THE IMPACT OF SERVICE QUALITY ON CUSTOMER SATISFACTION IN THE AIRLINE INDUSTRY: A CASE OF KILIMANJARO INTERNATIONAL AIRPORT

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN MONITORING AND EVALUATION OF THE OPEN UNIVERSITY OF TANZANIA

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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled; õThe impact of service quality on customer satisfaction in airline industry: A Case Study of Kilimanjaro International Airport (KIA)ö in partial fulfillment of the requirement for the Masters of Arts in Monitoring and Evaluation of the Open University of Tanzania (OUT).

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Date

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DECLARATION

I, Upendo Thomas Matimati, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

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Signature

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Date

DEDICATION

This study is a special dedication to my lovely mother Hellen, my husband James and our children Lincoln, Jayden and Abigail who always offered me support and encouragements during my study and report writing. I love them all.

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God bless you all.

ABSTRACT

This study was conducted to examine the impact of service quality on customer satisfaction in the airline industry: The case of Kilimanjaro International Airport. The specific objectives were to identify the airline service quality dimensions toward satisfy the customer, to determine the airport facilities quality as observed by customers, to determine the pricing as observed by customers, and lastly to determine the importance of customer satisfaction in airline industry at Kilimanjaro Airport. This study employed a simple correlation research design targeting 100 respondents, were by a clustering sampling was drawn from the airlines namely Qatar Airways, Ethiopian Airlines, Kenya Airways, KLM and Precision Air customers. The primary data was collected using close ended structured questionnaires. The data was analyzed using SPSS V22, where by descriptive results were presented as frequencies and percentages. The results show that more than 70% of customers at Kilimanjaro International Airport were satisfied with the intangible service provided by airlines in terms of service dimensions, they trust the airlines and are ready to recommend others to use that airlines but they requested improvement of airport facilities and decreasing of airline. It is recommended that the more focus be on improving airport facilities for customer conveniences and airline to reduce prices. This will help to attract more customers to travel through Kilimanjaro International Airport and build strong airline market industry in Tanzania particularly. This will result in developing our capital and boosting Tanzania economy.

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LIST OF ABBREVIATIONS

KIA   Kilimanjaro International Airport

KADCO   Kilimanjaro Airport Development Company

IATA   International Air Transport Association

ATC   Air Traffic Control

TCAA   The Tanzania Civil Aviation Authority

CHAPTER ONE

INTRODUCTION

1.1 Background to the Problem

The delivery of best services to every passenger is the main competitive benefit for any airline in order to get profit and sustainability for growth (Chen, 2008). Of recent days, the airline industry operations have increase challenging and airlines have turned to focus on service quality to increase service satisfaction. An organization been influenced by service quality environments for competitive advantage in order to retaining customers and market share as whole (Park, 2004).

Provision of optimum quality service to airline passengers is of utmost importance for the existence of the industry, so carrier officials should be aware of what passengers expect from their services. In other sectors, studies suggest that customer satisfaction and service quality judgment entails customers comparing their prior expectations to actual service performances. Air haulage has grown tremendously in the last couple of decades due to the expansion of the world economy, technological advancement, globalization and deregulation.

The International Air Transport Association (IATA, 2012) forecasted the total global traffic demand in air transport to increase from 2.8 billion passengers in 2011 to 3.8 billion in 2016 at an average annual growth rate of 5.3 percent for both domestic and international services. International markets are expected to grow from 1.11 billion to 1.45 billion passengers. Despite the impressive growth, the business of air transport is described as fragile, characterized by low profit margins, high uncertainty, a sensitivity to economic conditions, and is very competitive and capital

intensive (Doganis, 2006).

For the meantime, critical observation by Graham (1995) claimed that the absence of market opportunities, heavy indebtedness, competition, and restrictive bilateral agreements all combine to impede the development of Africaøs air transport industry, which may well be detrimental to wider concerns of economic development, particularly tourism, trade and other benefits stemming from air transport. This has motivated the need to scrutinize the arguments put forward by conducting an in-depth study of one African country.

Park, *et al* (2008) posits that, paying attention to service quality should be the practice of today if airlines aspire to improve market share and further enhance financial performance in both domestic and international markets. A compulsory procedure should be followed by airlines in order to have valid and reliable measures to better recognize the variables likely to have a bearing on the service quality offered by their organizational most perceptions and expectations of airline passengers. Indeed, air travel is driven by globalization and liberalization and become the fastest-growing market in the world.

According to IATA, (2007) over 2.1billion passengers travelled on booked trips in 2006. Passengers demand increased and grow by 5.9% for international sectors. The developments of airline operations being driven by liberty market and enough fuel availability to run airlines industry have been an issue of serious concern. Ethiopian airlines a good example of African routes in Southern part of Africa. They fly to different airports in Africa such as Kilimanjaro, Addis Ababa, Johannesburg and

Nairobi just to mention few.

In case of Kilimanjaro International Airport, airport is operated by Kilimanjaro Airports Development Company (Kadco), a development company owned by the government of Tanzania. The government has emphasize on service quality to increase passengersø satisfaction and the firmøs market share for years in order make the airport more effective and competitive. The number of airlines operating internationally into and out of Tanzania has not been constant over recent years. Tourism Intelligence and Commonwealth Development Corporation (2008) and World Bank Report (2010) had it that, the British Airways which was operating between Tanzania and United Kingdom route withdrew due to limited demand, a favored incumbent state-owned Air Tanzania and high operating costs for example landing fees and aviation fuel. Nevertheless, the report indicates that 80% (World Bank Report, 2010) of government officials did not use Kilimanjaro Airport citing among other reasons, minimum services offered and unpredictable time schedules.

 On a lighter note, with a vision to develop the airport into a regional and international hub, Kadco has spent in the past 15 years a significant amount of its revenues for the growth of airportøs operation performance which included all areas like surfacing the runway, setting up of automatic information system, weather sites, developing cargo handling services and also upgrading the fire rescue services and security systems to meet International Civil Aviation Organization standards. Ostrowski, OøBrien and Gordon, (1993) in a study on customer retention discovered that airline customers could be retained by being provided with high quality services. Providing a superior service quality should, therefore, be the main agenda for all

airlines in order to remain competitive in the market.

Conversely, many factors affecting customerøs satisfaction with services provided by companies. Service provided to customers can always be tangible or intangible. The service-related equipment, tickets, airport facilities, in-flightmagazines, staff uniforms are considered as tangible factors which can boost customerøs satisfaction in airline services. The value of tangible factors is easy to improve and measure since they are physical material. However, it is challenging to measurethe quality service when considered and taking into account as intangible factors (Heesawat, 2005). These are considered as personal needs and expectations one cannot touch or patented. Expectations are differ from one person to another. Word of mouth can influence consumerøs expectations thus thegreatest way is always to deliver the excellent service.

Study and development projects should be more regularly carried out in a service organization to maintain peace with how customers feel concerning the service (Anichkul, 2010). The SERVQUAL instrument (Parasuraman, et al., 1985) has been considered one of the effective tools used to assess a companyøs service quality as to see if organization needs to deliver excellent service to customers and see which service areas need to be improved. It is against this background that this research seeks to evaluate the service quality, value and satisfaction of Kilimanjaro International Airport.

1.2 Statement of the Research Problem

Air transportation in Tanzania faces multiple challenges including service delivery which resulted to financial restraints and many customers considered flying by air

only for international travels. In Africa many carriers drop as compared to other airlines in Africa, for example South Africa Airways, Kenya Airways and Ethiopian Airlines keep growing in the airline industry market. Although it is common with developing countries in Africa, particularly Tanzania has relatively small air transport market.

According to Kilimanjaro International Airport website (2016), the company has direct flight connections to Europe, the Middle East and several destinations on the African Continent using different airlines. In July2013, Kilimanjaro Airport was the proud overall winner of the Routes Africa Airport Marketing Award voted for and judged by the airline industry. Winning the award was a great achievement that the company was proud of but also an incentive to keep improving its service by working together with all partners. Despite the touted significant strides, air transportation in Tanzania faces multiple challenges including service delivery which resulted to financial constraints. Today, the ATC is limping with only very few operational aircraft. Private airline companies have dominated the entire domestic market share. From 1977 to 2000, domestic passenger traffic for both scheduled airlines and charters grew substantially from 86,000 in 1977 to 562,785 passengers in 1999. The number of operators increased significantly from 22 in 1996 to 29 in 1999 (TCAA, 2011).

There are 66 government run airports and airstrips in Tanzania with scheduled flight to some of the regional capitals. Of those airports and airstrips the major ones are Julius Kambarage Nyerere International Airport, Songwe International Airport and Kilimanjaro International Airport. Major domestic airports at Mtwara, Mwanza,

Dodoma, Tanga, Zanzibar and Pemba and other regional airports such as Tabora, Lindi, Bukoba, and Songea are swirling in appalling state (Bonfinger, 2008). Following this backdrop, not only experienced by Kilimanjaro International Airport but also other smaller airlines in Africa, the KIA needs also to turn into its service as area of focus to pull more customers and remain competitive in the market. In the same vein, what appears critical also is to ensure that the airline has regular service to the relevant hubs and create more code shares and join one of the alliances although participation fees could be another challenge for smaller airstrips like KIA.

1.3 Objective of the Study

The objective of this research study is to examine the result of services quality on customer satisfaction in airline industry and directed by the following objectives;

1.3.1 General Objective

The research general objective for this study is to explore the relationship between service quality and its effects to customer satisfaction in airlines at Kilimanjaro International Airports.

1.3.2 Specific Objectives

i.   To identify the airline service quality dimensions toward satisfy the customer at Kilimanjaro Airport

ii. To determine the airport facilities quality as observed by customers at Kilimanjaro Airport.

iii. To determine the pricing as observed by customers at Kilimanjaro Airport

iv. To determine the importance of customer satisfaction in airline industry at

Kilimanjaro Airport

1.4 Research Questions

The problem measured in this research study is to examine services quality on customer satisfaction in airline industry. Both general and specific research questions will be addressed.

1.4.1 Specific Research Questions

1. How do customers perceive airline service quality dimension toward satisfy customers in airline industry at Kilimanjaro Airport?

2. How do customers perceive airport facilities quality at Kilimanjaro Airport?

3. How do customers perceive airline pricing at Kilimanjaro Airport?

4. What are the importance of customer satisfaction in airline industry at Kilimanjaro Airport

1.5 Significance of the Study

This study will help all stakeholders and airline management at Kilimanjaro International Airport to creating awareness and implementing the corrective measures for better performance. Also the results will help in creating strategic decisions plan to resolve all challenges this study would disclose hence increase customers loyalty and airline profits. This study will also help other researcher to gain skills and make proper judgments in practical field in verifying the knowledge alongside establishing research principles in terms of service quality and customer satisfaction in this competitive industry or any other business organization. The study results will help policy makers within airline industry in making decisions

during policy formulation and implementing that will improve service quality in line with customer expectations. The findings will also help in creating competitive environment for targeting profits in airline industry.

1.6 Scope of the Study

This research study was conducted at Kilimanjaro International Airport in Kilimanjaro Region, the second largest airport in Tanzania,where the researcher is set to examine how customers perceive services in Qatar Airways, Kenya Airways, KLM, Ethiopian Airline and Precision Air.This area was selected to represent customerøs satisfaction from service quality in airline industry.

1.7 Organization of the Study

This area gives summary of each chapter for the dissertation work. Chapter one consists of introduction of the study, background of the research, statement of the research problem and in additional to these are main objective, specific objectives, research questions. Also significance and scope of the study have been determined. Chapter two includes of the work of literature review in related to service quality and customer satisfaction. All the terms and conceptual definition related into the two components presented. After analyzing various study, research gaps identified also conceptual framework and theoretical framework described.

