Service Quality and Customer Satisfaction at Kenya Airways Ltd

Tirimba O. Manani[1], Richard B. Nyaoga[2*], Robert M. Bosire[3], Thomas O. Ombati[4], Tom O. Kongere[5]

[2]Faculty of Commerce, Dept. of Management Science, Egerton University (NTCC), P.O Box 13357 Nakuru-Kenya

[*]E-mail: <rnyaoga@yahoo.com>

[3]Faculty of Commerce, Department of Management Science, Kisii University, P.O Box 408 Kisii-Kenya

E-mail: < rmbosire@yahoo.com>

[1, 4, 5]School of Business, Dept. of Management Science, University of Nairobi, P.O 30197-00100 Nairobi-Kenya

[1]E-mail :< mtirimba@gmail.com>

[4]E-mail :< thomasombati@yahoo.com>

[5]E-mail: <tkongere@uonbi.ac.ke>

Abstract

This study explored the key determinants of customer satisfaction for passengers at Kenya Airways. The study used a descriptive survey design to obtain information on key determinants of customer satisfaction for passengers at Kenya Airways. The study mainly adopted a case study approach and the respondents constituted Passengers who had used Kenya airways for a period of six months between Jan- June 2012. The sample of this study consisted of one hundred (100) passengers. Both primary and secondary data sources were used to answer the research questions. Primary data was mainly obtained through administering of questionnaires while secondary sources like past studies and archives were accessed in order to obtain some reliable literature and empirical findings that could be applied in order to have a better understanding of the service quality construct. The data collected was analyzed by use of the means, frequency, percentage and Factor Analysis. The study findings indicate that among the key determinants of customer satisfaction with passengers were 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. Weather conditions prevailing at the destination, compassion by airline crew toward any disabled persons on-board were particularly noted to increase significantly the level of customer satisfaction. This study contributes to existing theories of service quality and customer satisfaction by confirming or adding value to the relationships that are involved in customer satisfaction and service quality in the Air Transport and other related sectors. It provides results that are useful to managers in business organizations for strategic planning. The arguments of this study are based on the resource based view theory and review of relevant literature.

Key words: *Service, Quality, Customer service, customer satisfaction, Air transport*

Introduction

Delivering excellent service sustains customers' confidence and is essential for a competitive advantage. Delivering quality service requires understanding the needs of our customers, listening to feedback and a commitment to continuous improvement. Key to this is cultivating a motivated workforce to continuously drive service excellence within the organization. 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, 1985).

Customers are important stakeholders in organizations and their satisfaction is a priority to management. Customer satisfaction has been a subject of great concern to organizations and researchers alike in the recent past where the quality of service has become an aspect of customer satisfaction (Blumberg et al., 2005). Companies traditionally operating in local business environments must shift their paradigms to new trends in globalization, competition and the ever changing customer expectations if they are to survive. Customer focus is emerging as the key to sustained competitive advantage in both the production and service industry (Porter and Kramer, 2011). A common phenomenon with customers is that once they are not satisfied with the quality of a service,

some walk away and often without complaint, hint or warning. Such customers stop doing business with the offending company which affects financial performance of the respective companies.

Consumers of services are becoming increasingly critical of the quality of service they experience (Albrecht et al, 1985) and this dictates that organizations must incorporate the customer in operational decision making processes. Changing customer demands and competition are forcing firms to cut loose from traditional customer satisfaction paradigms, to adopt proactive strategies aimed at taking the lead in market place. One of such strategies is the concept of quality. According to Berry et al (1988), service quality has become a great differentiator and the most powerful competitive weapon amongst leading service organizations. Cronin and Taylor (1992) 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).

The role of quality has "changed from an order winner to a qualifier" (Hill, 2000). Order winners are the attributes of a product or service that are important to the customer which result in customer satisfaction and long-term relationships. Order qualifiers are attributes which when absent result in a product or service being removed from consideration for purchase. Consumers use order winners as a criteria for selecting a service from competitors in same service. It is therefore important that companies striving to be competitive pursue quality operational strategies that will put them in the league of order qualifiers. To qualify as order winners, organizations must be better than their competitors in their competitive capabilities. Various approaches are used by companies to achieve this competitiveness. They include: Benchmarking, Total Quality Management (TQM), quality assurance, six-sigma and the use of international standards organization certifications (ISO). The significance and role of quality may not be under estimated given the attraction and prominence it has been given at national, regional and international levels. Principal objectives of these bodies are to study, analyze and create systems for improved customer satisfaction, through quality standards.

