatthere is a relationship betweenthe 5 service quality dimension and customer satisfaction. Therefore taking reliability, responsiveness, empathy, assurance and tangibility dimensions at zero (0); customer satisfaction will be 1.021. Hence unit increase in responsiveness, empathy, reliability assurance, and tangibility dimensions will lead to 0.338 (33.8%), 0.572 (57.2%),

0.491(49.1%), 0.261(26.1%) and 0.220(22.0%) unit increases in customer satisfaction.

On the significance of the relationship between the dimensions and customer satisfaction, results indicate that the p-values are smaller than the significance level of 0.05 or 1.96 implying that there is a significant relationship between responsiveness, empathy, reliability assurance, and tangibility dimensions and customer satisfaction.

4.3.3 Perceived service quality, technical standards of service quality and customer satisfaction

The research study also wanted to establish the relationship between perceived service quality, technical standard of service quality andcustomer satisfaction. Correlation analysis was conducted as per the correlation matrix in Figure 4.3.3.

Table: 4.3.3 Correlation matrix

CORRELATION MATRIX			
	Customer satisfaction	Technical standards	Perceived SQ
Customer satisfaction	1	0.57	0.69
Technical standards	0.57	1	0.48
Perceived SQ	0.69	0.48	1

Source: Research data, (2015)

The correlation matrix in table 4.3.3 shows correlations between perceived service quality, technical standards of service quality and customer satisfaction. The strongest relationship was between perceived service quality and customer satisfaction, (r=0.69)

which indicates that if perceived service quality is improved then it is more likely that customer satisfaction will increase.

Technical standard of service quality was positively correlated with customer satisfaction (r=0.57), although the relationship was not very strong. The superior the technical standards of service quality, the higher the customer satisfaction levels.
Finally, perceived service quality was moderately correlated with the technical standards of service quality, (r=0.48) indicating that the independent variables also tend to vary from each other.

4.4 Discussion

From the research findings, customer satisfaction levels were found to be within the acceptable limits in the local passenger airline industry. Only one airline had an indication that customers were unsatisfied, with a lower bound of 1.97 at 95% confidence interval.

There was a general positive relationship (R=0.628) between the level of satisfaction andservice quality dimensions as indicated in table 4.3.2b. Moreover, 31.9 % of customersatisfaction was explained by the service quality dimensions. Reliability, responsiveness, tangibility,empathy and assurance dimensions were found to have a positive effect on customersatisfaction. Empathy was found to have the highest positive effect of 57.2% on customer satisfaction while tangibility qualitydimension was found to have the least positive effect of 22.0% on customer satisfaction. This means that tangibility dimension was considered to have the lowest influence on the level of customer satisfaction in the Kenyan airline industry.These findings are consistent with the study by Parasuraman et al (1988) that the quality received by

consumers must be perceived to be reliable, responsive, and empathetic and that tangibles were of least concern to customers. They are also consistent with the studies by Kongere et al (2013), Ekaterina (2012) and Archana and Subha (2012) that service quality has an impact on customer satisfaction and that even though all the service quality dimensions are important for the perception of service quality, some dimensions are found to be more important than others.

The results also show that there is a positive relationship between perceived service quality and customer satisfaction as shown by the positive correlation coefficient of 0.69.Furthermore, on the significance of the relationship between technical standards of service quality and customer satisfaction, results indicate a positive correlation coefficient of 0.57 implying that there is a significant relationship between the two variables.These research findings enriches the observations of Brady and Cronin (2001), Yap (2009) and Gronroos (1984) thatservice quality is a customer oriented phenomenon which is defined, judged and deduced by customer based factors like first impression, experience and expertise.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study and makes conclusion based on the results. Theimplications of the findings and areas for further research are also presented.

5.2 Summary

The main objectives of the study were to determine the customer satisfaction levels andthe influence of technical standards and perceived service quality on customer satisfaction in the passenger airlines in Kenya. In addition the study wasalso carried out to establish the relationship between service quality dimensions and customer satisfaction.The research was conducted on the 7 passenger airlines operating in Kenya where passengers were the respondents.Responses were received from 58passengers who gave a response rate of 58%.

It was noted that there was a general satisfaction on services being offered by the Kenyan passenger airlines. Empathy dimension was found to have the highest impact on perceived service quality closely followed by reliability dimension then responsiveness. Tangibility was found to have the least impact on perceived service quality. It was also found that there was a general positive relationship between the level ofsatisfaction and service quality dimensions. Perceived service quality and technical standards of service quality were found to have a positive effect on customer satisfaction.Perceived service quality was found to have the highest positive effectof (r=0.69) on customer satisfaction, closely followed by technical standards at (r=0.57).

