MAKERERE   **UNIVERSITY**

MAKERERE UNIVERSITY BUSINESS SCHOOL

CUSTOMER SATISFACTION AND BRAND LOYALTY OF SHELL AUTOMOTIVE

LUBRICANTS CUSTOMERS

BY

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A RESEARCH REPORT SUBMITTED TO MAKERERE UNIVERSITY BUSINESS

SCHOOL (FACULTY OF GRADUATE STUDIES AND RESEARCH) IN

PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE

AWARD OF THE DEGREE OF MASTER OF

BUSINESS ADMINISTRATION OF

MAKERERE UNIVERSITY

PLAN B

DECEMBER 2021

DECLARATION

This research report is my original work and has not been submitted for examination to any other university.

Signed: ....Date: .....10th /12/2021

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APPROVAL

I certify that this research report has been under my supervision and it meets the requirements

for the award of a degree of Masters of Business administration of Makerere University

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Signed: .... Date: 13 - 12 - 2021

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DEDICATION

This work is wholeheartedly dedicated to my mother who has been a major driving force for me to complete my works. She never gave up. She would remind me and kept me accountable in spite of the valid excuse of a demanding schedule.

To my wife who supported me with words of encouragement that helped me to complete the study.

And lastly to the Almighty God, thank you for providence, guidance, strength, protection and a healthy life. All these I offer to you.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF ACRONYMS

SERVQUAL   SERVICE QUALITY

URA   UGANDA REVENUE AUTHORITY

SPS   SHELL PETROL STATION

ABSTRACT

The study was carried out with the purpose of identifying customer satisfaction factors that enhance brand loyalty, identify the challenges that limit earned customer satisfaction, and suggest strategies to overcome these challenges. The study objectives included; (i) to identify factors that enhance earned customer satisfaction leading to brand loyalty. (ii) to identify customer satisfaction challenges to brand loyalty for automotive lubricants. (iii) to suggest strategies to use to overcome the challenges faced by the retailers of automotive lubricants with a view to enhancing brand loyalty. The researcher employed a quantitative cross-sectional survey which involved the use of questionnaires to collect data from 384 customers and 52 mechanics. The study revealed that customer satisfaction is much influenced by assurance dimension factors leading to brand loyalty. The customer satisfaction challenges were mainly difficulty in delivering the promise by a certain time, staff being too busy to respond to a request from customers, lack of knowledge to answer customer questions, limitations of station operating hours for convenience of all customers and lack of materials associated with the service. Several strategies have been recommended to overcome the challenges with a view to enhancing customer brand loyalty. Staff suggested delivering the promise within the set period of time, communicating in advance to customers, ensuring safety of transactions, understanding the specific needs of customers and availability of neat uniforms as top strategies to overcoming customer satisfaction challenges. The researcher recommended that there is need for shell mechanics to pay attention to assurance dimension indicators in order to enhance consumer satisfaction from shell lubricants and services.

Keywords: Customer, satisfaction, loyalty, shell, quality

CHAPTER ONE

INTRODUCTION

This section includes background of the study, statement of the problem, purpose of the study, specific objectives, research questions, scope of the study, content scope, periodic scope and significance of the study.

1.1 Background to the Study

The contemporary market for goods and services is very competitive among diverse corporations. Therefore, in order to build an advantaged position in the marketplace, marketing specialists have attempted to analyse customers' behaviors in order to sustain sales for a long time and have resolved to build customer brand loyalty (Haider & Shakib, 2018). With loyal customers, marketers seek to sustain commitment and positive attitudes towards the brand such that there is continuous purchase of the brand (Huang, Fang, Fang & Huang, 2016).

The concept "customer satisfaction" is derived from the notion that "The Customer is King" depicting customers as superior in a marketing exchange (Sheikh, 2011). From the ancient practice of master-servant relationship, the concept connotes the need to satisfy customers (Ganiyu, Uche & Elizabeth, 2012). The concept of customer satisfaction attracted attention of scholars in the 1980s and early 1990s when the total quality and reengineering crusaders were telling American businesses and businesses around the world that satisfying the customer should be their number one concern (Ngambi & Nkemkiafu, 2015). According to Kumar, Maiti and Gunasekaran (2018) initiatives such as the Malcolm Baldrige National Quality Award and quality certification through ISO 9000 were then introduced. There upon, successful companies started to make concerted effort to develop closer ties and produce according to their demands.

In today's market-oriented business environment, satisfying customers with quality goods and services has become the ultimate concern of most of the companies in any kind of business (Ngo, 2015). The belief is that when customers are satisfied, they are more likely to repurchase hence leading to brand loyalty (Baker, 2013). Brand loyalty occurs when a customer buys a product or service repeatedly, and he/she holds appropriate and positive attitude towards such goods and services of the companies (Pratminingsih, Lipuringtyas & Rimenta, 2013). The notions of customer satisfaction and brand loyalty derive from the affect social exchange theory by Lawler (2001). The affect theory of social exchange suggests that social relationships are a source of emotions, and attempts to characterise the distinct emotional effects of different exchange structures (Sierra & McQuitty, 2005). The implication is that customers will want to revisit service providers when they value the source of positive emotions (Yoganathan, Jebarajakirthy & Thaichon, 2015). The Affect Social Exchange Theory suggests that if service providers have products that stimulate customer satisfaction, they will also have the potential to build customer brand loyalty.

In Uganda, there has been an effort by different corporations to achieve brand loyalty through customer satisfaction. Supermarkets such as Capital Shoppers, Shoprite, Tuskys and Mega Standard supermarkets have adopted loyalty cards to make their brands known and win brand loyalty (Kaggwa, 2014). Telephone companies like MTN and Airtel, have carried out promotions including discounts such as free minutes, free SMS, free MBs and free Mobile Money offers to build brand loyalty (Kamukama, 2017). In the beer industry, Nile Breweries Limited (NBL) has introduced a loyalty program for her clients rewarding customers with refrigerators, tablemats, glasses, bottle openers and aprons (Kaketo, 2016). As indicated by Rwamasyoro (2018), this is a trend that has been replicated by Uganda Breweries Limited (UBL) and soft drinks companies among others.

With automotive lubricants that are the focus of this study, there are different products. These include engine oils and products for other applications (greases, brake fluid and coolants). Companies involved in selling of lubricants have been involved coming up with various initiatives targeting to improve customer satisfaction to enhance customer brand loyalty. For instance, in 2015 Shell launched FuelSave for customers purchasing Shell branded fuels. Winning customer won coupons, cash prizes and other several instant prizes during the duration of the promotion (ChimpReports, 2014). Total also introduced Total Cards for individual customers to ensure easy accessibility of Total fuels and lubricants. The new Total card has been launched with exciting and instant bonuses and discounts (Baike, 2018).

Better understanding of the challenges affecting customer satisfaction efforts with in organizations helps management to develop realistic strategies to address these challenges to enhance brand loyalty. The question that comes to the fore is: "Do the proposed strategies eliminate the challenges to enhance brand loyalty?"

1.2 Statement of the Problem

Brand loyalty is important as far as achieving competitive advantage and maintaining it are concerned (Bagram & Khan, 2012). Old customers buy more and if satisfied, may create positive brand image for the product and engage in positive word-of-mouth promotion. Besides, long-term customers take less of the company's time and are less sensitive to price changes (Baumann et al, 2005). Recognising the importance of brand loyalty, companies dealing in automotive lubricants have put in effort to enhance the earned customer satisfaction with a view of enhancing brand loyalty. For instance, following the increased registrations of motorcycles from 3080 in 2008 to 102525 in 2014 (URA Annual Report, 2018), Vivo Energy took a strategic decision to introduce Shell Advance to harness the opportunity in the automotive industry. Shell Advance is a dedicated motorcycle oil that gives a longer drain interval and cleans the system better thus reducing rider resources

including time and money required for mechanical works. Vivo Energy has spent hundreds of millions in marketing activities such as media adverts and experiential campaigns with a view to enhancing the earned customer satisfaction that leads to the building of customer brand loyalty. Despite these customer satisfaction efforts, brand loyalty remains low and Vivo Energy has only been able to convert 12% of the estimated 520,000 motorcycles on the road of the intended target of 40% of this market. Customers on petrol stations still take twice the promised time for oil changes and complain of slow service. Some customers' complaints take days to be resolved with no clear sales level agreements (SLAs) and in many instances, riders have been recorded saying that attention is only given to car drivers. As a result, some riders have reported that they reduced going to Shell to consume any of Shell's services and some have taken more than six months without visiting a Shell Station (Jjuuko, 2021).