Air transport as a means of communication has steadily been on an upward trend since the Second World War. International Air Transport Association (IATA) in March 2010 reported that passenger demand on average grew by 10.3%, while cargo demand grew by 28.1%. IATA has a registered membership of 230 airlines which account for 93% of world air traffic volume. The Kenya Airways limited is the largest airline in Kenya. The airline has been in operation since 1977. The airline is a public private partnership company with KLM being the largest shareholder (26%), followed by the Kenyan government which has a holding of 23%. The rest of the shares are held by the public through the Nairobi stock exchange. The airline operates a total of 32 planes of which 25 are Boeing models, while 5 are Embracer models. The airline flies to a total of 53 destinations, 43 of them in Africa and the rest to Europe and Asia. The combined work force at the airline comprises slightly more than 4,800. Annual passenger- kilometers in the period ending October 2012 stood at more than 3.6 million, representing a total increase of slightly more than three thousand passengers over the same period the previous year. The airline mission statement indicates that the airline seeks to achieve world class status by consistently pursuing highest standards of safety, customer satisfaction, and quality considerations (www.kenya-airways.com).

Recent developments in the airline industry made it mandatory for Kenya airways to consider service quality as a key priority in their operations. The American department of transport in June 2011 drafted what was termed as passenger protection bill. The bill proposed some minimum acceptable standards of airline service quality as a means of protecting passengers from rogue airline operators (ATW Daily New, 2011). It is most likely that the entire world aviation community will institutionalize the same. Airlines should therefore set their own quality service standards that will exceed the regulations in order to attract and retain customers. Despite of these developments in the aviation industry, not much research has been conducted on service quality in Kenya Airways and customer continues to openly complain while others leave for other alternatives leading to Kenya Airways incurring huge losses. Thus this study sought to establish the determinants of customer satisfaction at Kenya airways.

2.0 Literature Review
2.1 The Concept of Service Quality
According to Parasuraman et al. (1991), companies can get their competitive advantage by using the technology for the purpose of enhancing service quality and gathering market demand. Different authors have attempted to define quality in different ways. Some prominent definitions include 'conformance to requirements' (Crosby, 1984), Juran (1988) defined quality as 'fitness for use which results in customer satisfaction freedom from

product deficiencies, which avoids customer dissatisfaction. Eiglier and Langeard (1987) defined quality as 'One that satisfies the customer'. Gitlow et al. (1989) defined Quality as the extent to which the customers or users believe the product or service surpasses their needs and expectations." Deming (1986) defined quality as a predictable degree of uniformity and dependability, at low cost and suited to the market. The International Organization for Standardization (ISO) 8402 defined quality as the totality of features and characteristics that bears on the ability of a product or service to satisfy stated or implied needs.

Johns, (1999) contends that the word 'service' has many meanings which lead to some confusion in the way the concept is defined in management literature, where service could mean an industry, a performance, an output or offering or a process. He further argues that services are mostly described as 'intangible' and their output viewed as an activity rather than a tangible object which is not clear because some service outputs have some substantial tangible components like physical facilities, equipments and personnel

Oliver (1997) argues that service quality can be described as the result from customer comparisons between their expectations about the service they will use and their perceptions about the service company. That means that if the perceptions would be higher than the expectations then the service will be considered excellent, if the expectations are equal to the perceptions the service is considered good and if the expectations are not met the service will be considered bad. Service quality is an assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction. Gibson (2005) argued that satisfied customers are likely to become loyal customers and that means that they are also likely to spread positive word of mouth which will lead to growth of market share. Understanding which factors that influence customer satisfaction makes it easier to design and deliver services that corresponds to the market demands.

 Parasuraman, Zeithaml and Berry (1990) posit that service quality is an extrinsically perceived attribution based on the customer's experience about the service that the customer perceived through the service encounter. According to the Japanese production philosophy, quality implies 'zero defects' in the firm's offerings. This confirms with the work of Philip Crosby who argued that quality is conformance to the requirements where no room is given for any defects. Initial efforts in defining and measuring service quality emanated largely from the goods sector, research work in the area of service quality was laid down in the mid-eighties by Parasuraman, Zeithaml and Berry (1985). The contributions made by Parasuraman, Zeithaml and Berry (1988) in their studies on service quality have continued to shape the direction of research in the services sector. The researchers defined service quality as a global judgment, or attitude, relating to the superiority of the service. Views and research studies done by other scholars include Gronroos (1982) and Smith and Houston (1982), Parasuraman, Zeithaml and Berry (1988) who conceptualized service quality as the difference between consumer perceptions and expectations which is the outcome interaction and experience with the service