Chapter three describes research methodology and data collection to be used in the research. The research study is quantitative by nature hence the research design was survey hence method of data collection was done using questionnaires in order to meet the study objective. Chapter four dealt with data gathering, data analysis,

findings and discussions. This included data collection through personal interviews. Chapter five is the last in this dissertation, which consists of the summary, conclusion and recommendations and provides answers to the research questions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Kothari (2004), review of literature refers to the process of identifying, reading, evaluating, summarizing and incorporating in your study documents having materials which are related to the problem under investigation. This chapter reviews Theoretical Framework from both internal and external empirical studies on the impact of service quality on customersø satisfaction in the airline industry particularly at Kilimanjaro International Airport.

2.2 Conceptual Definitions

2.2.1 Service

According toCzepiel et al, (1985) defines service as an encounter and a service organization. The time of reality when employee training and expertise is truly verified and experienced in determination to meet or exceed the customerø expectations of the tangible and intangible components of the service encounter. Researchers have explored and clarified the definition and concept of service since the early 1960s.

Although a large body of service research exists acknowledging the countless definitions and theories that surrounding service, some of the most accepted cited definitions in past literature is that; service encounter is an interpersonal relationship between the organisation and the customer (Berenguer et al., 2008; Price et al., 1995). It is also a critical moment of the truth that involves either satisfying or dissatisfying the customer (Albrecht & Zemke, 1995). Individuals can not become

totally satisfied with the service while they don¢t feel comfortable during the service being performed. (Zeithaml, et al. 2009).

2.2.2 Quality

Swarbrooke and Horner (2007) argue that ±quality can be technology driven and product–orientated in terms of conformance to requirements based on company specification¿ However, fitness-for- purpose definitions, those are market driven and customer oriented, and which focus upon customer utility and satisfaction. Quality service plays a dynamicpart in the airline industry and makes them a success in terms of competitive power and advantage (Shahram*et al* 2013). It is the understanding of customer what customers actual see at the end of the particular service. Those are all activities happen during interacting with customers. Always customers comprise all the data and evaluate at the end of service (Shahram*et al* 2013).

2.2.3 Services Quality

Service quality is defined as a post-consumption measurement of services by customers (Holdford & Reinders, 2001). Service quality is a product-led concept that concentrates on the structures and features of the product (Swarbrooke, 2003). Otherwise, it may be the difference between what customers expect and what they certainly observe as outcome. According to Mostafa (2005) observes that service quality has become a famous research topic because of its essential relationship to costs, profitability, customer satisfaction, customer retention, service guarantees, and financial performance. Furthermore, Swarbrooke, (2003) defines service quality as customer¢s total impression of the virtual efficiency of the organization and its

service. Service quality according to (Park *et al.,* (2004) is ₋a consumerø₅ overall impression of the relative inferiority or superiority of the organization and its services. Regularly consumer understand price as a sign to service quality, so that price has an impact to the grade of quality (Zeithaml & Bitner 1996).

Service quality as defined by other authors

Table 2.1: Definitions of Service Quality

Author	Definition
Lewis & Boom (1983)	Service quality is an overall sum of services delivered compared to customer expectations. Providing quality service means expectation met on consistent basis.
Gronroos (1984)	Consequence of an evaluation process, where the consumer relates his/her expectations with the service he/she perceives he/she received
Parasuraman et al.(1985)	Service quality as a function of the amount and direction of the gap between expectation and perception of the performance received
Bitner et.al (1994)	Service quality as the consumerø₅ total impression of the relative inferiority/superiority of the organization and its services.

Source: Researcher, 2019

2.2.4 Customers

Many scholars has been highlighted the importance of customers. According to Zairi (2000) customers are the reasons of whatever we do rather that for them to depend on us, then we depend on customers for our business, projects, organization etc. Those who receive services and products from the providers are known as customers (Hayes, 1998). In airline industry, those who use airline services at Kilimanjaro International Airport are referred as customers.

2.2.5 Satisfaction

According to Levesque & McDougall (1996), satisfaction is a total customer behavior towards a service provider. It is an expressive response towards what

customer expects and what they receive. Customer are likely to return when they are satisfied with the service while when dissatisfied are more likely to find another service elsewhere (Heskett et al., 1994; Strauss et al., 2001; Zairi, 2000)

2.2.6 Customer Satisfaction

Customer satisfaction is the feelings after the service have been used by customers (Shahram, *et al.* 2013). It is something which is beyond organization efforts. It is the comparison of customer expectation before purchasing service and the actual outcome after the service (Asya, 2013).This is the major issue to any organization and must be given consideration as it is the catalyst of profit. (Shahram, *et al.* 2013). It is also tangible model that depend on personal contrast from a certain product performance against the experience attained from the performance. Shahram, (2013) Customer satisfaction also is increasingly as basis of standard performance for any business organization and whatever organization has more satisfied customers and increase the purchase rate and reduces the desire for change (Jamali, 2007).

2.2.7 Airline Industry

The airlines industry is the means of transportation provides air transportation for passengers and cargo by using aircraft such as airplanes and helicopters. Airlines industry is a major sector within tourism that principally composed of legacy, regional, and low-cost airlines (David 2007). The airlines industry is arranged into three main components: commercial, general, and military. In Tanzania, commercial aviation includes national carriers such as Air Tanzania, Precision air, Fastjet, Regional Air. Commercial airlines may also focus on other areas of business, such as crop dusting, fighting forest fires, and rescue operations, despite the industry's ups

and downs, air travel remains one of the most popular forms of transportation for business and pleasure. Airline industry provides service worldwide to almost every places and has been an integral part of the source of a global economy. The airline industry itself is a major economic force by its own operations, impacts on related industries such as aircraft manufacturing and tourism, (David 2007).

2.3 Theoretical Literature Review

According to Rockinson-Szapkiw (2012) a theory is a set of interrelated constructs (variables), definitions, and propositions that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining or predicting the phenomena. In this study two theories namely the theory of assimilation and the theory of contrast has been employed.

2.3.1 The Theory of Assimilation

Fasteners theory of dissonance (1957) practices the origin for the theory of assimilation. The theory states that consumers make reasoning assessment among the expectations of the product and the products perceived performance. If there is an inconsistency amongst the two, the theory will not fail to perform. This argument on post-usage assessment was formulated in the writings discussing satisfaction under the form of the theory of assimilation. (Anderson, 1973) According to Anderson, the customers try to escape dissonance by modifying their perceptions of a particular product, in order to get it closer to their expectations.

In the same way, the consumers can decrease the pressure caused from the discrepancy between expectations and the products performance, both by twisting

the expectations so that they could be in agreement with the productøs perceived performance, and by adding the satisfaction level over reducing the relative significance of experimental disconfirmation (Olson and Dover, 1979). The theory assumes the consumers are driven enough to regulate both their expectations and their product performance perceptions. If the consumers modify their expectations or product performance perceptions, dissatisfaction would not be a consequence of the post-usage practice.

Consumers can decrease the pressure causing from a discrepancy between expectations and product/service performance either by twisting expectations so that they concur with perceived product performance or by raising the level of satisfaction by reducing the relative importance of the disconfirmation experienced (Olson and Dover, 1979) Other scholars have learned that the mechanism on the actual product performance can lead to a positive correlation among expectations and satisfaction. (Anderson, 1973) Therefore, it is expected that dissatisfaction could never appear unless the estimate method started with the customersø negative expectations.

Peyton et al (2003) debates that the Assimilation Theory has some weaknesses, noting that, first, the theory argue though expectations and satisfactions has connection, it does not identify the method in which the expectation disconfirmation can lead to satisfaction or dissatisfaction. Second, the theory also suggests that consumers are encouraged enough to change either their expectations or their perceptions about the performance of the product. Some scholars have realize that monitoring for concrete product performance can lead to a positive relationship

between expectation and satisfaction. Thus, it would seem that dissatisfaction could not ever happen except the evaluative methods were to initiate with negative consumer expectations.

2.3.2 The Theory of Contrast

The theory, in the first place, was introduced by Hovland, et al.,(1957), presents another approach to the assessment post-usage method that was existed in assimilation theory, in that post-usage evaluations lead to effects in contrary expectations for the effects of expectations on satisfaction (Cardozo, 1965). Dawes *et al* (1972) defines contrast theory as the trend to extend the difference concerning one's own attitudes and the attitudes characterized by judgment declarations.

Nonetheless, the approach states that, whenever the customers experiment disconfirmation, they try to minimize the discrepancy between their previous expectations and actual product/service performances, by shifting their evaluations away from expectations. Whereas the theory of assimilation asserts that the consumers will try to minimize the expectation-performance discrepancy, the theory of contrast insists on a surprise effect that can lead to exaggerating the discrepancy.

Vavra (1997) argues that under contrast theory, any discrepancy of experience from expectations will be exaggerating in the direction of discrepancy. If the steady raises expectations in his promoting, and then a consumer's knowledge is only considerably less than that guaranteed, the product/service would be rejected as wholly un-satisfactory. Vice-versa, below promising in marketing communications and over-delivering will lead to positive disconfirmation also to be exaggerated.

2.3.3 The Theory of Assimilation-Contrast

The assimilation-contrast theory was proposed as alternative mode of clarifying the connections among variables inside the disconfirmation model (Hovland, et al., 1957). This model suggests that satisfaction is a task of the magnitude of the discrepancy between expected and perceived performance. Generally speaking, the customers move inside acceptance or rejection ranges, in contract with their perceptions. As specified in the theory of assimilation, consumers trend of assimilating or modifying the differences in product performance perception, with opinion of getting them to the stage of their prior expectations, but then again only if the discrepancy is comparatively minor (Peyton *et al* 2003).

A large discrepancy among perceived performance and expectations effects in contrast effects and the customer's trend would be one of cumulating the perceived difference. Assimilation or contrast seems in linking with the discrepancy perceived between expectations and the actual product performance. This theory attempts to demonstrate the point that both the assimilation and the contrast theory paradigms have relevant in the study of customer's satisfaction. Different researchers attempted to experiment this theory empirically. Olson and Dover (1979) and Anderson (1973) establish some proof to propose the assimilation theory approach. Referring to these lessons Oliver (1980) debates different opinions between disconfirmation and satisfaction factors.

2.3.4 The Importance of Service Quality

The service quality has been extensively discussed by a number of researchers. Parasuraman, *et al.,* (1991) argues that delivering excellence in the service industry

has been acknowledged as the most effective means of ensuring that a company's contributions are distinctively placed in a market field with õlook alikeö competitive offerings. Therefore, organization should be concentrated with service quality which can make customer loyalty drop or grow depending on how customer perceives it.

Perceived service quality is also seen in the customer's global point of view or judgment of the overall excellence or superiority of the service (Ugboma, et al., 2004). Moreover, providing service, understanding customer expectations and the customer's perception of the service encounter is a vital component to delivering superior service. Delivering superior service, especially in the travel industry creates a myriad of opportunities for the service organisation to exceed the competitive and become recognized in the service industry. It only stands to rationalise that the concept of the service encounter directly affects satisfaction, loyalty and future behavioural intentions; which in turn, has a direct effect on the organisation's success and financial stability (Zeithaml et al, (2008).

2.3.5 Impact of Airline Services to Customer Satisfaction

Customer satisfaction in airline business has become critically important and Dennett, Ineson, (2000) recommend that as competition created the room for better performance and improve service quality in airline operations. When airlines offer a high level of service quality it became a marketing requisite in the early 1990s, as competitive forces and demands continued to increase. Most airlines offer various inducements, such as the frequent flyer programs, in determination to build and retain the loyalty of their customers (Miller, 1993).