1.3 Purpose of the Study

This purpose of this study is to identify customer satisfaction factors that enhance brand loyalty, identify the challenges that may limit earned customer satisfaction, and suggest strategies to overcome these challenges.

1.4 Specific Objectives

The study will be guided by the following specific objectives;

i. To identify factors that may enhance earned customer satisfaction leading to brand loyalty.

ii. To identify customer satisfaction challenges to brand loyalty for automotive lubricants.

iii. To suggest strategies to use to overcome the challenges faced by the retailers of automotive lubricants with a view to enhancing brand loyalty.

1.5 Research Questions

i. What factors enhance earned customer satisfaction for brand loyalty?

ii.   What are the customer satisfaction challenges to achieve brand loyalty for automotive lubricants?

iii. What are the strategies to use to overcome the challenges faced by the retailers of automotive lubricants with a view to enhancing brand loyalty?

1.6 Scope of the Study

1.6.1 Geographical Scope

The geographical scope of the study was Kampala. This district was selected because there are a number of Shell petrol stations from which the study will be conducted.

1.6.2 Content Scope

The content scope of the study will be on factors that lead to customer satisfaction that enhance brand loyalty, challenges faced by service customers and strategies retailers can use to overcome the challenges faced by the customers of automotive lubricants.

1.6.3 Time Scope

The time scope of the study will be 2019/2020, a period characterised by customer satisfaction drives by automotive lubricants selling companies. This period will help in assessing the effectiveness of customer satisfaction efforts in achieving brand loyalty.

1.7 Significance of the Study

This study will provide useful information to business organisations and entrepreneurs on how to achieve customer satisfaction. This will help in enhancing brand loyalty, enhancing profitability of the companies leading to their growth. This study will also highlight strategies for achieving customer satisfaction. This will help the companies to adopt those strategies that will enable them to achieve brand loyalty. In addition, the study will contribute to the body of knowledge in relation to customer satisfaction and brand loyalty. This study will help by providing researchers and academicians interested in studying the same with new knowledge on the subject matter.

Vivo Energy Uganda Ltd will find this study very important in the sense that its findings would be a reference point when formulating marketing strategies for the motorcycle market segment. The loyalty of a motorcycle rider, being a daily cash customer, can translate into increased sales and consequently increased profit margins important for growth. The results of this research will therefore go a long way in helping Vivo Energy Ltd to come up with strategic actions that would lead motorcycle riders into their loyal patrons and strong brand ambassadors.

1.8 Organization of the Study

This project is structured into five sections. Section one contains the background of the study, the objectives, the research questions and the relevance of the study. Section two provides an extensive literature review on service quality dimensions. Then section three describes in detailed the study area, population and sampling techniques, data collection procedure, research instrument and data analysis. Section four provides descriptive analysis from the survey data and also discusses other findings. Section five provides a summary of the research findings, conclusion, some policy recommendations and suggestion for future research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section examines available literature review on service quality dimensions/factors of as functions of customer satisfaction such as reliability, responsiveness, empathy, assurance of the accompanying services and tangibility, literature on brand loyalty; challenges posed by the identified factors; and the strategies crafted to overcome the challenges.

2.1 Factors that Lead to Customer Satisfaction

Customer satisfaction is the judgment that a product or service provides (or is providing) a pleasurable level of consumption-related fulfilment (Baker, 2013). It should be noted that products can be goods or services since a product is anything that meets a need or a want. Goods are also known as tangible products whose quality is determined by their features. Services are also known as intangible products whose quality is determined by service quality dimensions (Parasuraman, Zeithaml and Berry 1985). Quality of goods and service influences customer satisfaction and affects future repeat purchase intentions. Customers also share their positive experiences with other customers hence recruiting more customers (Li, 2013). Adil, Al Ghaswyneh and Albkour (2013) indicate that in 1985, Parasuraman, Zeithaml and Berry proposed that services quality popularly known as SERVQUAL model (service quality model) that suggests that there are five factors/dimensions that relate to quality that influences customer satisfaction brand loyalty, namely; reliability, responsiveness, empathy, assurance and tangibility.

Service quality, because of the inseparability between production and consumption of the service, quality consists of not only the result, but the process as well (Sureshchander 2002). Even if the result is favourable, if the process is flawed, the quality and indeed satisfaction is low. If the waiter is considered slow, or rude, then even if the food is good, the overall quality

7

will be lacking. In services, the focus is on the external customer, and his satisfaction with both the result and the process. In addition to this, even the customer's expectations towards particular services are also changing with respect to factors like time, increase in the number of encounters with a particular service, competitive environment, etc. (Seth 2005).

The customer comes to the service provider with a problem or need, and quality is determined by the solution to the customer's problem. Quality in services is very subjective, and determined by the customer. According to Yake (2005), success in 99.9 percent of the activities of organizations in the USA would mean that 315 entries in Webster's dictionary would be misspelled; the Internal Revenue Service would misplace two million documents a year; 880,000 credit cards would have the incorrect cardholder information; 12 babies would be given to the wrong parents each day, and the medical damage (surgeries and prescriptions) were almost unmentionable (20,000 incorrect drug prescriptions a year as well as 291 pacemaker operations performed incorrectly, among others). These examples are proof of the importance of uncompromised quality and the managerial need to create a "culture of quality" (Irani 2004; Maull 2001). This culture must exist in every department in the organization or it will not be possible to achieve the goal. Fulfilling customer needs is a process that cuts across all departments in the organization, each function relying on the output of previous functions to do their job in the process. We cannot emphasize too strongly that the process is only as strong as its weakest component. Parasuraman (1985) developed the Gaps Model and the SERVQUAL methodology to accurately measure service quality that influences customer satisfaction and brand loyalty. SEVQUAL five dimensions (reliability, assurance, tangibles, empathy, and responsiveness) form the basis for most of the industry specific service quality measures today. They defined service quality as the ability of a good or service to meet customer expectations and in the process satisfy them. The customer compares the perceived result to the expected result to determine his/her satisfaction with the

good or service quality. If the perceived service is equal to or higher than his expectations, then the customer is satisfied, and can say that there was quality delivered by the service or good. If the perceived result is less than was expected, there was no quality delivered and the customer was dissatisfied.

The five dimension of service quality that influence satisfaction and brand loyalty are as follows:

Reliability:

Reliability is the ability of a service provider to accurately deliver the promised service to its clients (Mohammad, 2011). Shanka (2012) explains that it is an indicator of how a company delivers its promises, service provision, problem resolution, and pricing. Reliability of punctual service delivery and an ability to keep to agreements made with the customer (Anderson, Condry, Findlay, Brage-Ardao and Li (2013). There are a number of scholars who have related services reliability and customer satisfaction. For example, Addai, Ameyaw, Ashalley and Quaye (2015) in a study on customer satisfaction using empirical data from the banking sector in Ghana revealed a positive correlation between services reliability and customer satisfaction. On their part, da Silveira Baptista, Coelho and Silva (2012) sought to ascertain the variables that influenced satisfaction that were specific to the insurance industry in Portugal. The findings revealed that service quality was related to customer satisfaction. Relatedly, Li (2013) explored the possible antecedents of customer satisfaction among Belle shoes store customers in in Lanzhou, China. The results indicated that reliability of services had a positive and significant relationship with customer satisfaction and brand loyalty.

Responsiveness:

Responsive services refer to the willingness or readiness of employees of an organization to provide the service promptly. It involves timeliness of services (Kumar, Kee & Manshorm,

9

2009), understanding needs and wants of the customers, convenient services, individual attention given by the staff and provision of information (El Saghier & Demyana, 2013). Ejigu (2016) examined the effect of service quality on customer satisfaction in the state owned banks in Ethiopia in Debre Markos town using customers. The results of this study indicated responsiveness of services had positive and significant effect on customer satisfaction. Firdous and Farooqi (2017) in an exploratory survey investigated the impact of service quality on customer satisfaction in New Delhi with customers of banks as units of analysis. Their regression findings indicated that responsiveness had a significant impact on the customer satisfaction.

Hammoud, Bizri and Baba (2018) in an examination of the relationship between the dimensions of service quality and customer satisfaction used clients in the Lebanese banking sector. Regression findings indicated that e-baking responsiveness had a significant impact on customer satisfaction. Naik, Gantasala and Prabhakar (2010) studied service quality (SERVQUAL) and its effect on customer satisfaction in retailing in India. The findings of the study revealed that customers' services responsiveness had a positive and significant effect on customer satisfaction. Raza, Jawaid and Hassan (2015) seeking determine the effects of service quality dimensions on customer satisfaction in Pakistan used users of internet banking of different banks located in Karachi city of Pakistan as units of analysis. Their regression analysis results revealed a significant positive relationship between services responsiveness and customer satisfaction and brand loyalty.