2.2 Customer Satisfaction measurement

Satisfaction is a psychological constructs that form the basis upon which evaluation of the quality of a product or service is done. Customer satisfaction is defined as a function of the customer's expectations and perceptions of performance according to the expectancy - disconfirmation paradigm (Tse & Wilton, 1988) and it is a construct closely related to perceived service quality (Magi & Julander, 1996). Today, customer focus and satisfaction is a driving force for many companies and organizations. Measuring customer satisfaction provides an indication on how an organization is performing or providing products or services. Customer satisfaction is generally understood as the satisfaction that a customer feels when comparing his/her preliminary expectations with the actual quality of the service or product acquired. In other words, customers are typically concerned with the value and quality of the product or service they receive. In addition, customers generally want the best possible product or service at a low cost. The perception of the best product or service and lowest price can, however, vary significantly by customer segment or industry. In order to obtain an overall picture of customer perception, a company or organization needs to measure the customer satisfaction level (Czarnecki, 1998).

Organizations mostly employ external agencies to listen to their customers and provide dedicated feedback to them. These feedbacks needs to be sophisticated and in structured format so that conclusive results could be fetched out. Face to face meetings and complaint or appreciation letter engages immediate issues. The feedback received in this is not uniform as different types of customers are addressed with different domains of questions. This hinders the analysis process to be performed accurately and consistently. Hence the best way is to

implement a proper survey which consists of uniformed questionnaire to get customer feedback from well segmented customers. The design of the prepared questionnaire is an important aspect and should enclose all the essential factors of business. The questions asked should encourage customers to respond in an obvious way. These feedback received by the organizations can be treated as one of the best way to measure customer satisfaction (Czepiel and Gilmore, 1987)

Saravanan & Rao, (2007), argued that the need for survival and growth in ever increasing competitive markets are main critical factors in the search for providing superior service quality and achieving customer satisfaction. Customer satisfaction is conceptualized as based on the customer's experience on a particular service encounter, (Cronin & Taylor, 1992) and also some think customer satisfaction is cumulative based on the overall evaluation of service experience (Jones & Suh, 2000). These highlight the fact that customer satisfaction is based on experience with service provider and also the outcome of service. According to Wicks & Roethlein, (2009), customer satisfaction is formed through an affective evaluation process and this affective evaluation is done following the purchase experience by the consumer.

Sahim et al., (2006) in an effort to find out whether customers were satisfied with the food services in the military hospital in Turkey realized that specific demographic characteristics were not of significance in determining the satisfaction of the patients but the appearance and taste of food. Bailey et al., (1983) identified 38 factors that affected the satisfaction of consumers of computers which were customized for computer users some of which were quality of the product, flexibility, reliability, priorities determination, security and expectations.

2.3 Service quality and customer satisfaction

Various studies that have focused on a link between satisfaction and quality argued for different views in terms of relationship. Some think that quality leads to satisfaction, McDougall & Levesque, (2000); Negi, (2009) and others support that satisfaction leads to quality (Cronin & Taylor, 1992). Some researchers propose that quality and satisfaction are determined by the same attributes; like Parasurman et al., (1988) tried to relate customer satisfaction to service quality. Negi, (2009) clearly points out that overall service quality is significantly associated with and contributes to the overall satisfaction of customers. Customer satisfaction is based on the level of service quality delivered by the service providers (Saravanan & Rao, 2007). Parasuraman et al., (1985) contends that when perceived service quality is high, then it will lead to increase in customer satisfaction. They argue that service quality leads to customer satisfaction and this agree with Lee et al., (2000) who acknowledge that customer satisfaction is based upon the level of service quality provided by the service provider.

Organizations that consistently satisfy their customers enjoy higher retention levels and greater profitability due to increased customers' loyalty (Wicks & Roethlein, 2009). It is vital to keep consumers satisfied by trying to know their expectations and perceptions of services offered by service providers. In this way, service quality could be assessed and thereby evaluating customer satisfaction. Service quality and customer satisfaction have been proven from past researches to be positively related (Gera, 2011).