Airline businesses also tried to differentiate their services through the use of electronic reservation systems which were also intended to build customer loyalty in the sharing networks (Lee and Cunningham, 1996). However, despite the airlinesø struggles to differentiate their services, wide study of frequent fliers conducted by Ott (1993) discovered that customers did not observe any difference from one airline to another. Ostrowski, *et al.* (1993) noted when entire airline businesses have similar prices and matching other programs, the airline with better observed service will attract customers from other carriers.

2.3.6. The Linkage of Theories, Airline Service Quality and effects to Customer Satisfaction

Profitable organizationsø success as per assimilation and contrast theories depend on their service quality extensively. Such performance would result in achieving true customers. Airports are suitable subjects as their characteristics are intangible (personnel respectful behavior, personnel overall performance, fast provision of services, and easy access to locations and nearly equal to any other intangible feature in other subjects.

One of the most distinctive aspects between rivals is service quality, with which they try to bridge between the customer expectations and experiences. This causes the airline industry to change their procedure of interactions from marketing to developing relations with customers. This includes service quality which is considered a framework for relationship marketing. In recent times it has been found that there is a close relation between personnel performance and service quality which would result in customer satisfaction and their loyalty. This requires a close

relation between personnel and customers, especially in airlines industry as an important service organization.

This depends on their ways of building a relationship with customers. Overall, it is necessary to study the different dimensions of the relationship between service quality and customer satisfaction, so airlines managers and chairmen could make better business decisions in the future. In marketing, customer satisfaction is one of the topics regarding which several surveys have been performed, since it is a basic factor for reaching organizational targets (Jersen, *et al.,* 2011). Also it is a fundamental standard for performance evaluation and organizational quality, the term õcustomer is always rightö shows the high priority of this concept (Fikowa, 2004). Companies believe that keeping their regular customers in more beneficial than trying to absorb new customers (Bolter, 2013).

2.4 Empirical Literature Review

In order to support the impact of service quality on customer satisfaction in airline industry other studies has been referred across the global, in Africa region and in Tanzania.

2.4.1 Empirical Literature Review Worldwide

Airlines industry contributing to economic development and increasing world trade activities and simplify movement of passengers and goods worldwide (Murusuri, 2016). This operation has been identified as one of the intangible service worldwide. (Kloppenborg & Gourdin 1992; Shostaki, 1977). Also the operations have marked a rapidly growing service sector globally (Lovelock *et al* 2004). According to Negi,

(2009, p.33), the idea of connecting service quality and customer satisfaction has existed for a long time.

Airline industry has continuously been categorized as one of the most intangible service industries (Kloppenborg and Gourdin, 1992; Shostack, 1977). This classification has been attributed to the industry exhibiting the five distinguishing characteristics of services as summarized by Clemes, *et al.,* (2000). The air travel industry is part of a steadily growing service sector (Lovelock, Patterson, and Walker, 2004). Ostrowski, OøBrien, and Gordon (1993) suggest that the growth of the service sector not only offers business opportunities but also poses competitive threats for many service marketers, and this is particularly the case for the air travel industry.

Traditionally, the airline industry was mostly operated and controlled by government authority on how to make the business success. (Piercy, 2001) but in the 1978, the Airline Deregulation Act 1978 amended and open the room of competitive structure of the airline industry (Levin, 1987; Bailey, Graham, and Kaplan, 1985). Now, airline businesses were permitted to establish prices and also to operate different sectors in the industry as long as all the requirements of safety and insurance are met. This made big change in the autonomy for airlines to compete led to several new airlines to the industry while some considerable collapse. The revolution also brought extensive effects to airlines operation worldwide and some apart of the world which affected were USA, Canada and Europe.

According to the US Government Accountability Office (GAO, 2006), the effects of deregulation on airline competition in the US domestic market included the fact that

the number of competitors had increased to 3.5 per market in 2005 from 2.2 in 1980. During the same period, fares declined almost 40 per cent. Similarly, Button (2001) found from a UKCAA analysis in 1994 that the reforms of the 1990s produced greater competition both on EU domestic routes and on international routes within the Union.

Particularly, 30 per cent of EU routes were served by two operators and 6 percent by three operators or more. Further analysis for 1997 showed that since 1992 the number of international city-pair routes within the EU with multiple carriers rose from 500 to 566, many having three or more competitors. On the denser routes, the number of cities served by multiple carriers with three or more competitors doubled. Similarly, the number of local city-pair routes served by multiple carriers rose even more, with 20 per cent now served by three or more airlines. Consequently, fares fell on routes where there were at least three operators (Button, 2001).

Drexler (2006) posits that, traffic increases are some of anticipated impact in terms passenger of freight demand. Hypothetically, it can be anticipated that an increase in competition can lower prices which can stimulate more traffic demand. On the other hand, Xiaowen, *et al.,* (2010) elaborated how liberalization efforts have brought significant traffic growth, which according to them was mainly driven by two factors: first, liberalization reduces restrictions on airline pricing, route entry, service capacity, and cooperative engagements among alliance members. Removal of these constraints allows airlines to compete more effectively and operate more efficiently, which reduces prices and increases service quality in terms of flight frequency and

frequent flier programmes, for example. As a result, passenger traffic can be stimulated substantially.

Second, liberalization allows airlines to improve their network configuration. The implementation of hub-and-spoke networks has enabled carriers to link small markets with their hub airports, thus expanding air services to new destinations. In the same vein, a study conducted by UKCAA (2006) discovered that two years after liberalization the number of direct services between the UK and India had increased from 34 to 112 services per week (an increase of 229 per cent). Although most of these new airline services were operated between the two countriesø main airports (Heathrow in the UK, Delhi and Mumbai in India), services connecting secondary points in the UK and India also rose. In addition, the number of carriers operating between the two countries increased from three to five. Despite the fact that many analysts believe the stimulus impact of liberalization can take several years to fully mature and bring a significant change, Inter VISTAS-EU (2009) provided evidence, from some exceptional cases, where there was an instant impact on traffic changes.

Past studies have attempted to measure customersø perception of service quality and the effect of customer satisfaction levels on their future behavior, and various strategies for achieving customer satisfaction and customer loyalty have been suggested to airline businesses. The findings of these studies revealed that Customer satisfaction has been at very low levels for decades and according to American Customer Satisfaction Index, the airline industry scores were the lowest out of 47 other industries during 2012.

2.4.2 Empirical Literature Review in Africa

In the early 1990 within African continent network, there were 1,088 flight routes flown. Most of the African routes were dominated with foreign airlines. The Africa traffic was very little which require flying within the continent via Europe. The airlines operation in the continent kept on dropping down year after year due to several factors. The major factors were low economic growth, low growth of urbanization, insecurity also the existence of low class people. In the recently year, the frequency of airline operation has been increased and the number of passenger has more than double from 35.4 million on 1994 to 71.8 million in the year 2012 which increase annual income of 4.0%

Despite the challenges many of Africa airlines operate locally established and funded from outside the continent and growth the airline industry in the continent. The number of African airlines has increased and contributed to the rapid growth of Africa economy. They play big role as a catalyst on improving business opportunities and stimulating enterprise to local and foreign investors. African tourism industry as well is major promoted through this industry. Although African airlines are still facing some challenges, they have been able to deliver quality services to their customers.

Major top 5 airlines operate in Africa are Ethiopian airlines, Kenya airways, South Africa airways, Air Mauritius and Egypt air. South Africa airways are owned by South Africa government, headquarter is in OR Tambo International Airport having the total number of 57 fleet operates in 38 different destinations. It is the first airline to join big airline alliance Star Alliance.

Air Mauritius is owned the government of Mauritius; operate in Sub-Saharan African based in Sir Seewoosagur Ramgoolam International Airport headquartered in Mauritius. The airline has 12 fleet operates in 26 destination for domestic and international sectors. Kenya Airways is the largest airline in Kenya and itøs headquarter is in Jomo Kenyatta International Airport. With 33 fleet operate domestic and international sectors the airline operates in 56 different destinations. Been a member of Sky Team alliance the airline offers service to its customers to access other airlines member with different services and network.

Ethiopian Airlines is owned by the government of Ethiopia country and headquarter of the airline is in Bole International Airport. In 2010 it was announced as the most profitable airline in African continent. The airline operates 42 passengersø fleet and 06 cargo planes. It operates to 62 international routes and 17 domestic sectors. Egypt Air is the airline operated like a private business without any financial assistance from Egypt government. Main hub of the airline is in Cairo International Airport. The airline owned more than 78fleet operates passengers and cargo for more than 75 destinations within Africa and other part of the world.

The reason on why many airlines join alliances and share codes is to achieve competitive marketing level through commercial promotions and to cover many destinations due to shortage of flights to operate. Many African airlines have to compete in business by not only reducing prices but improving their level of service quality to boost customer satisfaction. The airlines understand the importance of making passengers satisfied with the best services. The successful on any business

determined on high level of customer satisfaction regardless of the size of that business (Rueangthanakiet, 2008). Customer satisfaction strategies are established to improve service quality of African airline business. Knowing how to provide passengers with satisfaction is very useful to in air transportation business to increase its competitive advantages.

2.4.3 Empirical Literature Review in Tanzania

The growing of service sector in airline industry not only creates opportunity but also competitive threat for other service providers (Ostrowsk, *et al.,* 1993). That is why airlines industry operating at Kilimanjaro International Airport has no exceptional to this and it is very important for them to manage and maintain the best services to their customers to enable market competition and this also require very skillful and strategic approach in order to meet customers demand. According to the annual report, Kilimanjaro International Airport is the second biggest in the country handled nearly one million travelers operates local and international destinations and it keep on growing rapid in terms of traffic, airline operators and other activities (Murusuri, 2016).

The airport has direct flight connection to several destinations to African continent, Europe, Middle East. (Murusuri, 2016). Many international travelers came to visit national parks, climbing Mount Kilimanjaro, and travel to leisure destination to islands like Zanzibar and to the routes of connecting flights (Murusuri, 2016). The number of passengers keeps on growth every year by more than 4% from 2011. The airport served 45% as international passengers, 38% domestic and 17% transit. According to KADCO annual report 2016, some of the international airlines using

the airport are KLM, Edelweiss Air, Condor Air, Turkish Airline, Qatar, Ethiopian, Kenya Airways, Rwandair, Fastjet, Precision Air and Air Kenya transporting passengers, cargo and courier (Murusuri, 2016).

The operation of airlines at Kilimanjaro International airport, involve different stakeholders who facilitate over all activities within the airport. Airlines are the major stakeholders at the airport. Swissport, NAS and Equity are ground handling companies who handle aircrafts and passengers on behalf of airline at Kilimanjaro airport. Immigration, Police, Customs, Airport Security and Sate Security are stakeholders from the government responsible for passenger's safety and security. Airport taxi drivers, shopkeepers, hotel service personnel also are the stakeholder integrated with passenger during service provision period. All of them depend on each other when serving passengers (Murusuri, 2016).

Airlines which need sustainability they have to put into consideration the need of customers and maintain strong relationship with them (Shahram, *et al.* 2013). Any business with more satisfied customers will increase the purchasing rate and reduce complains. Many airline collapse and shut down operations due to decreasing number of passengers. Passenger's aircraft cannot operate with profit without passengers. Service quality and satisfaction are the common components but satisfaction has the wider concept.

Airline companies are duty-bound to invest in training and adding more skills and knowledge to their workers in a fresh bid to increase and improve service quality and reputation. Both service quality and customer satisfaction are the major issues and

very important to customer services personnel. Level of performance in the airline will determine different level of where airline customer went through (Shahram, *et al.,* 2013). It is very clear that the sustainability of Kilimanjaro international Airport depend very much on passengers who are the main external customers and they are contributing a lot not only to airlines but also to the government revenue through tax collected from passengers (Murusuri, 2016).