Empathy:

Empathy refers to the ability to deliver an individualised service. Services empathy is a person's ability to sense another's thoughts, feelings, and experiences, to share the other's emotional experience and to react to the observed experiences of another person (Wieseke, Geigenmüller & Kraus, 2012). Empathy is the caring and individual attention a firm provides

10

its customers. It involves giving customers individual attention and employees who understand the needs of their customers and convenience business hours (El Saghier & Demyana, 2013). Bharwana, Bashir and Mohsin (2013) examined the impact of service quality on customers' satisfaction using customers of private colleges of Faisalabad, Punjab, Pakistan. The findings revealed that services empathy service quality had a positive significant impact on satisfaction of customers.

Khan and Fasih (2014) sought to determine the satisfaction level of banking customers in Pakistan regarding quality of different services provided by banks. Regression analysis found out that services empathy had a positive and significant effect customer satisfaction. Lee and Moghavvemi (2015) examined the relationship between service quality and customer satisfaction in the banking sector in Malaysia. Regression results concurred that services empathy had a significant positive relationship with customer satisfaction. Loke, Taiwo, Salim, Downe and Petronas (2011) examined the impact service quality on customer satisfaction of customers of a Telecommunication Service Provider in Malaysia. Their regression analysis established that empathy has the strongest effect on customer satisfaction and brand loyalty.

Assurance of Services:

Assurance refers to knowledgeability levels of the service provider. It includes trust, honest, confidence, credibility (Marete, Gommans & Gongera, 2015). Ejigu (2016) in an examination of the effect service quality on customer satisfaction in the state owned banks in Ethiopia in Debre Markos town used customers. The results of this study indicated that assurance had an insignificant effect on customer satisfaction. Firdous and Farooqi (2017) in an investigation on the impact of service quality on customer satisfaction in New Delhi with used customers of banks. Their regression findings showed that assurance had a significant impact on the customer satisfaction of internet banking customers. Hammoud et al. (2018) in

11

an examination of the relationship between the dimensions of service quality and customer satisfaction using clients in the Lebanese banking sector found out that e-banking security and privacy had a significant impact on customer satisfaction.

Kampakaki and Papathanasiou (2016) in an examination of the relationship among service quality and customer satisfaction used customers of Piraeus bank e-banking in Greece as the unit of analysis. Their regression results revealed that assurance had the major effects on customer satisfaction. Raza et al. (2015) in an investigation on the effects of service quality dimensions on customer satisfaction in Pakistan used the SERVQUAL model. The results revealed a significant positive relationship between assurance and customer satisfaction. Toor, Hunain, Hussain, Ali and Shahid (2016) in the study of customer satisfaction in the banking sector in Pakistan found out that services assurance had a positive significant relationship with customer satisfaction and brand loyalty.

Tangibility:

Tangibility of services is about material-appearance of physical facilities, equipment, lubricants, petrol stations and personnel among others that are used to deliver the service (El-Saghier, 2015). It is important to note that tangibles are not the service but just evidence of it. Tangibility is about modern looking product and being visually appealing (Saghier & Demyana, 2013). Tangibility of service quality influences intangible service quality having a significant influence on perceptions of the quality of the service encounter hence customer satisfaction (Moon, 2013). Ajmal, Khan and Fatima (2018) sought to provide insight on the impact of service quality on customer satisfaction in banking sector of Pakistan. The results of the study indicated that tangibility of services had a positive and significant relationship with customer satisfaction. On the other hand, Kurniyanta, Amani, Wardayati and Saleh (2017) examined the effect of tangibility of services of the Regional Office of Directorate General of State Assets Management West Kalimantan. The results showed that the service

tangibility significantly affects the customer's satisfaction. Nambiar, Ramanathan, Rana and Prashar (2018) analysed the moderating effect of customer knowledge on perceived service quality and customer satisfaction through customer value evaluation in the Indian banking sector. The results of the study indicated that tangibility of services positively impacted customer value evaluation hence customer satisfaction.

The above five service quality factors influence customer satisfaction which will eventually lead to customer brand loyalty.

2.2 Brand loyalty

Brand loyalty is a resolve of commitment towards the brand that induces a re-buy behavior into the customer in spite of the potential marketing attempts by competitors to break up the coalition between the brand and the consumer (Oliver, 1999). Brand loyalty is considered to provide greater leverage to trade, condensed marketing costs (Aaker, 1991) and building an augmented market share (Jarvis and Mayo, 1986). A high level of customer satisfaction has many benefits for the brand; such as increased customer brand loyalty (Fornell, 1992). Many studies have been done to determine the characteristics of brand loyalty and in most of the studies conducted, brand loyalty is measured through repeat purchase behavior, word of mouth and recommendation/referrals. Kuo (2009) concluded that service quality can lead to satisfaction and brand loyalty; repeat purchase through there moderating variables that include customer satisfaction. Zehir (2011) conducted a research in Turkey on automobile sector and concluded that that service quality has a positive impact on brand loyalty through customer satisfaction.

2.3 Challenges in promoting service quality

Quality in services is very subjective and determined by the customer (Sharabi, M. & Davidow, 2010). Therefore, creating and promoting service quality is not easy. Indeed, there are several problems associated with delivering quality service as follows below.

Reliability challenges

Providing reliable services suffers a number of challenges. When customers seek a service, they expect it to be delivered in the expected standard at all time, their service problems to be handled to their satisfaction, the services to be performed right for the first time, to get the service within promised time and the services to be error free (Iberahim, Taufik, Adzmir & Saharuddin, 2016). However, sometimes all these are not possible. For instance, while customers expect services to be standard all the time, sometimes it is not possible because at times customers can perceive items to be of poor quality or counterfeit leading to consumer disgust and rejection of the items because of dissatisfaction (Amar, Ariely, Carmon & Yang, 2018). Halim et al. (2014) reported brand loyalty in Indonesia as one of the major challenges that led to customer dissatisfaction due to perception of some products to poor quality. In addition, customers have problems in consuming services to their satisfaction due to front-line employees' that unsatisfactorily handle customer problems such as lack of competency, lack of attention to the customers, rude behaviour, and not apologising for the service or product failure (Ishaque, Tufail & Habib, 2016).

Further, while customers expect services to be performed right for the first time, sometimes minor mistakes from the service provider are inevitable and can cause service failure and consequences to dissatisfaction (Lee & Park, 2010). In addition, while customers expect to get the service within promised time, at times this is not possible. There are some employees who are slow which may lead to customer dissatisfaction (Tsang & ShuSu, 2009). According to Becher and Chassin (2001), sometimes errors may take place in the provision of services. Such errors include slips, lapses, and mistakes. Slips are observable actions that deviate from what was planned. Lapses are usually failures of memory that also result in planned actions not being carried out (such as giving a customer an item different from the one asked for). While slips and lapses are errors of execution, mistakes involve failures of reasoning that

14

result in the choice of a plan that is inadequate to achieve the intended objective for example, giving less of the full product asked.

Responsiveness Challenges

Those who seek services want services that are timely and flexible. Customers expect services to be provided consistently and promptly in line with their requirements that will bring up their level of customers' satisfaction (Iberahim et al., 2016). In their study, Ali and Ratwani (2017) analysed the problems faced by services providers in creating customer satisfaction. The study used customers of in the banking sector in India and units of analysis. The findings revealed that low responsiveness and failure to provide individual attention of customers by the employees affected customer satisfaction. Still, time-poor consumers are looking for providers offering value that is convenient in terms of search, access, purchase and use. It has been reported that 52 percent of consumers want to spend less time shopping in the future (Seiders, Berry & Gresham, 2000). Assessing the relationship between service delivery and customer satisfaction in the transport authority using customers of Adama Transport Authority in Ethiopia, Haile (2018) found out that that meeting standard time was a major problem that caused dissatisfaction to customers.

Assurance challenges

When customers seek services, they are looking for services from knowledgeable staff who can serve them with courtesy and inspire, trust and confidence (Pakurár, Haddad, Nagy, Popp & Oláh, 2019). With service assurance, employees are knowledgeable, polite, courteous, trustworthy, and evoke confidence (Armbrecht & Andersson, 2019). Challenges include staff ignoring or snubbing customers, using inappropriate identity markers, being disinterested and unsympathetic to customers, and using bad language. Also, there are challenges of dealing with customers showing scorn, frightening them, and ridiculing them. These challenges lead to customer dissatisfaction (Mohammed & Abbas, 2015). Davies and Olmedo-Cifuentes

15

(2016) indicate that there is also loss of trust resulting from loss of reputation by the service provider due to recurring negative events. If staff mistakes become a regular occurrence, it can cause a service quality challenge.