Customer brand loyalty is based on the satisfaction achieved after the purchase of a product or service (Surprenant and Churchill, 1982). According to the customer satisfaction model developed by Oliver (1980) when customers compare their perceptions of actual products/services performance with the expectations, the feelings of satisfaction arise which may lead to repeat purchase. Satisfaction from service quality according to Gronroos (1984) is usually evaluated in terms of technical quality and functional quality. This happens when customers do not have much information about the technical aspects of a service. Under such circumstances functional quality becomes the major factor from which customers base perceptions of service quality (Donabedian, 1982). Service quality may also be defined as customer perception of how well a service meets or exceeds their expectations (Czepiel 1990). Service quality can be measured in terms of customer perception, customer expectation, satisfaction and attitude. Sachdev and Verma (2004) indicate that the evaluation of service quality leads to customer satisfaction. Rust and Oliver (1994) in their research study observed that satisfaction was a customer fulfillment response, an evaluation on both customer emotion and customer response to a service.

2.4 Service quality in the airline industry

According to Gaddene et al. (2009), Flight safety, good appearance of flight crew and offering highest possible quality services to customers 24 hours a day are the most important airline service quality factors in the eyes of customers. Gustafsson et al. (1999) in their study noted that many airline companies had lost track of the true needs of their passengers and were trapped in outdated views of what airline services were all about. In a highly competitive environment, where all airlines have comparable fares and matching frequent flyer programs, airline's competitive advantages lie in the service quality perceived by customers (Chan and Yeh, 2002). Perceived quality is a prerequisite for customer satisfaction (Parasuraman et al., 1988). Therefore, the delivery of high quality service becomes a marketing requirement as competitive pressures increase on air carriers.

Continuing to provide high quality service would help airlines acquire and retain customer loyalty (Ostrowski et al., 1993).

Currently majority of quality ratings (customers' perceptions of quality of services) available rely on subjective surveys of customer opinions that are infrequently done (Gursoy et al., 2005). Traditionally, customer service analysis has been carried out by dividing the overall service into various service elements, conducting a survey among the customers, and measuring the importance of the service elements to the customers as well as the performance of the company (Huiskonen and Pirttila, 1998). It is a commonly used measure of customers' preference. Based on its analysis, customer service strategies are designed. With no exception in the airline industry, to deliver better passenger service, airlines need to understand passengers' needs and expectations (Aksoy et al, 2003).

2.6 Measuring Service Quality

A study by Agbor (2011) concluded that there was a distinctive relationship between service quality dimensions and service quality/customer satisfaction. Service quality is a measure of how well the delivered level of service matches customer expectations. When a service delivers a high quality service, it must conform to customer expectations on a consistent basis over time (Lewis and Booms 1983). Gronoos (1982), Lehtinen and Lehtinen (1982) identified three themes in service quality. These themes were: Service quality is more difficult for the consumer to evaluate than goods quality; Service quality perceptions result from a comparison of consumer expectations with actual service performance; and lastly that quality evaluations are not made solely on the outcome of a service, but also on evaluations of the process of service delivery.

Many researchers have struggled with the issue of how to measure service quality. The most widely used measure is based on a set of five dimensions which have been consistently ranked by customers to be most important for service quality, regardless of service industry. Service quality measurements have benefitted greatly from studies done by Parasuraman, Zeithaml and Berry (1988) who developed a model and measurement approach which they named SERVQUAL Consisting of 22-items. SERVQUAL was based on the concept that service quality is the difference between consumers' expectations about performance of a general class of service providers and their assessment of the actual performance of a specific firm within that class. These dimensions defined by the SERVQUAL measurement instrument are as follows:

Tangibles: appearance of physical facilities, equipment, personnel, and communication materials;
Reliability: ability to perform the promised service dependably and accurately;
Responsiveness: willingness to help customers and provide prompt service;
Assurance: knowledge and courtesy of employees and their ability to convey trust and confidence; and
Empathy: the caring, individualized attention the firm provides its customers.

These five SERVQUAL dimensions are used to measure the gap between customers' expectation for excellence and their perception of actual service delivered. The SERVQUAL model, when applied helps service providers to understand both customer expectations, perceptions of specific services, and areas in need of quality improvements.

SERVQUAL has been used in identifying specific service elements requiring improvement, and targeting training opportunities for service staff. Proper development of items used in the SERVQUAL instrument provides rich item-level information that leads to practical implications for a service manager.