2.5. Research Gap

A number of studies have been conducted regarding the impact of airline service quality on customer satisfaction. Zeithaml *et al,* (2008), argue that, delivering superior service, especially in the travel industry creates a myriad of opportunities for the service organisation to surpass the competitive and become a recognized leader in the service industry. It only stands to rationalise that the concept of the service encounter directly affects customer satisfaction, which in turn, has a direct effect on the airline success and financial stability (Albrecht & Zemke, 1995). Therefore the issue of service quality and customer satisfaction becomes essential keys in airline industry operations.

It is also a critical moment of the truth that involves either satisfying or dissatisfying the customers in the research study and despite many of research study results, little has been researched on the relationship between service quality and its effects to customer satisfaction in Tanzania's airlines particularly at the Kilimanjaro International Airport.

2.6 Conceptual Frame Work
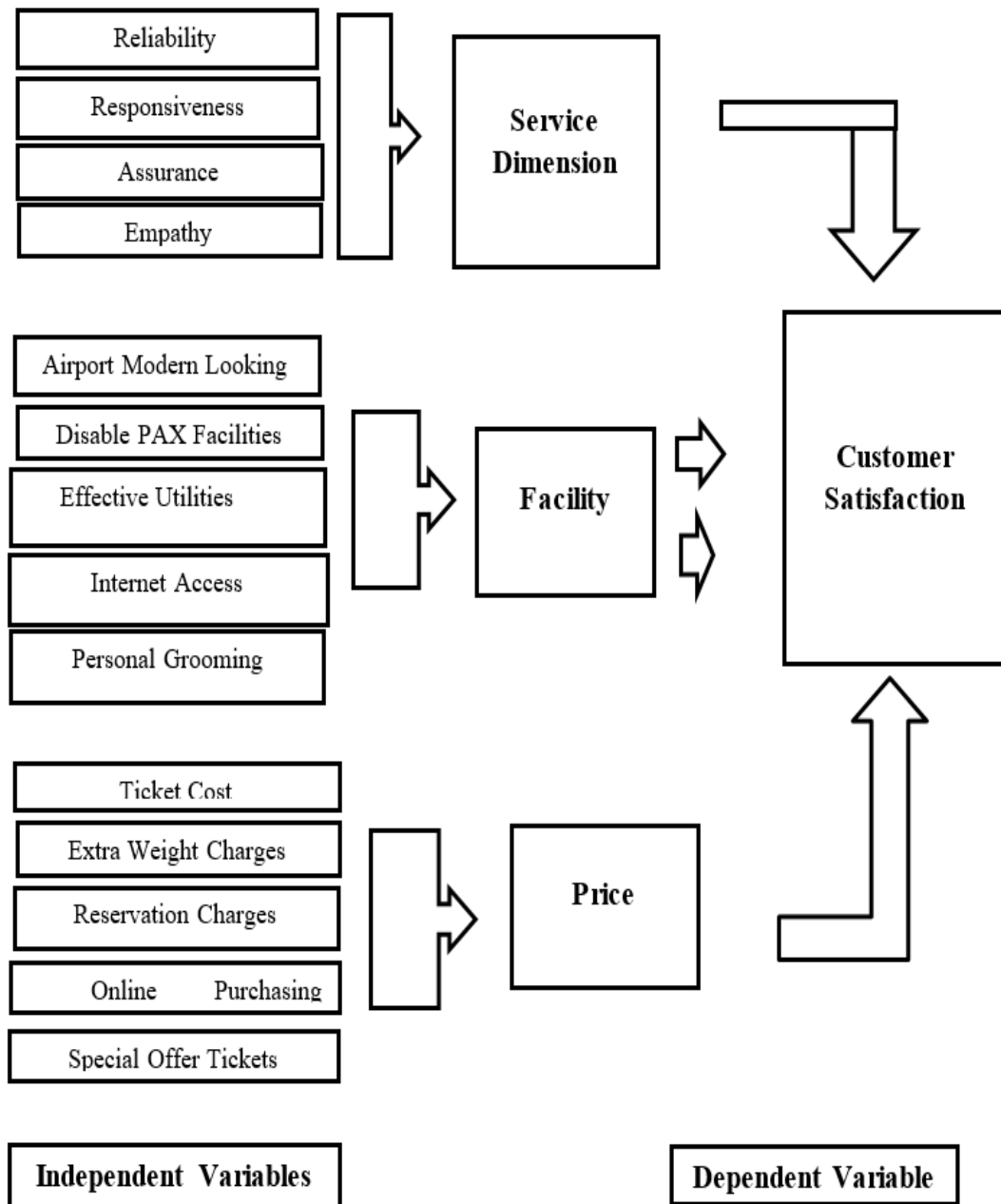
Figure 2.1: Conceptual Framework
Source: Researcher's Construct, 2019

2.7 Theoretical Framework

The SERVQUAL has been used widely to evaluate service quality in various industries. However, several researchers have noted limitations of the SERVQUAL and presented modified and alternative methods. For example, Carman (1990)

asserts that it is difficult to use the 22 proposed items and some modifications in items or wording were always required.

Parasuraman, *et al.,* (1988) developed a 22- item instrument representing the five dimensions, called SERVQUAL for assessing customer perception of service quality and service organization. Despite of the five dimensions not appropriate for measuring all aspects of airline service quality due to characteristics of airline service quality and airline service quality been different from services in other industries, also an airline passengerøs service comprises diverse tangible and intangible attributes thus passengers experience services from airlines such as; airline services, fares, in-flight service, and service frequency and so on.

Since service quality is an essential factor for airlines operation, a number of scholars have practice service quality related theories and methods in the airline industry (Jain & Gupta, 2004; Somwang, 2008; Huang, 2009; Hongxiu, *et al.,* 2009; Atalik, 2009; Chiou & Chen, 2009 and Lee et al., 2011). Most of the past airline service quality studies have used the SERVQUAL method to assess service quality. Therefore nevertheless of the weakness of the SERVIQUAL theory, in this study this method used as it covered general level of service quality toward customer satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this segment, various methodological issues pertaining to this study are presented and described. The chapter provides details about the techniques and methods used in the study while at the same time giving reasons to justify why they have been chosen. The chapter is organized into several sections namely; study area, research design, description of the study population and sampling strategies, sources and methods of data collection, data analysis and techniques.

3.2 Research Design

Research design for this study was simple correlation research design. This design is concerned with determination of relationships existing among variables (Ary, et al, 2010). Correctional studies are used to establish relationships among phenomena so as to describe predict or control their occurrences (Enon, 1998). Simple correlation research design was opted because it is used to assess relationships and patterns of relationship of two variables. It also provides information about the strength of relationships between variables (Ary, 2010). Its application helped the researcher to describe the relationships between the impacts of airline service quality on customer satisfaction.

3.3 Research Approach

Basing on the nature of the study, the researcher applied both quantitative and qualitative approaches in order to address research questions as deeply as possible for the best results. Quantitative approach is characterized by the collection of

information which can be analyzed numerically, the results of which are typically presented using statistics, tables and graphs (Best & Kahn, 1998). On the other hand, qualitative approach is concerned with qualitative phenomenon, that is, phenomenon relating to or involving quality or kind (Kothari, 2004). Blending these two approaches is useful to the study as those approaches complemented each other during data collection and analysis. Quantitative approaches are helpful in collecting data from various respondentsø settings and then were used to compare the findings. Through quantitative approach the researcher also was positioned to analyses data by using tables. The quantitative approach in this study employed the structured questionnaires which are in open-ended and closed ones.

3.4 Area of Study

The study was conducted in Kilimanjaro Region. The researcher found it feasible researching on the performance of airline companies because the study area is nearby her working station. This reduced costs alongside enriching her research skills in project management and evaluation. The Kilimanjaro regional Capital is the municipality of Moshi. According to the 2012 national census, the region had a population of 1,640,087, which was lower than the pre-census projection of 1,702,207. For 2002-2012, the regionøs 1.8percent average annual population growth rate was the 24th per square kilometer.

The region is home to a portion of Kilimanjaro National Park, to the south by the Tanga Region, to the southwest by the Manyara Region, and to the west by the Arusha Region. The Kilimanjaro region is divided into two zones. Part of the area which located in the shadow area side of the mountain therefore it is dry and semi-

arid. The plains are warm, dry and less thickly populated. The annual rainfall in this part is less than 800mm deep. The biggest part of Kilimanjaro region is surrounded by Pare mountainous that assortment from the base of Mount Kilimanjaro, the highest mountain in Africa. This zone has all the time been most densely populated-even up to an altitude of 2,400m.Due to the sharp hills, land has become very scare in the region, and forced out-migration to other regions in Tanzania.

Other part of the lowlands in the west consists of swampland, which goes along Pangani River. Contrary to the dry Maasai grasslands, this part of the lowlands can be cultivated. Water irrigation from river used to cultivate various crops namely maize, onions, tomatoes, rice watermelons and cucumbers. The Kilimanjaro International Airport is intentionally situated almost halfway between the tourist city of Arusha and Moshi town.
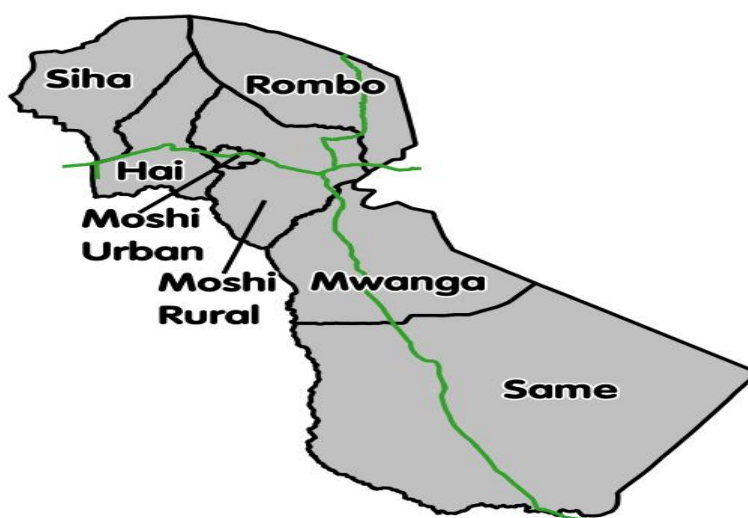
Figure 3.2: A Map of Kilimanjaro Region Indicating the Study Area
Source: Moshi Municipal Council

These two places linked by good tarmac roads. The distance from the airport to one of the town is approximately one hour drive by car and also it depends on traffic jump. Arusha city is on the situated by several slopes of Mount Meru and quite near to Arusha National park. The city is the main base for safaris to the recently declared natural wonders of Africa, Serengeti National Park and Ngorongoro Crater. Moshi town is at the base of Mount Kilimanjaro and the main entrance for climbing expeditions to the õRoof of Africa.ö

3.5 Population of the Study

The people that a researcher has in mind, who can provide information, are called the population (Enon, 1998). This study is set to involve different subjects from the study area who were categorized into different segments. Officials from The Kilimanjaro International Airport was used in the study alongside travelers and directors of Tanzania Civil Aviation.

3.6 Sampling Design and Sample Size

3.6.1 Sampling Design

Sample design is defined as a plan of obtaining sample of units selected from a larger set of the same units. The subset provides data for use in estimating the characteristics of the larger set. In other words, we use measurements of the characteristics of a sample for forecasting similar characteristics about larger samples or populations. The sample data are used to predict how a population will act or react under the same conditions in some future situation or event (Kothari, 2004). However, Orondho, (2002) defines Sampling as the ways in which cases are selected from a sampling frame. He identifies two ways of creating a sampling

frame. The first one is to list all the cases in the population. The second one is establishing a rule that defines membership in the population. Ideally, a sampling frame consists of all the members of the target population.

3.6.2 Sample Size

This study was set to involve a small section of population selected for investigation and analysis, the characteristics of which enabled the researcher to make certain inferences about the population from which the sample was drawn. Indeed, no sample size can be regarded the best. It is the nature of the study and reflection on actual profile of population the sample size is drawn that can determine the acceptability. A total of 100 respondents were included in the study within Kilimanjaro Region.