5.3 Conclusion

From the study findings it can be deduced that even though all the service qualitydimensions are important for the perception of service quality, some dimensions were found to be moreimportant than others. Thus the service quality dimensions do not have the same priorityon customer satisfaction.

It can be concluded that all service quality dimensions including the technical standards of service quality should be improved since they positively affect customer satisfaction. It can also be argued that since local airlines mostly offer services which are considered to have a relatively low degree ofintangibility, respondents felt that the tangibility dimensionhas the least significant effect oncustomer satisfaction.

5.4 Recommendations

This study recommends that the technical standards of service quality, reliability, responsiveness and empathy dimensions shouldbe enhanced further in order to increase customer satisfaction. Benchmarking shouldbe used to borrow best practices on these critical dimensions that affect perceivedservice quality. Less energy should be directed towardstangibility and assurance dimensions since they had a lower impact on service quality.

.

5.5 Limitations of the study

This study was successfully undertaken but not without a few limitations. One suchlimitation was that some of the respondents declined to respond to the questionnaires.The time period covered by the study and the resources available to the researcher werealso limited.

5.6 Suggestions for further research

Arising from this study, the following directions for future research in operations management wererecommended: First, this study focused on the services of local passenger airline industry. Therefore, generalization cannotadequately extend to other international airlines that operate through Kenya. Based on this fact among others,it is therefore recommended that a broad based study covering all airlines both local and international operating through and within Kenya should be done to find out factors affecting service quality and therelationship between service quality dimensions and customer satisfaction in the entire airline industry. Additionally, this study can be extended to other modes of transportation, such as trains and buses and ships, which supplement air transport and also sometimes compete with air transport.

REFERENCES

Aksoy, S., Atilgan, E., and Akinci, S. (2003). "Airline services marketing by domestic and foreign firms: Differences from the customers' viewpoint," *Journal of Air Transport Management*, Vol. 9, pp. 343–351.

Archana,R., Subha,M.V. (2012), "A study on Service Quality and Passenger Satisfaction on Indian Airlines", *International Journal of Multidisciplinary Research,* Vol. 2, Issue 2, pp. 54-61.

Berry, L.L., Parasuraman, A. and Zeitham, V. A. (1994), Improved service quality in America: Lessons learned", *Academy of Management Executive*, Vol. 8 No.2, pp. 32 – 52.

Bamford, D. and Xystouri, T. (2005). "A case study of service failure and recovery within an international airline," *Managing Service Quality*, Vol. 15 No. 3, pp. 306-22.

Brady, M.K. and Cronin,J.J. (2001),"Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach*," Journal of Marketing,* Vol.65, pp.34-49.

Cooper, D. R. & Schindler, P. S. (2006) "Business Research Methods: empirical investigation", *Journal of Service Research*, 1 (2), pp. 108-28.

Collier, J.E. and C.C. Bienstock, (2006).Measuring service quality in e-retailing. *Journal of Service Research,* 8(3): 260-275.

Cronin, J.J. and Taylor, S.A. (1992), "Measuring Service Quality: A Re-examination and Extension", *a Journal of marketing,* Vol. 56, No. 3, 55-68.

Chan, C. C. (2001), "A study on the relationship of customer satisfaction and royalty for domestic airlines". Master Thesis, Department of Shipping and Transportation Management, National Taiwan Ocean University, Taiwan.

Conklin, D.W. (2011), "The Global Environment of Business: New Paradigmsfor International Management", IUP Publications, Hyderabad, India, June, pp.32-43.

Ekaterina, T. (2012), "Measuring Customer Expectations of Service Quality: Case Airline Industry".Master's Thesis, Department of Information & Service Economy, Aalto University, Finland.

Ekiz, H.E., Hussain, K., and Bavik, A. (2006). "Perceptions of service quality in North Cyprus national airline," *Tourism and Hospitality Industry 2006 – New Trends in Tourism and Hospitality Management,* Proceedings of 18th Biennial International Conference, Croatia: May 3-5.

Gronroos, C. (1984), "A service quality model and its marketing implications", EuropeanJournal of marketing, Vol 18, No 3, pp. 36-44.

Heir F.J, Black C.W, Babin B.J, Anderson R.E, 'Multivariate Data Analysis' A Global Perspective. Pearson 7th Ed pp 91-151

Kotler, P.(2000), *Marketing Management.* 10th edn., New Jersey, Prentice-Hall.

Kotler, P., (2003). *Marketing management*. 11th Edn., Upper Saddle, New Jersey Pearson Education Limited, Inc.