3.0 Findings

3.1 Frequency of using the airline in the last one year.

The findings revealed that majority of the respondents 35(55.6%) had used airlines 1 to 3 times, followed by 38.1% who had used airlines 4 to 5 times. A minority (6.3%) had used air travel over 6 times. These findings indicate that respondents were adequately experienced on airline travel and so they could be relied upon to give valid responses.

The findings also revealed that the majority of respondents 60(95.2%) travelled by economy class. Customer perceptions on various service quality parameters was a reflection of the quality of service offered at the economy class of airlines. Considering that the economy class is the lowest level, it is possible that these parameters could have been scored higher if respondents had experience with the business or first class.

3.2 Professional status of the respondents

The researchers sought to know from the respondents what best described their professional status or their main occupations. This was necessary because the researchers wanted to establish the nature of their professional backgrounds and what their main reasons for travel were. The research findings revealed that most of the respondents 35(55.6%) were employees of government, NGOs or companies. They were followed by the retired (23.8%), then students (9.5%) and the self-employed (7.9%). These findings seem to suggest that most of those who travel do so out of work requirements. The retired would mostly travel for leisure, and so it could concluded that leisure travelers constituted the second largest users of Kenya Airways, while those travelling to attend learning institutions constituted another proportion of travelers of Kenya Airways.

3.3 Perceived satisfaction with airline passenger services.

A total of 22 parameters were presented to respondents and the respondents were required to rate their importance as customer satisfaction attributes using a scale of 1 to 5 where 5 was very important and 1 least important. The proportion of variance for each of the parameters that were used to measure service quality was determined using principal component analysis. Majority of the factors that were extracted shared a >0.7 proportion of variance with the rest of the factors under consideration. The least factor extracted had a communality score of 0.446. This communality represented the safety of luggage. The highest factor score was 0.934 (B12) the factor under consideration in this construct relates to how the elderly, the aged and the disabled were treated through boarding and in flight. This factor B12 shared the highest variance with the rest of the factors and was therefore most responsible for the variability in the major study variable/construct "what are important service quality parameters to airline passengers".

3.4 Extracted factors on perceived customer satisfaction.

The researchers were interested in knowing the dimensionality of the factors the parameters that had presented to the respondents. A factor rotation method was used and the criteria for inclusion was Eigen values that were greater than one. A total of 8 factors were thus extracted, and these accounted for most variability in the main study construct/variable. This agrees with early studies where service quality is thought to comprise between 1(one) and 8(eight) dimensions (Chowdhary and Prakash, 2007). The researchers had observed that there was no perfect agreement on the number of service quality dimensions associated with service quality. Table I shows the extracted factors and their variance contributions.

The criteria for extraction was Eigen values >1. Each of the extracted factors shared a proportion >=7.12% of its variance with the rest of the factors. This shows that the factors extracted accounted for highly significant variability in the behavior of the major variable/construct which was the importance respondents attach to service quality parameters of airlines. Cumulatively, the extracted factors accounted for 69.239% of the variability in the main construct. The extracted factors were in order; B2 (ability of airline to communicate to passengers by phone their booking status), B3 (variety of foods offered in flight), B11 (briefing about weather in arrival destination), B12 (on-board assistance to disabled passengers), B13 (food quality), B15 (food variety), B16 (available hand luggage compartment) and B21 (Ability to reserve seats at time of booking). This is to say that to the passengers, quality service in an airline should include; confirmation of booking status by phone, variety of foods served in flight, food quality, briefing on weather conditions prevailing at the destination, compassion by airline crew toward any disabled persons on-board, availing space in the plane that is adequate to fit a hand luggage, and the ability of the passengers to reserve seats. It was noted that passengers travelling as groups will be satisfied if they were able to book seats where they would seat next to each other this also applied to couples and family members.

3.5 Customer satisfaction at Kenya Airways

The research study revealed that there were three main parameters that passengers were most satisfied with as passenger with Kenya airways as shown in table II. These parameters were C19 (the aged and disabled were well attended), C20 (the passengers were well informed about such services such as food in good time) and C17 (during boarding process passengers were promptly attended). These parameters had mean score of 4.33, 4.0, and 4.05 respectively. The scores obtained showed that the level of satisfaction with these parameters was high.

What is evident from this research study is that passengers were keen to note how the elderly and people with special needs were attended to and if well treated the result was a high level of satisfaction.