To ensure authenticity of the data, this study deployed cluster sampling, where each of selected respondents from the airlines namely: Qatar Airways, Ethiopian Airlines, Kenya Airways, KLM and Precision Air customers form an independent cluster. The sample size has been drawn using a model proposed by Yomane, (1967), which shows the following relationship.

The sample size has been drawn using a model proposed by Yomane, (1967), which shows the following relationship.

$$n = N/ (1+Ne^2)$$

Where

N = population size/estimated population size

n = sample size

e = confidence interval (10percent)

Then from the given model, a sample size from the cluster can easily be obtained by substituting the information from the cluster to get the sample size as follows;

From $n = \dfrac{N}{1+Ne^2}$

$n = \dfrac{9780}{1+9780(0.1)^2}$

$n = \dfrac{9780}{1+9780(0.01)}$

= 100 respondents

The sample from the cluster were;

From $n = N/(1+Ne^2)$

$n = 5610/[1+5610(0.1)^2]$

$n = 5610/57.1$

$n = 100$ respondents

The 100 household samples size has been obtained from the calculations. Therefore, the hereunder analysis provides more details.

Table 3.1: Summary of the Population sample

S.N	Sample Distribution	Number of Respondents	Sampling technique	Respondents Percentages (%)	Data collection Tools
1	Qatar Airways	60	Random sampling	60	Questionnaires and document review
2	Ethiopian Airlines	10	purposive	10	Questionnaires and document review
3.	Kenya Airways	10	purposive	10	Questionnaires and document review
4.	KLM	10	purposive	10	Questionnaires and document review
5	Precision Air	10	purposive	10	Questionnaires and document review
		100		100	

Source: Researcher, 2020

3.5 Methods of Data Collection

Both primary and secondary data were collected to meet study objectives.

3.5.1 Secondary Data

Secondary data are those data which have already been collected by someone else and which have already been passed through the statistical reports. Secondary data were obtained from both published and unpublished documents such as reports, census reports, newspapers, books, pamphlets, journals and other electronic sources. Largely, these documents were obtained from the Ministry of Works, Transport and Communication.

3.5.2 Primary Data

According to Frey (2005), Primary data refers to data the researcher collects as the first hand information. In other words; it means when an authorized scholar collects the data for the first time or with the help of an institution or an expert. Primary data were obtained directly from respondents in the study area. Secondary data refers to the compilation of readily existing, previously collected information contribute to knowledge base or to inform a decision.

3.6 Data Collection Tools

According to Saunders *et al* (2009), primary data can be collected by the questionnaires when the survey study is used and the secondary data can be collected using the documentary review. This study used these data collection tools such that the questionnaires were used to collect the primary data, and the document review was used to collect the secondary data.

3.6.1 Questionnaires

Mugenda, (1999) suggests that the use of questionnaire surveys, an interview or observation forms in undertaking a research. For the purpose of the study it is recognized that collection of primary data was essential in order to achieve the set objectives. One instruments of data collection, namely the questionnaire was used t to gather authentic information. Questionnaire is a research tool that collects data over a huge sample. Questionnaires capture all the necessary data for the objectives of the study to be achieved. Questionnaires were developed to address a specific objective, and research questions. 100 respondents are set to fill the questionnaires.

3.6.2. Documentary Review

Documentation involves deriving information by careful studying written documents, or visual information from sources called documents (Enon, 1998). Orondho (2002), provides an account of documentary analysis as different from other techniques which are indirect. Instead of directly observing, interviewing, or asking someone to fill in a questionnaire for the purposes of the inquiry, the researcher deals with something already produced for other purpose. He added that, õthis is un-obstructive measure which is non-reactive, in that the document cannot be affected by the fact that they have been usedö.

With document, it is possible to analyze its contents or other material which have been collected directly for the purpose of the study; hence it is not an un-obstructive technique. The researcher is set to review the written documents from the TCAA and Kilimanjaro International Airport library. These include trend of customers at the airport, customersø comments about the quality of the services offered together with

sustainability of airport development. Journals, newspapers and brochures were also used as sources of data for this study.

3.7. Reliability and Validity of Data

3.7.1 Reliability of Data

Reliability entails the consistency of the results in different time and by different Researcher Kothari, (2004). In this study, information reliability has been ensured by gathering similar data from different respondents (information triangulation) which reduced the chances of having biased information. The reliability was measured so as to find out the degree to which the measuring items give similar results over a number of repeated trials.

The reliability was measured so as to find out the degree to which the measuring items gives similar results over a number of repeated trials. Piloting was used to ensure the study reliability. The experimental study offers the chance to measure the relevant of the data-collection methods and other processes and to make changes if required. (Ary*et al,* 2010). To increase the reliability, validity and practicality of the questionnaire, the researcher administered sample of questionnaires guide with KIA workers and a few selected passengers at the waiting lounge.

3.7.2 Validity of Data

Validity refers to the extent to which a given test, or an examination, measures what it was intended to be measured. It has to do with accuracy and precision with which it does the job of locating and assessing the attribute under which microscope such as, intelligence, comprehension, mechanical ability. (Omari, 2011). According to

Ary *et al* (2010), the process of gathering evidence to support a particular interpretation of a test scores is referred to as validation. Therefore, there is a need of evidence to establish that the inferences, which are made on the basis of test results, are appropriate. Researchers have to consider various categories of evidence used to establish the validity of score-based interpretations. Aryet al (2010) list three categories as:

Content Validity which involves the testøs content and its relationship to the construct it is intended to measure. This refers to the degree to which the sample of items, tasks, or questions on a test are representative of some defined universe or domain of content.

Criterion-related Validity which refers to the extent to which test scores are systematically related to one or more outcome criteria. The emphasis is on the criterion because one will use the test scores to infer performance on the criterion. It involves *concurrent validity* which is the relationship between scores on a measure and criterion scores obtained at the same time, and *predictive validity* which is the relationship between sores on a measure and criterion scores available at a future time.

Construct-related Validity is the one which focuses on test-scores as a measure of a psychological construct. It measures on to what extent the test scores reflect the theory behind the psychological construct being measured. By recalling that psychological constructs such as intelligence, motivation, anxiety, or critical thinking are hypothetical qualities or characteristics that have been constructed to account for observed behaviors demonstrated by airline passengers when they are satisfied with the offered services. In this study, the researcher is set to use content

validity of the questionnaire. Questionnaire items were constructed to measure the effects of organizational performance resulted by quality of the services offered.

3.8 Data Analysis

Data analysis is the ordering of data into constituent parts in order to obtain answers to research questions. In this study, descriptive and statistical data analysis was applied basing on data and information collected from primary and secondary sources. The Statistical Package for Social Science (SPSS) version 22 software was used in analyzing the collected data. SPSS version 22was chosen because it takes data from almost any type of file and uses them to generate tabulated reports, charts, perform descriptive statistics and conduct complex statistical analysis. Qualitative was analyzed in form of explanation as Denscombe (2007) suggests that, explanation gives a reader an in-depth glimpse and instill permanent knowledge in their (readerøs) mind unlike unexplained figures that can be easily forgotten.

3.9 Ethical Consideration

Miller et al (2012) allege that ethics concerns the morality of human conduct. In relation to social research, it refers to the ethical deliberation, optimal and responsibility on the part of researchers throughout the research process. Berg (2001) argues that social scientists have an ethical obligation to their colleagues, their study population and the larger society. Berg stipulates further that, the reason for this is that social scientists delve into the social lives of other human beings. By putting into consideration that notion, when conducting this study, the researcher avoided any action, procedure, or steps which can violate rights, privacy, confidentiality, and wellbeing of the respondents. As far as research ethics is concerned, the researcher

of this study obtained a letter from the office of the Director of graduate studies of the Open University of Tanzania. This enabled her to conduct the study smoothly.

The researcher clearly explained the purpose of the study to passengers waiting in the departure lounges. She clarified on the research problem, purpose of the study, the short term and long term benefits and loss due to their participation in this study.. Also, the researcher informed the participants that their partaking is free, and have the right to withdraw at any time with no repercussions. The researcher ensured confidentiality by maintaining anonymity of the respondents. Respondentsø names as well as their business names were not mentioned in the report. The collected information was kept safely so that no any unauthorized individual can access it. Furthermore, the researcher clarified to the respondents that the data collected is for research purpose and not intended to discriminate against anyone.

CHAPTER FOUR

RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Introduction

This chapter provides with research findings and present data analysis from the field collected using questionnaires and document reviews. The analysis was done based on the exploratory (descriptive) analysis and the results are presented and categorized in simple demographic characteristics and grouping analysis as per the research objectives.

4.2 Overall Respond Rate

Total number of 100 research samples used was passengers who departed to different destinations using Qatar Airways, Kenya Airways, Precision Air, KLM and Ethiopian Airlines at Kilimanjaro International Airport. All 100 questionnaires were responded and received to make 100% respectively received as shown in the table below.

Table 4.2: Responses Rate

NO.	Description	Responses	Percentage %
1.	Received Questionnaire	100	100
2.	Outstanding Questionnaire	0	0
3.	Incomplete Questionnaire	0	0
	Total	**100**	**100**

Source: Field Data (2018)

4.3 Analysis of Demographical Data

The study necessitates the demographic characteristics of the respondents specifically the age group, gender, level of education and employment status so as to uncover the unforeseen relationships between these variable, as shown here in Table 4.2.

Table 4.3: Demographic Data showing Age Group, Sex and Education Level

Level of Education			Gender		Total
			Female	Male	
College/University	Age Group	20-29	10	4	14
		30-39	8	14	22
		49-49	7	4	11
		50-60	10	6	16
		61+	19	8	27
	Total		54	36	90
Secondary Education	Age Group	49-49	0	2	2
		50-60	2	0	2
		61+	0	1	1
	Total		2	3	5
Vocational Training	Age Group	20-29	0	2	2
		30-39	0	1	1
		49-49	0	1	1
		61+	1	0	1
	Total		1	4	5
Total	Age Group	20-29	10	6	16
		30-39	8	15	23
		49-49	7	7	14
		50-60	12	6	18
		61+	20	9	29
	Total		57	43	100

Source: Field Data (2018)

4.3.1 Number of Passengers for each Airline by Respondents

In the table 4.3, it shows how many passengers for each airline responded to questionnaires. It appears that the number of passengers who responded to questionnaires using Qatar Airways were 34 which was 34% followed by KLM with 32 responded which was 32%. The number of 15 passengers from Precision Air responded to questionnaires which was 15% while Kenya Airways passengers who responded were 10 which was 10% and the fifth airline was Ethiopian Airline with 09 passengers responded to questionnaires by 9% and make the whole total of 100 respondents in this study.

Table 4.4: Airline Basic Information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ethiopia	9	9.0	9.0	9.0
	Kenya Airways	10	10.0	10.0	19.0
	KLM	32	32.0	32.0	51.0
	Precision Air	15	15.0	15.0	66.0
	Qatar	34	4.0	34.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.3.2 Frequency of Travel

The findings from this research study revealed that most of respondents travelled by particular airline is between 2 to 5 times were 44% and who travelled one were 43% which was close related figures. The least of them who travelled more than 10times were only 6% while 7% fall under those who were travelled in between 6 to 10 time. The results are presented in Table 4.4.

Table 4.5: Number of Times Travelled using this Airline

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 to 5	44	44.0	44.0	44.0
	6 to 10	7	7.0	7.0	51.0
	More than 10	6	6.0	6.0	57.0
	Once	43	43.0	43.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.3.3 Age of Respondents Group

As indicated in the table 4.5 all groups from 20 to 61+ ages were presented in the questionnaires. The majority of respondents were in the age of 61+ with 29 passengers followed by group age in between 30 to 39 with 23 respondents which make 23%. The rest remaining three age groups were fall under very close related figures. Age groups of 50 to 59, respondents were 18 and the other of 20 to 29 was 16 respondents. The fifth age group was in between 40 to 49 with 14 respondents which was 14%.