Empathy challenges

Empathy refers to provider's ability to offer services the deliver individualized attention and care. Empathy is related to the employee's aptitude in understanding customer perspective and feelings during service interactions resulting in positive customer emotions toward the service brand (Bahadur, Aziz & Zulfiqar, 2018). Empathy of services is characterised by good communication, individual attention, and customer understanding (Sinclair et al., 2017). Ali and Ratwani (2017) revealed that failure to provide individual attention to customers by the employees affected customer satisfaction. Further, the study revealed that discrimination in behaviour of employees is a challenge to services assurance. Mahapatra (2014) in an empirical analysis on the causes of consumer dissatisfaction and the reasons why consumers endured dissatisfaction in Dehradun, the capital city of Uttarakhand (India) established that consumer care (attention) challenges and commitment of firms were the main causes for consumer dissatisfaction.

Tangibility challenges

Customers appreciate services characterised by high level of tangibility that is good appearance of physical facilities, equipment, personnel and written materials (Al-Ababneh, 2016). In services quality, tangibility is characterised by neatness of staff dress code, professional appearance, appearance of buildings and leaflets among others (Alamgir & Shamsuddoha, 2004). It should be noted that tangibles are not the service but rather evidence if the service. The challenges of tangibility include visually unappealing physical facilities, old looking equipment and fixture, visually unappealing service materials, unclean, attractive, and inconvenient areas and locations (Siu & Chow, 2004). Even visually appealing tangibles

may not reflect a quality service as they were just evidence and not the actual service. Intangibility makes consumer feel they are at risk, decreases their trust to providers, and forces each consumer to form his/her own psychological condition on performance, providers and consumption decisions thus producing unmet consumer satisfaction (Tarn, 2005). Haile (2018) assessed the relationship between service delivery and customer satisfaction in the transport authority using customers of Adama Transport Authority in Ethiopia. The results showed that inaccessibility of services and location related problems were the major problems that dissatisfied for customers.

2.4 Strategies to resolve Service Quality Challenges

The different service dimensions that are namely reliability, responsiveness, assurance, empathy and tangibility suffer the challenges presented above. The strategies for addressing those challenges follow here under.

Strategies to Reliability Challenges

To promote reliability of services, there is need to deliver according to expected standard at all time, error-free services and services performed right the first time (Iberahim, Taufik, Adzmir & Saharuddin, 2016). Therefore, in providing services, there should be fulfilment of promises. When an employee makes a promise to do something for the customer within a certain time, they must fulfil that promise (Ramseook-Munhurrun, 2010). Shanka (2012) revealed that customers want to do business with companies that keep their promises, particularly their promises about the core service attributes. Also, services should offer value to the customers. Customers are pleased by the value and quality of service that they choose a company over its competitors. They give repeat business and provide referrals. Over time, a relationship develops between the customer and the organisation (Roberts-Lombard, 2011). In addition, Kariru (2014) indicates that service providers must find ways to make their products and services stand out among the others. One way to achieve this is to understand

customers' needs and then set out to meet (or exceed) these needs. In general, good service quality leads to customer satisfaction, stimulates intention to return and encourages recommendations. Customer satisfaction also eventually increases profitability.

Strategies to Responsiveness Challenges

To ensure services responsiveness, there is need to provide prompt and flexible services. Services should perform consistently and respond quickly in line with customers' requirements to bring up their level of satisfaction (Iberahim et al., 2016). Therefore, in providing services, timeliness should be ensured. That is, there should speed throughput and the ability of the service providers to respond promptly to customer requests, with minimal waiting and queuing time (Cudjoe, Anim & Nyanyofio, 2015). Naik, Gantasala and Prabhakar (2010) revealed that customers reported highest satisfaction for promptness and speed of service. In addition, it is extremely important not only to understand the perception of clients of services offered, but as well find out what they expect from the services and what kind of services customers consider most important (Tolpa, 2012). Therefore, a firm must have the ability of providing a superior job over its rivals by identifying their right needs and fulfilling their satisfaction (Chavosh, Halimi & Namdar, 2011). According to Kaura, Prasad and Sharma (2013), service providers must also make sure that information is available to clients either at the place where the service is provided, or otherwise supplied on the provider's own initiative.

Strategies to Assurance challenges

Assurance of services occurs when employees are knowledgeable about customers' requirements and serve them with courtesy and inspire trust and confidence (Pakurár, Haddad et al., 2019). Employees should be knowledgeable, polite, courteous, trustworthy, and evoke confidence (Armbrecht & Andersson, 2019). To promote services assurance, employees must be courteous by exhibiting pleasant behaviour and showing politeness consistently when

dealing with customers. It should be ensured that employees are knowledgeable about the requirements of customers, are polite all the time, show courtesy, trustworthiness and confidence (Alamgir & Shamsuddoha, 2004). According to Álvarez-García, González-Vázquez, Río-Rama, de la Cruz and Durán-Sánchez (2019), employees should have job knowledge and skill, be accurate in providing services, show and courtesy to the customers of the corporation.

Strategies to resolve Empathy challenges

Services empathy involves the employees understanding customer perspective and feelings during service interactions (Bahadur et al., 2018). Therefore, employees have to ensure good communication, individual attention, and customer understanding (Sinclair et al., 2017). To promote services empathy, staff must provide caring, and individualized attention to the customers (Álvarez-García et al., 2019). According to Bell (2013), employees must listen attentively to the customers and probe them for information about their prior experiences, likes and dislikes. Mohammad and Alhamadani (2011) indicate that employees giving individual attention to customers instils confidence in customers. Thus, according to Voorhees et al. (2017), organisational capacity to learn; that is, to identify and adapt to the needs and wants of consumers positively affects their orientation. Customer orientation is directly related to customers' evaluations of employee service performance, physical goods, and services gaps. Mahapatra (2014) indicated that consumer care (attention) and individualized service affected their satisfaction levels.

Strategies to resolve Tangibility challenges

Tangibility of services reflect the physical aspects of a service product. Tangibles act as evident of the service but are not the service. The greatest challenge is the physically appealing tangible do not necessarily represent quality service. The evidences of a service include physical facilities, equipment, personnel and written materials (Al-Ababneh, 2016).

To promote tangibility of services requires ensuring neatness of staff dress code, professional appearance, appearance of buildings and leaflets among others (Alamgir & Shamsuddoha, 2004). Saghier and Demyana (2013) indicate that to develop tangibility of services, there should be modern looking equipment, physical facility, employees be well dressed and materials visually appealing. de Jager, du Plooy and Tangen (2011) explain that the physical service environment plays a significant role in customers'' evaluation of their service experience, and influences their evaluation of service delivery, as well as service quality perceptions. Physical aspects largely influence the opinions of customers when assessing intangible service.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section outlines the methods that were used for the study and adopted the following structure: research design, population, sample design, data sources, data collection instrument and data analysis methods. The purpose of the study was to establish the factors that enhance earned customer satisfaction leading to brand loyalty, challenges and strategies to service delivery at shell in Uganda.

3.1 Research Design

Research design was a blueprint for conducting the research that specified the procedures used to obtain the information needed to structure and solve the research problems (Cooper &Schindler, 2008). Orodho (2006) defines a research design as the arrangement of conditions for collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure. It is the overall plan followed throughout the study according to Bowling (2002). This quantitative cross-sectional study tested customer satisfaction and brand loyalty.

3.2 Population of the study

Clark and Creswell, (2014) described the population as a group of elements who have the same characteristics of interest to the study. Population describes the total elements of interest to the subject of one's study (Walliman, 2015). A population is a well-defined set of people, services, elements, events, and group of things or households that are being investigated (Mugenda and Mugenda, 2003). The population for this study was clearly defined in terms of age, gender, location, education level, occupation and literacy (Banerjee & Chaudhury, 2010).

The study population consisted of 200,000 boda boda riders and 60 motorcycle mechanics in Kampala district. The study chose this population because of practicalities and accessibility.

3.3 Sampling Design

A sampling design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample (Kothari, 2004).

O'leary (2004) asserted that in order to generalize findings, one should use a sample that is representative of the population. Kumar (2011) also believed that the selection of a sample largely affects the findings and according to Clark and Creswell (2014) a sample is a subgroup taken from a larger population that participates in a research to provide data. The key principle in sampling is that a representative number of units is selected in such a way that it objectively represents the study population (Kumar, 2011).