The parameters that scored least in satisfaction and therefore a source of concern since they eroded the competitiveness of the airline were five. These factors were C5 (design of toilets and their cleanliness), C7 (design of seats and seat comfort), C14 (personalized passenger service-knowing passengers by names) and C10 (the quality of check-in facilities). These parameters had mean ratings of 2.95, 2.94, 2.70, 2.63 and 2.54 respectively, which implied that customer satisfaction levels were less than moderate. From content analysis some passengers complained of being forced to stand in long queues as they waited to be checked-in. The seats available did not meet the expectations of passengers. This revealed that the level of satisfaction with check- in services was moderate.

Majority of the parameters under this construct had mean scores that ranged between 3.11 for C 15(crew can be trusted to handle luggage well and C22 (passengers needs and concerns are adequately taken care off when flights are cancelled) 3.79. The respondents felt shortchanged whenever their flights were cancelled for reasons beyond management control. This is based on their expectations on compensation for time lost, alternative accommodation provided and the manner in which they were treated. The respondents indicated that they were not happy without being informed about flight cancellations in good time.

Other parameters that scored means ranging between 3.5 and 3.9 making them rank between moderate satisfaction and high satisfaction were C2 (attitude of staff on board), C21 (response to customer requests), C12 (flight delays), 3.60, C18 (prompt attendance to passenger needs), and C3 (neatness of toilets), 3.71, respectively. The research study also revealed that cabin crew staff were not enthusiastic in attending to the respondents and thus was responsible for moderate satisfaction to the respondents.

3.6 Limitation of the study

The study was limited to the extent that it might not be representative of the cultural diversity which is the nature of the international airline passenger market. Quality perspectives across cultures are not the same. Additional data collection methods such as observation, expert views, focus groups and discussions can be used to further enrich the study. More information can be obtained from board meeting minutes as a way of enriching and expanding the study. Such a study should be carried out frequently in order to monitor service quality and find out satisfaction levels of customers and hence make necessary adjustments in case of any weaknesses or strengths

3.7 Suggestions for further research

To enrich the study further, a study can be done to investigate the impact of service quality on passenger satisfaction in the local airline industry. This study can be extended to the local travelers to supplement in obtaining data which is crucial to improve customer service both locally and internationally.

4.0 Conclusion

To remain competitive the airline need to focus on its operational strategies so as to reduce cost but at the same time increase service quality. Strategies such as capacity sharing or outsourcing can be used to cater for delayed flights occasioned by under bookings. This will minimize cases of planes flying with less capacity. Innovation can be used to increase their communication with passengers. Evidence from the study show that, Kenya Airlines has to improve performance on all the dimensions of service quality in order to increase customer satisfaction since consumers expect more than what is being offered currently by the service providers. This will enable them maintain high level of competitiveness.

In conclusion, knowing how consumers perceive service quality and being able to measure service quality can benefit management of service organizations. Measuring service quality can help management provide reliable data that can be used to monitor and maintain improved service quality.

5.0 Appendices

Appendix I: References

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Table I

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	2.299	10.450	10.450
2	2.254	10.244	20.695
3	1.966	8.938	29.633
4	1.932	8.781	38.414
5	1.845	8.386	46.800
6	1.792	8.146	54.946
7	1.578	7.173	62.119
8	1.566	7.120	69.239

Extraction Method: Principal Component Analysis.

Table II

Factors	Initial	Extraction
B1(Friendly website)	1.000	.667
B2 (Phone booking status updates)	1.000	.724
B3 (Variety of foods on offer)	1.000	.761
B4 (Crew communicate in more than one language)	1.000	.618
B5 (Price of air ticket)	1.000	.670
B6 (Ability to connect to other flights)	1.000	.751
B7 (On board entertainment)	1.000	.734
B8 (Availability of alcohol)	1.000	.700
B10 (Departure times for flights)	1.000	.699
B11 (Destination weather briefing)	1.000	.775
B12 (On-board assistance to disabled persons)	1.000	.934
B13 (Food quality)	1.000	.751
B14 (Food quantity)	1.000	.719
B15 (Food variety)	1.000	.841
B16 (Hand luggage compartment)	1.000	.694
B17 (Luggage safety)	1.000	.446
B18 (Courteous staff)	1.000	.707
B19 (Airline safety and accident record)	1.000	.833
B20 (Crew uniform color)	1.000	.628
B21 (Ability to reserve seats)	1.000	.735
B22 (Online check in services)	1.000	.652

Source: Researcher, 2012

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