Table 4.6: Age of Respondents Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	16	16.0	16.0	16.0
	30-39	23	23.0	23.0	39.0
	40-49	14	14.0	14.0	53.0
	50-60	18	18.0	18.0	71.0
	61+	29	29.0	29.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.3.4 Gender of Respondents

Table 4.7: Respondents Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	57	57.0	57.0	57.0
	Male	43	43.0	43.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

As shown in table 4.6 in this research study, both female and male respondents filled the questionnaires. In this gender distributions it showed that female respondents had higher response of 57 which is 57% filled the questionnaires. Male respondents filled the questionnaires were 43 which was 43%. These figures were not much differ from each other beside female were leading in numbers while male were following.

4.3.5 Education Background of Respondents

The Table 4.7 hereunder shows the different level of education to the passengers who travelled during data collection. The general level of education to the respondents indicates that the highest number of them were college/university. This indicates that majority of passengers who filled the questionnaires were well educated. The level of education of 90% of respondents was college/university, followed by same figures of 5% with secondary education level and 5% with vocational training education level.

Table 4.8: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College/University	90	90.0	90.0	90.0
	Secondary Education	5	5.0	5.0	95.0
	Vocational Training	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.3.6 Employment Population

The findings indicates that the highest number of respondents were employed by 59% while the least number of respondents who were not employed were only 2% as shown in table 4.8.This showed that most of passengers who travelled by airline were employed thus can afford to pay for airline prices. The 25% of respondents were retired followed by 10% of self-employment. The remaining 4% were respondents who were student.

Table 4.9: Employment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	59	59.0	59.0	59.0
	Retired	25	25.0	25.0	84.0
	Self Employed	10	10.0	10.0	94.0
	Student	4	4.0	4.0	98.0
	Unemployed	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4 Independent Research Variables

4.4.1 The Airline Service Quality Dimensions as Observed at KIA

The objective number one in this study was to determine the Kilimanjaro International Airport service quality dimensions as observed by passengers who travelled by airlines operated at the airport. Itøs observed that customers measure service quality along with service quality dimensions. The five service quality dimension are Reliability, Responsiveness, Assurance, Empathy and Tangible. In

this objective all dimensions were discussed except for the Tangible which was discussed in other objectives. The statements were formulated through those dimensions and respondents filled them. Four questions were formulated and require respondents to scale them from 1 = Excellent, 2 = Very Good, 3 = Good, 4 = Poor. The results are presented on tables and graph percentage.

4.4.1.1 Airline Reliability

In this research statement, the service dimension used were Reliability and was to determine on time performance of flight timetable as promised to passengers that influence customer satisfaction in the airline industry at Kilimanjaro Airport. As shown in table 4.9, the respondents were provided with highest responses by 43% of Excellent. This means that majority they are happy with on time performance of airlines followed by 31% of respondents with Very Good which mean they still happy with this service. 24% respondents scale with Good and the last scale with 2% was Poor. This indicate that majority of the respondents, more than 98% are satisfied with the airline reliability, which show that the authorities and airlines managements at KIA are putting more efforts on meeting their obligations. Furthermore the unsatisfied 2% denotes that there some impurities in the operation of the airlines in terms of flight delays and therefore some more improvement is required.

Table 4.10: The Airline Observes on time Flight Schedules as they were promised

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	43	43.0	43.0	43.0
	Very Good	31	31.0	31.0	74.0
	Good	24	24.0	24.0	98.0
	Poor	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.1.2 Airline Responsiveness

This was to determine the service quality dimension of responsiveness and the question was to determine if airline staffs are always ready to respond customer requests as observed by airline passengers at Kilimanjaro International Airport. Passengers are always requested for certain services for example during check in processes they may asked seat change request, upgrade service or special services e.g. WCHR. From table 4.10, 41% of respondents rank the question with excellent which indicates majority of passengers were agreed and satisfied with the service.

Also 30% of respondents scale with õVery Goodö? This also is an indicator that passengers are still happy with the service. 26% of respondents scale the question with Good and show that they agree on average rate while 1% scale with Satisfactory and 2% with Poor. The 97% of the respondents indicates that majority are satisfied with the responsiveness of the airlines, which denotes that airline staff are well trained and motivated. Furthermore the 3% of the unsatisfied respondents denotes that more training be done in order to improve and provide the required service.

Table 4.11: The Airline Staff are always ready to respond Customer Requests

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	41	41.0	41.0	41.0
	Very Good	30	30.0	30.0	71.0
	Good	26	26.0	26.0	97.0
	Satisfactory	1	1.0	1.0	98.0
	Poor	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.1.3 Airline Assurance

In this research finding the service dimension of Assurance was determined to question if the airline staff are skilful, competent and well knowledgeable of what they deliver to passengers. This include staff confidence in check in processes, respond to query effective, knowledgeable of airline products and ability to deliver trust to passengers as it influence customer satisfaction in airline industry. As shown in table 4.11, majority of respondents who filled the questionnaires they rank Excellent by 40% followed by 25% who ranked with Very Good and indicate that both respondents were comfortable with the service while 33% of respondents ranked with Good which mean an average scale. 1% was ranked by respondents with Satisfaction and 1% with Poor. The 99% of the respondents indicates that majority are satisfied with service assurance, which point out that airline invested on staff trainings thus made them skilful, competent and well knowledgeable. The unsatisfied 1% indicated that more workshops need to be done to correct this situation.

Table 4.12: The Airline Staff are Skillful, Competent and well Knowledgeable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	40	40.0	40.0	40.0
	Very Good	25	25.0	25.0	65.0
	Good	33	33.0	33.0	98.0
	Satisfactory	1	1.0	1.0	99.0
	Poor	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.1.4 Airline Staff Empathy

Customers are always need care and special attention during service delivery. The study in this area were focus on service dimension known as Empathy. The question

was focus on if airline staff cares and give attention to customers. Airline staff need to show concern during interacting with passengers by listen to them careful. Eye contacts, address customer by name are one of the virtual communication tools during service delivery. 38% of the respondents were ranked the question by Excellent, 26% ranked by Very Good and 33% ranked with Good. 1% was ranked with Satisfactory and 2% with Poor. This indicates that, the airline also focus on trained staff on how to effective communicates with customers. By 98% of respondents were satisfied and it showed that the airlines staff are well trained and practice what they were trained. Customer care is well implemented to passengers. 01% of respondents should not be ignored rather to make improvement of that.

Table 4.13: The Airline Cares and give attention to Customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	38	38.0	38.0	38.0
	Very Good	26	26.0	26.0	64.0
	Good	33	33.0	33.0	97.0
	Satisfactory	1	1.0	1.0	98.0
	Poor	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.1.5 Airline Staff Responsiveness

In this research study the question was how the airline staff resolves passengerøs complaints quickly and compensated for inconveniences. The ability of airline to solve passengerøs complaints promptness and quickly finding a solution to a problem will reduce customer to complain further. Service recovery is one of the solution to compensated customer with complain however sometime offered cash compensation and services.99% of respondents donates that airline staff are very proactive in problem solving and also airline provide compensations and service recovery during

disruption. The 01% of respondents indicates that since airline provide prompt services to their passengers but there are some areas such as customer complaints and compensations need improvement.

Table 4.14: Airline resolves Passenger's Complaints quickly and compensate for Inconveniences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	25	25.0	25.0	25.0
	Very Good	31	31.0	31.0	56.0
	Good	39	39.0	39.0	95.0
	Satisfactory	4	4.0	4.0	99.0
	Poor	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.2 Airport Facilities Quality as observed at KIA

The findings in this research study were based on the Airport facilities as observed by passengers. This based to service quality dimension known as Tangible. This dimension is determined physically attractions of the airport facilities based on appearance of the airport and staff personal attitude to passengers (Gronroos 2001). This is very important as it influence customer satisfaction.

4.4.2.1 The Airport is Equipped with Special need Passenger's Facilities

The physically appearance of Kilimanjaro Airport is very crucial to attract and satisfy passengers. The question in this research area was to determine if KIA is equipped with facilities to handle passengers with special needs. Airlines at KIA serve different kind of passengers and also they have different needs. Old age, disable, children and other special need passengers were among of customers, they have equal right with normal customer and they need also to be satisfied. From table 4.14 in consideration of this the airport is equipped with facilities to accommodate this kind of passengers. 23% ranked with Excellent, 35% ranked with both Very

Good and Good. 04% ranked with satisfactory and 3% ranked with poor. This indicates that 97% of respondents enjoyed the airport facilities which accommodate all passengerøs criteria. The rest 3% donates that although the airport has facilities to special passengers, the airport should have enough facilities to accommodate all passengers with special needs at a time.

Table 4.15: Passengers with Special need Facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	23	23.0	23.0	23.0
	Very Good	35	35.0	35.0	58.0
	Good	35	35.0	35.0	93.0
	Satisfactory	4	4.0	4.0	97.0
	Poor	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.2.2 The Airport has Modern looking Equipment

It is normal for passengers to spend some hours before they travelled to their destinations. The airport management should consider the environment in order to meet passengers need. Before passengers depart to their destinations, they spend their time moving around the airport where there are shopping areas, restaurants or any other areas inside the airport. So it is essential that airport facilities supposed to be in a conducive condition to make passengers comfortable and avoid complaints. Flying by air by itself to some people might be a stressful thing. So itøs very important to have comfortable environment before passengers flew to their destinations.

From Table 4.15, 21 respondents which is 21% ranked the statement with Excellent, 27 respondents ranked with Very Good and 34 respondents ranked with Good. 14% of respondents ranked with satisfactory and 4% of respondents were denied the

statement. Since the airport has recently renovated, 96% of responded satisfied with modern look of the equipment used at the airport. Equipment were new and well modernised. 04% of respondents donates that since there is only one restaurant at domestic departures, additional restaurant need to be developed. Also additional of more chairs at the waiting areas need to be established.

Table 4.16: The Airport has Modern looking Equipment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	21	21.0	21.0	21.0
	Very Good	27	27.0	27.0	48.0
	Good	34	34.0	34.0	82.0
	Satisfactory	14	14.0	14.0	96.0
	Poor	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.2.3 The Airport has Utilities and Equipment that work efficiently without Causing Breakdowns

Airport has several utilities and equipment that makes the airport operations to run smoothly. Effectiveness of airport utilities and equipment like x ray machines and elevators are just some of the essential tools at the airport. Those tools are meant to facilitate the airport operations. In one way or another tools were automatically connected to passengers as they are the one who are using them. 22% of respondents ranked the statement with Excellent, 27% of respondents ranked with Very Good and 39% of respondents ranked with Good. Though majority were satisfied on how the utilities and equipment operate, 10% of respondents ranked with Satisfaction and 2% of respondents were not satisfied and ranked with Poor. 98% of respondents indicate that equipment worked properly and avoid disruption to them. 02% as well donates that although the available old equipment work properly, new and modern

equipment need to be acquired.

Table 4.17: Effectiveness of Airport Utilities and Facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	22	22.0	22.0	22.0
	Very Good	27	27.0	27.0	49.0
	Good	39	39.0	39.0	88.0
	Satisfactory	10	10.0	10.0	98.0
	Poor	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.2.4 The Airport Provides Accessibility of Free Internet

Internet connection is very important for passengers as it assist them to have smooth communication for domestic and international passengers. Some of the passengers might need to make international call or send and receive email whenever required. KIA provides free internet access to passengers at the airport. Form table 4.17 here, 33 respondents ranked the statement with Excellent, 18 ranked with Very Good and 32 ranked with Good. Though majority were satisfied with free internet access, 9 of responded ranked with satisfactory and 8 ranked with Poor. 92% of respondents were satisfied with free internet access at the airport. 08% of them were not satisfied with internet connection due to speed of internet and coverage. The airport should make sure that the internet is accessible in all areas of the airport.