Kumar, M., Kee, F. T. &Manshor, A. T. (2009). Determining the relative importance ofcritical factors in delivering service quality of banks; An application ofdominance analysis in SERVQUAL model, *Managing Service Quality*, Vol. 19, pp. 211-228.

Kunst, P. &Lemmink, J. (eds.) (1997).*Managing Service Quality*. London: Paul Chapman Publishing.

Nitin, S., Deshmukh, S.G. and Prem, V. (2005), "Service Quality Model: a review, "International Journal of Quality & Reliability Management, Vol. 22 No. 9, pp. 913-949.

Negi, R. (2009). Determining customer satisfaction through perceived service quality: Astudy of Ethiopian mobile users, *International Journal of Mobile Marketing*;Vol.4, Number 1; p.31-38.

Pakdil, F., Aydın, O. (2007). "Expectations and perceptions in airline services: An analysis using weighted servqual scores," Journal of Air Transport Management, Vol. 13 No. 4, pp. 229-237.

Parasuraman, A., Zeithaml, V. A. & Berry, L. L, (1985), "A conceptual model of service quality and its implication for future research". Journal of Marketing, No.49, pp.41-50.

Parasuraman, A.; Zeithaml, Valarie A.; Berry, Leonard L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality, *Journal of Retailing*, Vol. 64 (1),p16

Park, J.-W. (2007). ''Passenger Perceptions of Service Quality: Korean and Australian Case Studies,'' *Journal of Air Transport Management*, Vol. 13, pp. 238-242.

Reimer, A. & Kuehn, R. (2005). The impact of servicescape on quality perception, *European Journal of Marketing*, Vol. 39, Number 7/8, p.785-808

Rhoades, D.L., & Waguespack, B. (2008). "Twenty years of service quality performance in the US airline industry," *Managing Service Quality*, Vol. 18 No. 1, pp. 20-33

Rhoades, D.L., and Waguespack, B. (2005), "Strategic imperatives and the pursuit of quality in the US airline industry," *Managing Service Quality*, Vol. 15 No. 4, pp. 344-56

Sahin, B., Demir, C., Celik, Y., &Teke, A. K. (2006). Factors affecting satisfaction level with the food services in a military hospital, *Journal of medical systems*,Vol. 30, Issue 5.

Saravanan, R. &Rao, K. S. P. (2007). Measurement of service quality from the customer's perspective – An empirical study, *Total Quality Management*, Vol.18. No. 4, p.435-449

Stauss B. (1995), "Internal services: classification and quality management",

International Journal of Service Industry Management, Vol. 6, No. 2, pp. 62-78

Tirimba O. M, Richard B. N, Robert M. B, Thomas O. O, Tom O. K. (2013), "Service Quality and Customer Satisfaction at Kenya Airways Ltd", School of Business, University of Nairobi

Shahin, A. (2005). SERVQUAL and Model of Service Quailty Gaps: A framework Fordetermining and prioritizing critical factors in delivering quality services,Available on http://www.proserv.nu/Docs/Servqual.

Van der Wal, R. W. E., Pampallis, A. & Bond, C. (2002). Service quality in a cellular telecommunications company: a South African experience, Managing ServiceQuality, Vol. 12, Number 5, p.323-3335.

Wicks, A. M., &Roethlein, C. J. (2009). A Satisfaction-Based Definition of Quality Journal of Business & Economic Studies, Vol. 15, No. 1, , 82-97.

Yap, Z.W.D. (2009), "Revisiting the Conceptualization and Measurement of Service Quality" Masters Thesis, Faculty of Information Technology, Queensland University of Technology, Austrlia.

Zairi, M., (2000). "Managing customer satisfaction: a best practice perspective", *The TQM Magazine*, Vol. 12 (6), pp.389-494

The Aviators, October-December 2014.

The Aviators, January-March 2015.

www.kcaa.or.ke

http://www.open.edu/openlearn/money-management/management/leadership-and-management/understanding-operations-management/content-section-0

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

RE: MBA PROJECT: MARTIN KONGOTI AYIEKO REG NO. D61/84440/12

I am a student of the University of Nairobi pursuing a Masters degree in Business Administration. I am conducting a research on SERVICE QUALITY AND CUSTOMER SATISFACTION IN KENYAN AIRLINES as a partial fulfillment of the requirements ofthe degree award.

You are identified as a frequent traveler and your opinion can shape what happens in the industry. You can contribute a great deal to the understanding of what an important traveler like yourself desires by simply spending a few minutes to fill the attached questionnaire.

Your participation in this survey is highly appreciated.

Yours sincerely

MARTIN KONGOTI AYIEKO

APPENDIX II: QUESTIONNAIRE

This research questionnaire is designed to collect data on how you feel about the service delivery by your airline.