A sample of 384 bodaboda riders and 52 motorbike mechanics was used for the study basing on Krejcie & Morgan (1970) sample size calculator.

3.4 Sampling technique

A sampling technique is the name or other identification of the specific process by which the entities of the sample have been selected (OECD, 2004). Simple random sampling and convenience sampling techniques were used to select the respondents (Mugenda and Mugenda 1999). Simple random sampling gives each element in the population an equal chance of getting into the sample and all choices are independent of one another (Kothari, 2004), convenience sampling is defined as a method adopted by researchers where they collect market research data from a conveniently available pool of respondents. It is the most commonly used sampling technique as it's incredibly prompt, uncomplicated, and economical. In many cases, members are readily approachable to be a part of the sample.

21

Given that there are many Shell Petrol Stations in Kampala area, the researcher randomly went to any Shell Petrol Station and randomly served the questionnaire to the willing mechanics and Boda riders until 52 mechanics and 384 riders were served. This was issued to cyclists who came to the petrol stations.

3.5 Data sources

3.5.1 Primary data.

Primary data for this study was obtained from the respondents mainly through administering the questionnaire. Primary data is data that is collected by a researcher from first-hand sources, using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources. The people who gather primary data may be an authorized organization, investigator, enumerator or they may be just someone with a clipboard.

3.5.2 Secondary data.

This is information gathered from the published work of other authors (Wilson, 2010). Secondary data was sourced from published works like Articles, Internet, books and Journals. According to Mugenda and Mugenda (2003), secondary data is information collected from already published works such as books, articles, newspapers, and the internet. Secondary data is important because it acts as a support arm of the primary data; it provides background information on the research topic and it serves as a check and standard for evaluating primary data (Stevens, Corso, Finkelstein & Miller, 2006).

3.6 Research Instrument

An instrument is a tool used to gather quantitative data by measuring, observing, or documenting responses to specific items (Clark & Creswell, 2014). Instruments also help researchers to keep track of factors that they cannot so accurately judge through senses (Walliman, 2006). The construction of a research instrument is the first 'practical' step in

carrying out a study and it is an extremely important aspect of a research project because study conclusions are based upon the type of information collected (Kumar, 2011). The researcher used questionnaires for this study because they are less expensive and convenient.

The researcher used continuous scales such as the Likert Scale and categorical scales in the instrument. Dane (2006) defined Likert Scale as a psychometric measure used to obtain participants' opinions or degree of agreement with a statement usually placed on a 4-point Likert scale for example ranging from "Strongly Disagree (1)" to "Strongly Agree (4)". The Likert Scale is easy to read and complete for participants (Dane, 2006). This is a forced response scale that ensures respondents have an opinion on every scale item.

3.7 Validity and Reliability

Reliability refers to the consistency of the results received with the application of the same instrument while **validity** indicates the extent to which the instrument measures what it is supposed to measure (Rudestam & Newton, 2007). Clark and Creswell (2014) suggested that reliability means that the instrument will generate consistent repeated results when administered multiple times to the same participants. Reliability obtaining consistent results if the instrument is administered repeatedly on the same subjects in the same conditions (Siniscalco & Auriat, 2005). The researcher did a questionnaire pretest before actual data collection and the scores were factors 0.88, challenges 0.77 and strategies 0.82. The coefficient alpha is the most commonly applied estimate of a multiple-item scale's reliability. The Cronbach alpha value of 0.7 or more is always considered as an indication of reliability (Taber, 2018)

3.8 Data Management and Analysis

Data analysis is referred to as a systematic and structured process that aims to bring meaning to the data collected (Jan et al. 2012). The Statistical Package for Social Sciences (SPSS

V.25) was used in the analysis. Data was presented using descriptive analysis in frequency and mean tables.

3.9 Ethical Considerations

Clark and Creswell (2014) advised researchers should follow ethical procedures to collect their data as well as be respectful to the participants. To minimize bias in the study as a staff of VIVO, I avoided presenting myself as a staff rather; I presented myself as any other researcher collecting data for the project at hand. As per the American Psychological Association (APA, 2010) ethical guidelines, the researcher provided special safeguards within the research process to protect the rights and ensure the anonymity of the participants. The researcher sought the informed consent of the participants by clearly stating the purpose of the research as per APA (2010), ethical principle regarding respect for people's rights and dignity as well as confidentiality (Sun, 2011). The researcher asked for permission from the participants on what information to share in the research and ensured that sensitive information that they do not want to be shared in not shared. The researcher informed all prospective participants about the process and possible risks involved in the research and ensured that the participants understand the principles of freedom and autonomy that allow individuals to refuse to participate in the study before they agree to take part (APA, 2010).

3.10 Section summary

This section emphasizes the empirical part the study. The section outlines the empirical research steps that were followed. The aim of the research methodology and design is primarily to plan and structure a given research project (Burns et al. 2010:71). Quality assurance criteria for the research instrument, namely, reliability and validity, as well as the ethical considerations were explained. In the next section, the data analysis and discussion of the findings shall be presented.

CHAPTER FOUR

ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This section contains the results and the interpretation relating to the sample characteristics of the survey respondents. The presentation was guided by the research objectives and the statistics were generated with the aim of generating responses from the research questions. The presentation was guided by the following research objectives;

i. To identify factors that enhance earned customer satisfaction leading to brand loyalty.

ii. To identify customer satisfaction challenges to brand loyalty for automotive lubricants.

iii. To suggest strategies to use to overcome the challenges faced by the retailers of automotive lubricants with a view to enhancing brand loyalty.

The data collected from 52 mechanics and 384 boda boda riders.

4.1 Respondents Characteristics

In this study, a set of personal characteristics namely gender, age and education were collected from fifty two petrol stations (436) respondents of which 384 were customers while 52 were mechanics. The background information about respondents helped the research to understand the respondents, specifically the characteristics in the sample. The results are presented as follows: -

4.1.1 Gender of the respondents (Customers)

Table 4. 1: Gender of the customers

Gender	Frequency	Percentage
Males	368	95.9
Females	16	4.1
Total	384	100

Source: Primary data 2021

From table 4.1 above, results revealed that the majority of the respondents were male constituting 95.9% compared to their female counterparts representing 4.1% in the sample. This shows that most of the boda boda customers frequenting Shell stations are males.

4.1.2 Age of customer respondents

The research study as well sought to establish the age of the respondents who participated in the study. The results in table 4.2 below were generated to explore the distribution of the age of the respondents.

Table 4. 2: Age of the respondents

Age	Frequency	Percentage
18-30	184	47.9
31-39	196	51.0
40+	4	1.0
Total	384	100

Source: Primary data 2021

From table 4.2 above, findings revealed that majority of the respondents were in the age group of 31-39 years representing by 51%, followed by 18-30 constituting 47.9% and the least were in the age bracket above 40+ years constituting 1%. This implies that the customers are youth below 40years.

4.1.3 Education of customer respondents

Education is one of the most important characteristics that might affect the person's attitudes and the way of looking and understanding any particular phenomena. In a way, the response of the individual is likely to be determined by his or her educational status and therefore it becomes essential to know the educational background of the respondents. The results in Table 3 show the educational levels of the respondents.

Table 4. 3: Education of customer respondents

Education level	Frequency	Percentage
Primary	333	86.7
Secondary	51	13.3
TOTAL	384	100

Source: Primary data 2021

From Table 4.3 above, out of the 384 respondents, 86.7% had primary education and 13.3% secondary education. This implies that the majority of the respondents were primary school leavers, meaning they had the basics to read and understand the questionnaire**.**

4.1.4 Period of boda boda riding (customers)

The results in table 4.6 below were generated to explore the distribution of the employment period.

Table 4. 4: Period of boda boda riding

Years	Frequency	Percentage
Less than 1 year	8	2.8
1-5 years	376	97.2
Total	384	100

Source: primary data, 2021

In Table 4.4, the level of service experience of the respondents examined the number of years riding bodaboda. Only two-point eight percent (2.8%) of the respondents had less than 1-year work experience while the rest had 1-5 years' experience. This clearly indicates that most boda boda riders had enough service experience.

Table 4.5: Vivo Providers (mechanics) biodata

Demographic Factors	Frequency	Percentage	
Gender			
Male	49	93.3	93.3
Female	3	6.7	100
Total	52	100	
Age			
18-30	24	46.7	46.7
31-39	27	51.7	98.4
40+	1	1.6	100
	52	100	
Education			
Primary	2	3.3	3.3
Secondary	46	88.3	91.6
Post-secondary	4	8.4	100
Duration as mechanic			
Less than 1 year	3	6.7	6.7
1-5years	21	40.0	46.7
6-10years	22	41.7	88.4
Over 11years	6	11.7	100

Source: Primary data 2021

From the table above, most of the mechanics are male constituting 93.3%, in the age bracket 31-39 with secondary certificate of education and a period of over 5 years as being mechanics.