Table 4.18: Free Internet Access at the Airport

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	33	33.0	33.0	33.0
	Very Good	18	18.0	18.0	51.0
	Good	32	32.0	32.0	83.0
	Satisfactory	9	9.0	9.0	92.0
	Poor	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.2.5 Appearance of Uniforms and Personal grooming of Airport Staff

Staff uniforms and appearance to passengers is another factor that affecting customer satisfaction. Good appearance of airport grooming is not only create impression of the airline but also attracting passengers and carry the identity and brand of that particular airline. It is the representation of airline itself the consideration should be taken to the airline as it affect customer satisfaction. In the statement above majority of respondents were satisfied with airport staff grooming and uniform appearance.

41% of respondents ranked with Excellent, 26% of them ranked with Very Good and 30% of respondents ranked with Good. Only 03% of them ranked with Satisfactory and none of them ranked with Poor. 97% of respondents donates that airport staff uniforms were attracted and appearance was good. Airline and airport authority did their best to make sure airport staff appeared smart in front of passengers. 03% of respondents were not satisfied with some of staff uniforms, therefore all airport stall should have uniforms in order make standard and uniformity.

Table 4.19: Airport Staff grooming and Uniforms Appearance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	41	41.0	41.0	41.0
	Very Good	26	26.0	26.0	67.0
	Good	30	30.0	30.0	97.0
	Satisfactory	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.3 The pricing Scheme as Observed in Airlines at KIA

Price can influence on perceptions of quality, satisfaction and value. If the price is too high, Customers are likely to expect high quality. Actual perceptions are

influenced based on these expectations and conversely, if the price is too low, customers may doubt the company's ability to provide quality services.(Shahram *et al,* 2013) Customer often see price as an indicator to service quality, so that price has an impact to the degree of quality (Zeithaml & Bitner, 1996). Price is an indicator of quality used by customers, one of which is the availability of information to them (Zeithaml, *et al.,* 2009).

Price is defined as what customers actually pay in exchange for the benefits accruing from a product or service (Lovelock &Wirtz, 2007). Services firms are relatively undifferentiated from competing offerings need to keep an eye on what competitors are charging and should to try price accordingly. If there is a little or no difference between the services offered in the marketplace, customers may just choose the cheapest (Lovelock &Wirtz, 2007).

4.4.3.1 The Airline Ticket Costs are Reasonable and Affordable

Customers do always feel that purchasing of airline tickets is very much expensive and those who afford to purchase are those with high class so there is a need of reducing the price so that meet customer satisfaction. As it can be observed in table 4.19, 16% of respondents rated as excellent, 24% rated with very good and majority of them 43% rated as good. 13% rated as satisfactory and 04% rated as poor. 96% of respondents were satisfied with airline ticket fares and recommends that they are reasonable and affordable. 04% of them responds that still airlines can reduce air ticket fares to make it affordable to all.

Table 4.20: Airline Tickets Costs are Reasonable and Affordable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	16	16.0	16.0	16.0
	Very Good	24	24.0	24.0	40.0
	Good	43	43.0	43.0	83.0
	Satisfactory	13	13.0	13.0	96.0
	Poor	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.3.2 The Airline Excess Weight Charges are Affordable

The findings in this study revealed that excess weight charges are different for international and domestic flight destinations. Some of the airline charge up to 50USD for international flight and charge up to 5USD for domestic flight per extra kilogram. From table 4.20, majority of respondents ranked 53% with Good, while 13% ranked with Excellent and 19% ranked with Very Good. 12% of respondents ranked with satisfactory and 3% with poor. Customers are always satisfied with reasonable charges. 97% of respondents satisfied with extra weight of baggage charges and this indicates that the rates are tolerable and fair. 03% of respondents indicates that excess weight cost must be regulated and make it affordable to all.

Table 4.21: Airline Excess Weight Charges are Affordable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	13	13.0	13.0	13.0
	Very Good	19	19.0	19.0	32.0
	Good	53	53.0	53.0	85.0
	Satisfactory	12	12.0	12.0	97.0
	Poor	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.3.3 The Airline Reservation Charges are Affordable

The charges of reservation changes applied during passengers request on booking date change, only 10% of respondents ranked with Excellent. Some of the airline tickets restrictions are very high thus cannot changed or refunded From table 4.21,

only 18% of respondents ranked with Very Good and 54% respondents ranked with Good. 11% respondents ranked with Satisfactory and 7% respondents ranked with Poor. Total of 93% of all respondents were okay with reservation fees and charges applicable but 07% of respondents claimed that some airline ticket change charges is too high and need to be reduced.

Table 4.22: Airline Reservation Charges are Affordable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	10	10.0	10.0	10.0
	Very Good	18	18.0	18.0	28.0
	Good	54	54.0	54.0	82.0
	Satisfactory	11	11.0	11.0	93.0
	Poor	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.3.4 The Airline Provide Discounts, Promotion and Special Offers

The findings in this study as summarised in table 4.22, determined if airline provide discounted, promotion and special offers. These services attract more passengers to particular airline. Often individuals are opting for special offers because the prices always low. In this study only 10% ranked with Excellent and 18% ranked with Very Good. This indicate that still these services need to be improved. 50% of respondents ranked with Good while 17% of the ranked with Satisfactory and last 5% ranked with Poor. 95% of responded agree that airline provide special prices but 05% of them indicates that airline need to increase frequency in providing special offers.

Table 4.23: Airline provide with Special Offers Tickets

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	10	10.0	10.0	10.0
	Very Good	18	18.0	18.0	28.0
	Good	50	50.0	50.0	78.0
	Satisfactory	17	17.0	17.0	95.0
	Poor	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.3.5The Airlines Provide Best Price for Online Purchasing Services

The findings of this study as shown in table 4.23 revealed that sometime the online and offline purchasing prices are same. Some of the airlines promote to do the purchase online while the prices are still high rather pay at reservation office. 12% of responded ranked with Excellent and 16% ranked with Very Good. Majority of respondents ranked with Satisfactory by 56% which indicated that majority of them are not full satisfied with the service. 15% of respondents ranked with Satisfactory while only 1% ranked with Poor. 99% of them agreed with the airline discounted rates when purchasing online services but 01% responded that airline need to ensure that the provided discounted rate is adding value of the service.

Table 4.24: Airline Provide with Best Price for Online Purchasing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	12	12.0	12.0	12.0
	Very Good	16	16.0	16.0	28.0
	Good	56	56.0	56.0	84.0
	Satisfactory	15	15.0	15.0	99.0
	Poor	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.4 The Importance of Customer Satisfaction as Observed at KIA

Customer satisfaction also is increasingly as basis of standard performance for any business organization and whatever organization has more satisfied customers and increase the purchase rate and reduces the desire for change and customer complaints (Jamali, 2007). In a competitive market customer will choose the best service so itøs crucial to maintain high service quality to attract more customers and retained the one airline has. Customers will change to another airline which offers better service.

4.4.4.1I am Satisfied with the Services Offered by at the Airport

The findings of this study as summarised in table 4.24 here, was to determine the question if passengers are satisfied with the services offered at the airport. 35% of respondents ranked with Strong Agree which indicated that majority were not full satisfied with services offered at the airport. 41% of respondents ranked with Agree while 20% were Neutral. 1% of respondent ranked with Disagree and 3% of respondents were complete not happy with services offer by airline at KIA and ranked with Strong disagree. 76% of respondents satisfied with airline services at KIA and this is the result of service quality provided by airline. 24% of respondents indicates that still more airport services such as ATM machines, Free Wi-Fi, restaurants and more others need to be developed to make them satisfied.

Table 4.25: I am Satisfied with the Services Offered at the Airport

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	35.0	35.0	35.0
	Agree	41	41.0	41.0	76.0
	Neutral	20	20.0	20.0	96.0
	Disagree	1	1.0	1.0	97.0
	Strongly Disagree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.4.2 The Ambassador of the Airline

Improving quality of service leads to attract new customers and also enables organization to maintain its current customers (Zeithaml, 1996). The finding of this study revealed that 33% of respondents were satisfied with the airline services and they will tell other people to use the same airline and they ranked with Strong Agree followed by 32% of respondents who were Agree. 31% of respondents were ranked with Neutral. 2% will not going to recommend other to use the airline and this is because they were not satisfied with services offered and the last 2% were complete

disagree with the statement above and they will never recommended the airline to others. 65% of respondents agree that they will be ambassadors and will recommend that particular airline to others. 35% of respondents disagree and this indicates that they can move to other airline depend on the services provided.

Table 4.26: Always Recommend this Airline to Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	33.0	33.0	33.0
	Agree	32	32.0	32.0	65.0
	Neutral	31	31.0	31.0	96.0
	Disagree	2	2.0	2.0	98.0
	Strongly Disagree	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.4.3 Rechoose this Airline over any other Airline

The findings of this area of study as summarised in table 4.26 show that majority of passengers will not going to choose the airline they used to travel on the day they filled up the questionnaires against any other airline. This is due to the fact that they are still looking for the best airline. Only 08% respondents were Strongly Agree that they will only retain to that airline over other airlines. 30% of respondents were Agree to choose this airline over any other airline.

Table 4.27: Re choose this Airline over any other Airline

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	8.0	8.0	8.0
	Agree	30	30.0	30.0	38.0
	Neutral	48	48.0	48.0	86.0
	Disagree	8	8.0	8.0	94.0
	Strongly Disagree	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

Majority of respondents were Neutral by 48% and 08% disagree with the question. Last 06% Strong Disagree that they will choose the airline. 38% of respondents agreed that they will be loyal to that airline when they filled those questionnaires and this indicates minority of them will stick to one airline but 62% of them disagree and this donates that they will shifted to other airline since they are looking for the best services.

4.4.4.4The Airline is Trusted and will be Recommended to others

The statement was to find out if the airline is trusted and they will always say positive about the airline. As shown in table 4.27, majority of the respondents agreed by 59% that they trusted the airline and say positive about it, while 37% of respondents were Neutral about the question. Only 2% of respondents were disagree and 02% strong disagree. This indicates that 59% of respondents trusted that airline and will speak positive about it but 41% of respondents will say to others even negativity about the airline.

Table 4. 28: The Airline is Trusted and I will always Say Positive about it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	19	19.0	19.0	19.0
	Agree	40	40.0	40.0	59.0
	Neutral	37	37.0	37.0	96.0
	Disagree	2	2.0	2.0	98.0
	Strongly Disagree	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.4.4.5 Royal Customer to the Airline

The findings of this study as summarised in table 4.28 indicates that only 3% Strong Agree with the statement because airline passengers always are attracted with better

services so when there is competition the airline with better services will gain customers.13% of respondents Agree with the statement and majority were Neutral because they can change or cannot change airline due to other factors like airline costs. 26% of respondents were disagreed as a matter of fact that most passengers consider the airline with better services and 12% of respondents who Strong Disagree, they complete denied the statement above. Only 16% of agreed that they will stick to that airline to matter what but 84% of them they are still looking for better services and they will change when they find a better airline. This indicates that services quality is the priority to customers. They will always look for better and better services.