Section A:

1.1 Please indicate the name of the airline: ……

(Only for the purpose of combining into groups and shall not be reported)

1.2 Gender(Please tick).

Female [ ] Male[ ]

1.4 Age (Please tick).

Below 35 [ ] 35-45 [ ] above 45 [ ]

Section B: Please indicate the extent towhich you agree or disagree with the following statements by ticking in the appropriate cell.

NO	STATEMENT	Strongly Disagree	Somewhat Disagree	Neither agree nor Disagree	Somewh at Agree	Strongly Agree
1	The estimated time of departure did not significantly differ with the actual time of departure.					
2	The estimated time of arrival did not significantly differ with the actual time of arrival.					
3	Cancelled or rescheduled flights occur rarely					

Section C: Please indicate the extent towhich you agree or disagree with the following statements by ticking in the appropriate cell.

	STATEMENT	Strongly Disagree	Somewhat Disagree	Neither agree nor Disagree	Somewhat Agree	Strongly Agree
1	The airline should have modern and clean facilities and equipments.					
2	The airline's baggage handling mechanism should be efficient					
3	Employees of the airline should be well dressed and appear neat.					
4	In-flight meals should be of good quality and of different varieties.					
5	The airline should be capable of delivering what they promised					
6	The airline should keep accurate records.					
7	Check in and boarding systems should be efficient.					
8	The airline should be able to meet special needs of customers.					
9	The airline's online assistance should be dependable.					
10	The airline should keep us informed about services during the flight e.g. the time of serving food and drinks.					
11	The airline's crew should be competent to handle unforeseen emergency cases.					
12	The airline's crew should be prompt in attending to passenger needs during boarding process.					
13	Customer requests or complains should be well attended to					
14	Passengers should be well taken care of and informed in good time when flights are cancelled or expected to delay					
15	The airline's employees should be able to instill confidence to passengers from check-in to disembarking.					
16	The airline's staff should be sincere and patient when dealing with passenger's problems					
17	The airline should have an excellent safety record					
18	Chances of flight breakdowns and cancellations should be rare.					
19	Airline staff should be knowledgeable and skillful in their work.					
20	Disabled, sick and infants should be well treated.					
21	The airline should be sympathetic and reassuring when customers have problems					
22	The airline's flight schedules should be convenient.					

Section D: Please indicate the extent towhich you agree or disagree with the following statements by ticking in the appropriate cell.

NO	STATEMENT	Strongly Disagree	Somewhat Disagree	Neither agree nor Disagree	Somewhat Agree	Strongly Agree
1	The airline has modern and clean facilities and equipments.					
2	The airline's baggage handling mechanism is efficient					
3	Employees of the airline appear well dressed and neat.					
4	In-flight meals were of good quality and of different varieties.					
5	The Airline delivered exactly what they promised					
6	Airline employees seemed to remember customers by their names and kept accurate records.					
7	The airline's check in and boarding systems were efficient.					
8	The Airline was able to meet specific needs of passengers e.g. the aged and disabled					
9	The Airline's online assistance system is dependable.					
10	Passengers were kept informed about services during the flight e.g. the time of serving food and drinks.					
11	The crew seemed competent to handle unforeseen emergency cases.					
12	The crew was prompt in attending to passenger needs during boarding process.					
13	Customer requests or complaints were well attended to					
14	When flights are cancelled, delayed or rescheduled passengers are well taken care of and informed in good time.					
15	Employees instill confidence to passengers from check-in to disembarking.					
16	Airline staff are sincere and patient when dealing with passengers problems					
17	The airline holds an excellent safety record					
18	Flight breakdowns and cancellations are rare.					
19	Airline staffs are knowledgeable and skillful in their work.					
20	Disabled, sick and infants are well treated.					
21	Airline staffs are sympathetic and reassuring when customers have problems					
22	Airline's flight schedules are convenient.					

Section E: Please indicate below what represents your feeling about the services you receive from the airline.

NO	STATEMENT	Extremely Not True	Somewhat Not True	Neither True nor Not True	Somewhat True	Extremely True
1	The services I receive meet what I had expected.					
2	Where there are choices, I would recommend travel by the airline.					

APPENDIX III: LIST OF PASSENGER AIRLINES IN KENYA

	Airline	No. of fleet
1	Kenya Airways	43
2	Jambo Jet	5
3	Fly Sax	7
4	Fly 540	7
5	African Express Airways	7
6	Air Kenya Express,	9
7	Safarilink Aviation	12

SOURCE: Kenya Civil Aviation Authority (2015)