4.2 Study finding according to research objective one

Table 4.6: Factors/dimensions that influence customer satisfaction and brand loyalty.

Factors	N	Min	Max	Mean	S. D
Reliability dimension					
A1.1 When shell promises to do something by a certain time, they do	384	1.00	3.00	2.3051	.52859
A1.2 Shell performs the service right the first time	384	1.00	3.00	2.1231	.39304
A1.3 Shell provides its service at the time they promise	384	1.00	4.00	3.2282	.46652
A1.4 Shell insists on error-free records	384	1.00	4.00	3.5667	.64487
Overall reliability				**2.8058**	
Responsiveness dimension					
A2.1 Shell keeps customers informed about when services will be performed	384	1.00	4.00	2.1051	1.05953
A2.2 Mechanics at shell petrol stations give prompt service	384	1.00	4.00	3.6205	.51165
A2.3 Mechanics in Shell petrol are always willing to help you	384	1.00	4.00	3.3564	.51071
A2.4 Mechanics in shell petrol are never too busy to respond to your request	384	1.00	4.00	3.2231	.91206
Overall responsiveness				**3.0763**	
Assurance Dimension					
A3.1 The behavior of mechanics in shell stations instills confidence in you	384	1.00	4.00	3.4615	.64717
A3.2 You feel safe in your transaction with shell	384	1.00	4.00	3.6154	.55148
A3.3 Mechanics in shell are consistent courteous with you	384	1.00	4.00	3.1949	.66725
A3.4 Mechanics in shell petrol stations have knowledge to answer your questions	384	3.00	4.00	3.8615	.34583
Overall assurance				**3.533**	
Empathy Dimension					
A4.1 Shell gives you individual attention	384	2.00	4.00	2.4231	.72628
A4.2 Shell have mechanics who give personal attention	384	2.00	4.00	3.6154	.61328
A4.3 Shell has your best interest at heart	384	3.00	4.00	3.6359	.48180
A4.4 The mechanics of shell station understand your specific needs	384	3.00	4.00	3.8154	.38848
Overall empathy				**3.372**	
Tangible Dimension					
A5.1 Shell station has modern-looking equipment	384	2.00	4.00	3.3897	.54786
A5.2 Shell has physical facilities that are appealing	384	1.00	4.00	3.5231	.63183
A5.3 Shell mechanics appear neat	384	1.00	4.00	3.5974	.54552
A5.4 Materials associated with the service are visually appealing	384	1.00	4.00	2.9949	.86934
Overall tangibility				**3.376**	

Customer satisfaction					
A6.1 Delivery	384	2.00	4.00	3.7282	.49468
A6.2 Product quality	384	2.00	4.00	3.3974	.51055
A6.3 Competitiveness	384	3.00	4.00	3.6128	.48773
A6.4 Overall satisfaction	384	3.00	4.00	3.4897	.50054
Overall customer satisfaction				**3.557**	
Brand loyalty					
A7.1 I am likely to recommend shell's services	384	1.00	4.00	3.5564	.57421
A7.2 Likely to switch to a competing organization	384	1.00	4.00	2.2949	.78051
A7.3 Likely to keep patronizing shell stations	384	2.00	4.00	3.1949	.85623
A7.4 Duration of patronizing shell stations for service	384	2.00	4.00	3.4410	.51243
Overall brand loyalty				**3.122**	

Source: primary data, 2021

4.2.1 Reliability

The customers strongly agreed that shell insists on error free records (Mean=3.56), they also agreed that shell provides its service at the time they promise (mean=3.22). They disagreed about when shell promises to do something by a certain time, they do (mean=2.30) and also shell performing the service right the first time (mean=2.12). The overall reliability mean of 2.80 reflects a general disagreement that the reliability of Shell's services influence customer satisfaction and customer brand loyalty.

4.2.2 Responsiveness

In this section, the customers strongly agreed that mechanics at shell petrol stations give prompt service (mean=3.62), they also agreed that mechanics at shell petrol are always willing to help you (mean=3.35) and that mechanics at shell petrol are never too busy to respond to your request (mean=3.22). The customers disagreed about shell keeping customers informed about when services will be performed (mean=2.10). The overall reliability mean of 3.0763 reflects a general agreement that the responsiveness of Vivo services influence customer satisfaction and customer brand loyalty.

4.2.3 Assurance

In this section, the customers strongly agreed that the mechanics at shell petrol station have knowledge to answer your question (mean=3.86) and that you feel safe in your transaction with shell (mean=3.61). The respondents also agreed that the behavior of mechanics in shell stations instils confidence in you (mean=3.46) and that mechanics in shell are consistent courteous with you (mean=3.19). The overall assurance mean of 3.533 reflects a strongly agreement that the assurance of Vivo goods and services influence customer satisfaction and customer brand loyalty.

4.2.4 Empathy

In this category of service dimension, the customers strongly agreed of the mechanics of shell station understanding your specific needs (mean=3.815), shell has your best interest at heart (mean=3.63) and that shell has mechanics who give personal attention (mean=3.61). The respondents disagreed about shell gives you individual attention (mean=2.42). The overall empathy mean of 3.372 reflects a general agreement that the empathy of Vivo goods and services influence customer satisfaction and customer brand loyalty.

4.2.5 Tangible dimension

In this category of service dimension, the customers strongly agreed that shell has neat mechanics (mean=3.5974), shell has physical facilities that are appealing (mean=3.5231), shell station has modern looking equipment (mean=3.3897) and generally does not have Materials associated with the service are being visually appealing (mean=2.9949). The overall tangible dimension mean of 3.376 reflects a general agreement that the tangible dimension of Vivo goods and services influence customer satisfaction and brand loyalty.

4.3 Customer satisfaction

Results from table 4.5 above, show that customers strongly agreed with all the four indicators (delivery, product quality, competitiveness and overall satisfaction) scoring mean between

3.39 to 3.72 mean. This is a good indicator from the customer satisfaction point of view to shell entity. The overall customer satisfaction mean of 3.557 reflects a general strong agreement that the Shell's services deliver customer satisfaction that lead to customer brand loyalty.

4.4 Brand Loyalty

From table 4.5 above shows that customers are very likely to recommend shell services at 3.55 which shows that respondents are happy with the service. There is also likely to keep patronizing shell station scoring 3.19 and duration of patronizing shell stations for service scoring mean of 3.44. This show that customers are loyal to shell. The likeliness of switching to a competing organization/ brand was the least scored with mean of 2.29. The overall brand loyalty mean of 3.122 reflects a general agreement that the Shell's services influence customer brand loyalty.

4.5 Research findings on objectives two and three

Table 4. 7 Challenges to customer satisfaction and brand loyalty

Challenges	N	Min	Max	Mean	S. D
Reliability dimension challenges					
B1.1 Difficulty in delivering the promise by a certain time	52	1.00	4.00	3.4500	.90993
B1.2 Difficulty in getting it right the first time	52	1.00	3.00	1.2833	.58488
B1.3 Inability to maintain accurate records	52	1.00	3.00	1.9333	.31173
Overall reliability challenge				**2.221**	
Responsive dimension challenges					
B2.1 Challenge of communicating in advance to customers	52	1.00	3.00	1.6333	.51967
B2.2 Difficulty in giving the service promptly	52	1.00	3.00	1.0667	.31173
B2.3 Being too busy to respond to a request	52	1.00	4.00	3.4000	1.04476
Overall responsive challenge				**2.033**	
Assurance Dimension challenges					
B3.1 Inability to instill confidence in a customer	52	1.00	3.00	1.8500	.40442
B3.2 Inability to carry out safe transactions	52	1.00	4.00	1.5200	.74105
B3.3 Lack of knowledge and enough information to answer customer questions	52	1.00	4.00	3.4333	.81025
Overall assurance challenge				**2.294**	

Empathy Dimension Challenges					
B4.1 Inability to give customer individual attention	52	1.00	3.00	1.2167	.45442
B4.2 Failure to understand the specific need of customers	52	1.00	3.00	1.8500	.40442
B4.3 Limitation of station operating hours for convenience	52	1.00	4.00	3.5500	.72311
Overall empathy challenge				**2.205**	
Tangible dimensions challenge					
B5.1 Lack of modern-looking equipment	52	1.00	4.00	2.1000	.54306
B5.2 Physical facilities are not visually appealing	52	1.00	3.00	2.0000	.36823
B5.3 Lack of neat out fits	52	1.00	3.00	1.7833	.64022
B5.4 Lack of material associated with the service	52	3.00	4.00	3.6500	.48099
Overall tangibles challenges				**3.178**	

Source: primary data, 2021

4.5.1 Reliability dimension challenges

Results from Table 4.6 shows that the respondents agreed that shell finds difficulty in delivering the promise by a certain time as the major reliability dimension challenge scoring a mean of 3.45. The respondents disagreed on difficulty in getting it right the first time and inability to maintain accurate records all scoring 1.28 and 1.93 respectively. It should be noted that the overall reliability challenge mean of 2.221 reflected a general disagreement. It should be noted that this was from negative statements thus reflecting that reliability was not a challenge to customer satisfaction and brand loyalty.