Table 4.29: I will Never Change this Airline Even if Find the Better One

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	3.0	3.0	3.0
	Agree	13	13.0	13.0	16.0
	Neutral	46	46.0	46.0	62.0
	Disagree	26	26.0	26.0	88.0
	Strongly Disagree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

Source: Field Data (2018)

4.5 Discussion of the Findings

The findings of this research study revealed the relationship between services and customer satisfaction of airline customers at Kilimanjaro International Airport. One of the major reasons of customer dissatisfaction is poor services and this can be easily defined as a failure to meet customerøs expectations and needs (Zeithaml & Bitner 2009, 104). Then the results of the conducted research study indicate that customer satisfaction may increase if the levels of service quality dimensions are

high. Though majority of airline customers were agreed with the service quality dimension and satisfied the services offered from airlines at KIA. This is no doubt that airlines operate at KIA made According to Boshoff &Gray (2004), reported the same findings and underlined the important of service quality dimensions for customer satisfaction.

Effectiveness and attractiveness of airport facilities is very significant to the airport. The facility has to be comfortable and convenient for both airport staff and passengers as well. Also safety and security issues to considered most. (Edwards 2005, 136.) KIA has modern look and well renovated, all equipment and materials used by passengers are in very good condition and also personal appearance of staff is neat but majority of passengers at KIA were not satisfied with check in areas, no enough ventilations, waiting areas is too crowd, no toilet facility and also poor internet also these supposed to be improved in order to satisfy customers as one of the objective of this study.

Price is the exchange of what customer get from a service thus often see as indicator to service quality and always customers look for best prices (Lovelock &Wirtz, 2007). Another objective of this research study was to determine airline price at KIA. Majority of passengers were not satisfied with ticket price, other charges of reservation as they are too high. Other airline they charge high for extra weight up to 50USD per kilogram to some of destinations. Price can be an effective way to influence customer satisfaction thus airlines operate atKIA need to regulate price in order to meet customer demand.

Importance of customer satisfaction in airline industry is very significant as it can contribute to a business success or failure. It is very important to work on those factors attributed to customer satisfaction to make them loyal. Customer satisfaction is also virtual because passengers bring a lot of revenue at KIA, thus the fourth objective of this study is determine important of customer satisfaction at KIA. The increase in number of passengers at KIA is the increase revenue and boost economy in Tanzania particularly. The airlines with higher satisfied customers were rated high in all areas and are getting more passengers. When a customer highly satisfied with the service offered, will create a good word of mouth for the airline.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This research study was conducted of the purpose of assessing the impact of services quality on customer satisfaction in airline industry at Kilimanjaro International Airport, Tanzania. In this chapter summary of research findings, the conclusion, recommendations constructed on the findings and suggestion for more research study associate with any research gap have been put forward.

5.2 Summary of the main Findings

Due to the factors that impact customer satisfaction, it was recognized that there are many factors that passengers always considered the most. Majority of respondents who filled questionnaires, the research findings discovered that the service quality dimensions are not only the important factors affecting customer satisfaction. Airlines operating at KIA put much to emphasis on service quality dimensions in order to fulfill passenger's interest thus more than 80% of passengers who filled the questionnaires, were satisfied with the service quality dimensions offered by the airline. These includes; airlines on time performance as promised, staff readiness on responding customer requests, staff competence, staff carefulness and give attention to customers, ability to resolve customers complaints.

Yet, the big number of passengers were denied being satisfied with the service quality offered by airline at KIA due to other factors including airport facilities; big queue in the entrance of departure lounge, poor ventilations at check in areas,

washrooms neither available at departure entrance nor check in areas, check in areas is too congested, few chairs on check in areas while awaiting for check in, departure display boards are not working, long que at immigration, lack of bank services, no fast track que for priority passengers, missing duty free shops, no restaurant at domestic lounge only cafeteria needs improvement on assorted food, poor internet availability, no shopping areas for domestic passengers. Due to these factors majority of them ranked in average and the number in percentage of denial increases.

Also the factor of airline cost this study revealed that travelling with some of the airline is too expensive. That why sometimes despites of service quality factor, the issue of price been considered by passengers. These include; the price of purchasing ticket to airline differ from one airline to another thus most of the time consider the best price, extra weight charges is high sometimes passengers not afford it, reservation charges is too expensive sometime to change booking it will cost half price of full ticket, promotional offers are too limited and also online purchasing tickets price are too high rather pay at offline to the airline offices.

Maintaining high service for the airline to their customer will bring more customers because they will tell others and being loyal. Regarding the importance of service quality to customer satisfaction to airline passengers at KIA, the results discovered that more than 70% of passengers are satisfied with service offered by airline, they trusted the airline and they will recommend others to use that airline but denied that and promised to always choose that airline over the other and opted for an airline with better service than the other.

5.3 Conclusion

Absolutely, running of any business will depend on customers. Without customers business or organization cannot operate or exist. This will define the significant of having customers in any business. Knowing this, it is essential for airline to invest and put more efforts and strategies on how to maintain their passengers. High service quality is the catalyst for customerøs satisfaction. The airline must ensure that passengers get the right services in regarding to their requirements. Many factors have been identified as the influence of customer satisfaction and all of them have equal weight to satisfy customers. Since service quality dimensions have been identified by passengers as the areas which have positive feedback, the effort should be made to tangible factors where most of passengers made complain about.

5.4 Recommendations

This research study revealed that relationship among service quality and customer satisfaction is the most importance thing in airline industry at KIA. Based on the findings of this study, the researcher has recommended the following to airlines and management of KIA.

i. Based on the service quality dimensions, the airline service quality was very good and passengers were satisfied. However the airlines and management of KIA should be reminded that this status will not last forever so there is a need of maintaining the high service quality in a consistency and continues work for the improvement. Staff motivation is very crucial in order for them to continue deliver high service quality. Because if they are not happy then they cannot deliver best services to passengers.

ii. Since majority of passengers were not satisfied with airport facilities, the research suggest that in order to meet customer satisfaction, KIA management should look into consideration and give attention to all findings by improving all airport areas from departure entrance towards both international and domestic waiting lounges. There should have washrooms at departure entrance and check in counter area. Enough ventilations at check in area is very important because of the high number of passengers during check in and the area is too crowd. Availability of internet access in all areas at must be improved. There should be a restaurant and shopping areas for domestic passengers. KIA management should organize and create a fast track queue at immigration for priority and passengers who travelled on high class. Duty free shop for international passengers should be available to enable them shop before they fly.

iii. Airline should take into account that most of passengers were not satisfied with the price and costfor airline charges. In most airline international charges for excess weight was not reasonable thus most of passengers were not able to afford better for domestic destinations. Reservation charges like ticket date change and ticket cancelation fee also were high. Airline should regulate the charges especially for both international and domestic destinations. Airline should improve online tickets purchasing system by providing the best price in order to attract more passengers to use the system.

iv. Passengers always impressed with high service quality airlines and they will tell other people to use the airline but if they find another one which offers better service they will change. So it is very important to maintaining a

competitive service quality thus make passengers to retain and become loyal.

In general KIA management and airline have to improve service quality to increase customer satisfaction and become loyal. Since, will expect high service than what is offered by other airports. This will sustain competitiveness in airline business at the airport. Customer satisfaction depends on what kind of service offered to customers. High service quality leads to customer satisfaction.

5.5 Limitations of the Study

This study was conducted at Kilimanjaro International Airport to passengers travelling with domestic and international airlines. This means that opinions of other airline passengers from other airports in the country were not captured. The time covered in this research study was only related to the specific time when the questionnaires administered, also there was a limitation on the availability of resources to researcher. In conduction this study the researcher managed to complete the research by effectively utilizing the available scarce resources. It is suggested that other similar studies be conducted at other airports for local and international passengers such as Mwalimu Nyerere International Airport, Mwanza Airport and Arusha Airport so as to get opinions and compare the results. In conducting these studies more resources such as time and fund should be provided to the researchers to enable them utilize these resources for quality and reliable results.

5.6 Suggestions for Further Research

Further study should be conducted to develop the understanding of these two concepts of service quality and customers satisfaction because they are significant to

the growth and successful of any organization. Related study should be conducted using large sample size and the outcomes could be widespread in large population. The study should be including critical areas which may hinder to the customer satisfaction. Also further study need to be carry out for other industry than airline to make the comparison of findings in order to check the similarities. This will give wide knowledge in service quality and customers satisfaction.

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APPENDICES

APPENDIX 1: QUESTIONNAIRES

Questionnaires for passengers at Kilimanjaro International Airport

My name is UpendoMatimati second year student at The Open University of Tanzania pursuing Master of Arts in Monitoring and Evaluation. One of the criteria of being awarded Master Degree is to fulfil the faculty requirement by conducting research related to my career**.** Therefore, to enrich my set objective I beg your positive cooperation in responding to the provided questionnaires**.**

The study intends to investigate *the Impact of service quality on customer satisfaction in the airline industry, particularly at the Kilimanjaro International Airport (KIA).*The information that you are going to provide is mainly for research purpose and will be confidential. You are allowed to withdraw from the study at any stage at your free will. There is no need to provide any personal classification or facts you are not comfortable with.

Name of the Airline: í í í í í í í í í í í í í í í í

Number of times travelled using this airline:

   (a) Once [ ]

   (b) 2 to 5 [ ]

   (c) 6 to 10 [ ]

   (d) more than 10 [ ]

PART I: RESPONDENT GENERAL INFORMATION

1. Demographic characteristics.

   i.   Age group.

Tick where appropriate

20-29 ☐

30-39 ☐

40-49 ☐

50- 60 ☐

61+ ☐

ii.   Sex í . Male[ ] Female [   ]

iii.   Level of Education

   a. Primary education   [   ]

   b. Secondary education   [   ]

   c. Vocational training[   ]

   d. College/university   [   ]

   e. Never gone to school   [   ]

iv.   Employment status

   a. Employed [   ]

   b. Self Employed   [   ]

   c. Unemployed   [   ]

   d. Student[   ]

   e. Retired[   ]

PART II: OBJECTIVE ONE

2.0 Please rate the airline service quality dimensions as observed at KIA

S/n	Description	Excellent	Very Good	Good	Satisfactory	Poor
a	The airline observes on time flight schedules as they were promised					
b	The airline staff are always ready to respond customer requests.					
c	The airline staff are skillful, competent and well knowledgeable.					
d	The airline cares and give attention to customers					
e	The airline resolves passengers' complaints quickly and compensate for inconveniences					

PART III: OBJECTIVE TWO

3.0 Please rate airport facility quality as observed at KIA

S/n	Description	Excellent	Very Good	Good	Satisfactory	Poor
a	The airport is equipped with facilities to handle passengers with special requests/needs (wheel chair)					
b	The airport has modern looking equipment (air conditioners, furniture and communication devices)					
c	The airport has utilities and equipment that work efficiently without causing breakdowns(elevator, x-ray machine)					
d	The airport provides accessibility of free internet					
E	Appearance of uniforms and personal grooming					

PART IV: OBJECTIVE THREE

3.0 Please rate the pricing scheme as observed in Airlines at KIA.

S/n	Description	Excellent	Very Good	Good	Satisfactory	Poor
a	The airline ticket costs are reasonable and affordable					
b	The airline excess weight charges are affordable					
c	The airline reservation charges(cancelation, no show, date change) are affordable					
d	The airline provide discounts, promotion and special offers					
e	The airlines provide best price for online purchasing services.					

PART IV: OBJECTIVE FOUR

4.4 Please rate the importance of customer satisfaction as observed at KIA

S/n	Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A	I am satisfied with the services offered by the airline					
B	Always I will recommend this airline to others(friends and families)					
C	Always I will choose this airline over any other airline					
D	The airline is trusted and I will always say positive about it					
E	I will never change this airline even if I found another airline which offer better service than this					

Appendix 2: LIST OF AIRLINES OPERATING AT KIA

	AIRLINE	NO OF FLEET
1	QATAR AIRWAYS	01
2	ETHIOPIAN AIRLINES	01
3	PRECISIONAIR	05
4	KLM	01
5	AIR TANZANIA	03
6	FLYDUBAI	01
7	KENYA AIRWAYS	02
8	RWANDAIR	02