4.5.2 Challenges of responsiveness dimension

Results from Table 4.6 shows that the respondents agreed on being too busy to respond to a request from customers as the major responsiveness dimension challenge scoring a mean of 3.40. Respondents also strongly disagreed on difficulty in giving the service promptly and communicating to customers in advance all scoring 1.06 and 1.63 respectively. The overall responsiveness dimension challenge mean of 2.033 reflected a general disagreement. It should be noted that this was from negative statements thus reflecting that responsiveness was not a challenge to customer satisfaction and brand loyalty of Shell's services.

33

4.5.3 Challenges of assurance dimension

Results from Table 4.6 shows that the respondents strongly agreed on mechanics lack of knowledge to answer customer questions as assurance dimension challenge scoring a mean of 3.43. The respondents disagreed on inability to instill confidence in a customer (Mean=1.85) and inability to carry out safe transactions (Mean=1.52) as challenges on service quality. The overall responsiveness dimension challenge mean of 2.294 reflected a general disagreement. It should be noted that this was from negative statements thus reflecting that assurance was not a challenge to customer satisfaction and brand loyalty of Shell's services.

4.5.4 Challenges of empathy dimension

Results from Table 4.6 shows that the respondents strongly agreed on limitations of station operating hours for convenience of all customers as a challenge of empathy dimension scoring mean of 3.55. They disagreed on inability to give customer individual attention and failure to understand the specific needs of customers scoring a mean of 1.85 and 1.20 respectively. The overall empathy dimension challenge mean of 2.205 reflected a general disagreement. It should be noted that this was from negative statements thus reflecting that empathy was not a challenge to customer satisfaction and brand loyalty of Shell's services.

4.5.5 Challenges of tangible dimension

Results from Table 4.6 shows that the respondents strongly agreed on lack of materials associated with the service as the major tangible dimension challenge scoring a mean of 3.65. The respondents were neutral about on lack of modern looking equipment scoring a mean of 2.10. The respondents disagreed on appealing physical facilities, lack of neat outfits as challenges of tangible dimension on service quality scoring a mean of 2.0 and 1.78 respectively. The overall tangible dimension challenge mean of 3.178 reflected a general agreement. It should be noted that this was from negative statements thus reflecting that

tangible dimension was a challenge to customer satisfaction and brand loyalty of Shell's services.

4.6 Objective iii: Strategies to use to overcome the challenges faced by the retailers of automotive lubricants with a view to enhancing brand loyalty.

Table 4.8: Strategies to use to overcome the challenges faced by the retailers of automotive lubricants with a view to enhancing brand loyalty.

Strategy	N	Min	Max	Mean	S. D
Reliability Dimension					
C1.1 Deliver the promise within the set period of time	52	2.00	4.00	3.8000	.48011
C1.2 Get it right the first time	52	2.00	4.00	3.0167	.29063
C1.3 Improved record keeping	52	3.00	4.00	3.0333	.18102
Overall reliability strategy				**3.233**	
Responsiveness Dimension					
C2.1 Communicate in advance to customers	52	2.00	4.00	3.3667	.51967
C2.2 Give the service promptly	52	2.00	4.00	3.0333	.25820
C2.3 Avail time to attend to customer queries	52	2.00	4.00	3.3500	.51503
Overall responsive strategy				**3.250**	
Assurance Dimension					
C3.1 Create avenues to instill confidence	52	1.00	4.00	3.0000	.31890
C3.2 Ensure safety of transactions	52	3.00	4.00	3.7667	.42652
C3.3 Acquire more knowledge about the product	52	3.00	4.00	3.7500	.5267
Overall assurance strategy				**3.506**	
Empathy Dimension					
C4.1 Give the customer individualized attention	52	3.00	4.00	3.0167	.12910
C4.2 Understand the specific need of customers	52	3.00	4.00	3.7667	.42652
C4.3 Increase operating hours	52	2.00	4.00	2.9833	.38420
Overall empathy strategy				**3.256**	
Tangible Dimension					
C5.1 Purchase modern-looking equipment	52	2.00	4.00	2.8333	.41850
C5.2 Refresh facilities so that they visually appealing	52	2.00	3.00	2.9167	.27872
C5.3 Avail uniforms, keep them neat	52	2.00	4.00	3.1167	.49030
C5.4 Communicate the offer, make it visible to customer	52	3.00	4.00	3.0333	.18102
Overall tangible strategy				**2.975**	

Source: primary data, 2021

4.6.1 Reliability strategy

Results from Table 4.7 shows that the respondents agreed on deliver the promise within the set period of time, getting right the first time and improved record keeping as measures or strategies to reliability challenge a mean of 3.018 to 3.80. The overall reliability strategy in terms of overall mean 3.22 reflects general agreement by respondents with the proposed reliability strategies to service quality challenges.

4.6.2 Responsiveness Strategy

Results from Table 4.7 shows that the respondents agreed on communicating in advance to customers when the service will be performed scoring a mean of 3.36 and availing time to attend to customer queries (mean=3.35). The respondents also agreed on giving the service promptly with in the promised time scoring a mean of 3.03 as a strategy to responsiveness challenge. The overall responsiveness strategy mean 3.250 reflects general agreement by respondents with the proposed responsiveness strategies to service quality challenges.

4.6.3 Assurance Dimension

Results from Table 4.7 shows that the respondents agreed on creating avenues to instill confidence (mean=3.00), ensuring safety of transaction (Mean=3.76) and acquiring more knowledge about the product (Mean=3.75) as strategies to service quality challenges. The overall assurance strategy mean of 3.506 reflects general strong agreement by respondents with the proposed assurance strategies to service quality challenges.

4.6.4 Empathy strategy

Results from Table 4.7 shows that the respondents agreed on giving customers individualized attention (mean=3.01) and strongly agreed on understanding the specific need of customers (Mean=3.76) as strategies to empathy dimension challenge. The respondents were neutral about increasing operating hours (Mean=2.98). The overall empathy strategy mean 3.256

36

reflects general agreement by respondents with the proposed empathy strategies to service quality challenges.

4.6.5 Tangible Strategy

Results from Table 4.7 shows that the respondents generally disagreed on purchasing modern-looking equipment (mean=2.83) and refreshing facilities so that they are visually appealing (Mean=2.91). The respondents agreed on availing uniforms and keeping them neat (Mean=3.11) and communicating the offer and making it visible to the customer (Mean=3.03). The overall tangible strategy in terms of overall mean 2.975 reflects general disagreement by respondents with the proposed tangibles strategies to service quality challenges.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents the summary of findings, conclusion and recommendations drawn from the study findings of section four. In this section the study objectives are discussed, conclusions and recommendations are made. Areas for further study are also suggested.

5.2 Summary of findings

5.2.1 Social demographic information

From the study, the majority of the boda boda customers and mechanics at Shell petrol stations were male. In addition, the study established that majority of the respondents (customers and mechanics) were in the age group between 31 to 39 years. On the issue of education level, most of the boda boda customers had only completed primary school whilst most of the mechanics had attained secondary school education. Most of the boda boda riders had been on the job between 1 to 5 years highlighting that they were experienced riders, it is also clear that majority of the mechanics had worked at Shell Petrol stations for a period more than five years.

5.2.2 Factors/dimensions that influence customer satisfaction and brand loyalty.

5.2.3 Reliability

The research found out that Reliability service dimension attributes played a significant role as indicators of service quality to consumers of shell Petrol station. They were generally rated as important service quality indicators especially shell insisting on error free records. The overall reliability dimension mean was 2.8058.

5.2.4 Responsiveness

The study ascertained that most of the respondents viewed Responsiveness service dimension criteria attributes as very important service quality indicators. All the parameters rating these

aspects were rated either as important or very important by the respondents to signify the degree of value respondents or customers place on them as service quality indicators. The stand out was shell mechanics at shell petrol stations give prompt service. The overall responsiveness dimension mean was 3.0763.

5.2.5 Assurance

On the aspect of assurance as a service quality dimension attribute, most of the respondents cited mechanics in shell petrol stations having knowledge to answer your questions as a very important service quality indicator closely followed by safety in transaction with shell. The overall assurance dimension mean was 3.533.

5.2.6 Empathy

It was apparent from the study that shell understands your specific needs and having customer interests at heart as indicators of service quality as part of the Empathy service dimension criteria were also rated highly by respondents. The overall empathy dimension mean was 3.372.

5.2.7 Tangibles

The study established that most of the respondents considered service quality dimension attributes under the tangible's category very seriously as service quality indicators. Clean station with good ambience and well-lit station at night were considered as very important parameters for service quality indication in retail outlets. The overall tangible dimension mean was 3.376.

5.2.8 Customer Satisfaction

The study showed that customers are satisfied with delivery, product quality, competitiveness and overall station of shell petrol station services. The overall customer satisfaction mean was 3.557.

5.2.9 Brand Loyalty

The study showed much brand loyalty to shell services as most revealed unlikeliness to switch to a competing organization and likeliness to recommend shell's services. The overall brand loyalty mean was 3.122.

5.3 Challenges to customer satisfaction and brand loyalty

In addition, the study established that majority of the respondents strongly agreed that difficulty in delivering the promise by a certain time, being too busy to respond to a request, lack of knowledge and enough information to answer customer questions.

They further noted limitation of station operating hours for convenience of all customers and lack of materials associated with the service as the major challenges to customer satisfaction and brand loyalty.

5.4 Strategies to ensure customer satisfaction and brand loyalty

The respondents agreed that getting it right the first time, communicating in advance to customers when the service will be performed acquiring more knowledge about the product and professional service delivery.

They further stated understanding the specific needs of customers and availing uniforms to mechanics as the best strategy for customer satisfaction and brand loyalty.

5.5 Conclusions

In conclusion therefore, the study confirms that the researcher propounds that consumer preference in Shell is influenced by the presence of certain service quality indicators.

Those quality service indicators that are described using the existing service quality dimension attributes of Reliability, Responsiveness, Assurance, Empathy and Tangibles were all generally rated highly as key service quality indicators.

The study also shows that in Shell, service quality can be used as a key strategy for attracting consumers and retaining their loyalty.

It is apparent that shell customers are aware of service quality indicators in this sector and select the petrol station to patronize based on how well they rate the presence of those parameters in the petrol station in question.

5.6 Recommendations

From the summary and conclusions, the study recommends that Vivo Energy (Shell Uganda) leadership pay attention to service quality dimensions in order to safeguard and improve consumer brand loyalty.

Service employees tend to mirror the service and they represent the organization in the customers' eyes. Staff affect service quality perceptions to a large degree through their influence on the five dimensions of service quality namely: reliability, responsiveness, assurance, empathy and tangibles.

It is essential to match customer wants and needs to service staff's abilities to deliver.

To enhance service quality, shell marketers and practitioners should continuously enhance the commitments of their staff on service quality through enhancing skills and competencies through continuous training and education; provide tools and equipment to support delivery of customer promise right and on time and reinforcing on good service quality practices.

There is also need for marketers and practitioners to enforce annual consumer surveys to gauge the rating of various service quality indicators in the servicing channel so as to make the relevant interventions aimed at augmenting service quality in the business.

5.7 Limitations

The research assistants encountered difficulties where some customers (boda boda riders) were suspicious of the research being done.

The sample size for this study is small thus it might demonstrate less validity in its results. Other than that, this study might be context specific.

5.8 Areas of Further Research

From the study, the researcher suggests further research in the area of service quality in shell stations in other cities of Uganda such as Mbale and Mbarara.

Another area that may require further research is to relate service quality in petroleum retailing to actual retail profitability performance.

Future studies should also incorporate qualitative analysis that will further explore aspects of this research.

In-depth interviews utilizing open-ended questions could allow for deeper exploration of these measures.

Future researches should also focus on other group of respondents and lastly, compare the different petrol station companies in Uganda.

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APPENDICES

MAKERERE   UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

Dear Respondent,

I am Bamutire Alvin a student at Makerere University Business School pursuing a Master's in Business Management. I am carrying out a study on "Customer satisfaction and brand loyalty: a study of automotive lubricants customers." This questionnaire is therefore designed to facilitate collection of primary data from motor cycle readers. The objective is to get understanding if customer satisfaction has an effect on brand loyalty. The purpose of this study is strictly for academic purposes.

Thank you for accepting to spare part of your precious time to my questions. The study intends to contribute to the understanding of the usefulness of customer satisfaction and its impact on repeated use of lubricants.

Section A: Questionnaire 1 to Customers

Part 1: Background Characteristics
Tick in the appropriate place provided

1. Your sex

Male	Female
1	2

2. My age group:

Up to 30 years	30 but below 40	40 and above

3. My level of Education

Informal	Primary	Secondary	Post Secondary

4 If boda boda, how long have you been riding a boda boda for;

Less than 1 year	1-5 years	6-10 years	Over 11 years.

5. If staff, how long have served the company?

Less than 1 year	1-5 years	6-10 years	Over 11 years.

Part 2: Dimensions of Service Quality that influence customer satisfaction and brand loyalty
This section presents items on customer satisfaction. You are kindly requested to indicate how you feel about your about lubricating services of Shell service stations using the scale where, 1= Strongly disagree, 2 = Disagree, 3 = Agree and 4 = Strongly agree.

A1	Statements on Reliability Dimension	SD	D	A	SA
		1	2	3	4
A1.1	When Shell promises to do something by a certain time, they do so	1	2	3	4
A1.2	Shell performs the service right the first time	1	2	3	4
A1.3	Shell provides its services at the time they promise to do so	1	2	3	4
A1.4	Shell insists on error-free records, the petrol station mentions accurate record on my service history	1	2	3	4
A2	Statements Responsiveness Dimension	SD	D	A	SA
		1	2	3	4
A2.1	Shell keeps customers informed about when services will be performed (give me service reminders)	1	2	3	4
A2.2	Mechanics at Shell petrol stations give prompt service	1	2	3	4

A2.3	Mechanics in Shell Petrol are always will to help you	1	2	3	4
A2.4	Mechanics in Shell Petrol are never too busy to respond to your request	1	2	3	4

A3	**Statements on Assurance Dimension**	**SD**	**D**	**A**	**SA**
		1	**2**	**3**	**4**
A3.1	The behaviour of mechanics in Shell Stations instils confidence in you	1	2	3	4
A3.2	You feel safe in your transactions with Shell Petrol Stations	1	2	3	4
A3.3	Mechanics in Shell Petrol Stations are consistent courteous with you	1	2	3	4
A3.4	Mechanics in Shell Petrol Stations have knowledge to answer your questions	1	2	3	4

A4	**Statements on Empathy Dimension**	**SD**	**D**	**A**	**SA**
		1	**2**	**3**	**4**
A4.1	Shell gives you individual attention	1	2	3	4
A4.2	Shell Stations have mechanics who give personal attention	1	2	3	4
A4.3	Shell has your best interest at heart	1	2	3	4
A4.4	The mechanics of Shell Station understand your specific need	1	2	3	4
A4.5	The Station has operation hours that are convenient to all its customers	1	2	3	4

A5	**Statements on Tangibles Dimension**	**SD**	**D**	**A**	**SA**
		1	**2**	**3**	**4**

A5.1	Shell Station has modern-looking equipment	1	2	3	4
A5.2	Shell Station's physical facilities are visually appealing	1	2	3	4
A5.3	Shell Station's mechanics appear neat	1	2	3	4
A5.4	Materials associated with the service (such as pamphlets or statements) are visually appealing at Shell Stations	1	2	3	4

A6.0	**Statements on Customer Satisfaction**	**SD** **1**	**D** **2**	**A** **3**	**SA** **4**
A6.1	*Delivery:* The mechanics deliver on time performance, company demonstrates commitment to meet my delivery expectations	1	2	3	4
A6.2	*Product Quality*: The company's lubricants, met my needs, expectations regarding quality including performance	1	2	3	4
A6.3	*Competitiveness*: The lubricants are competitive, represent best value for total cost paid	1	2	3	4
A6.4	*Overall Satisfaction*: How do you rate Shell Service?	1	2	3	4

A7.0	Statements on brand Loyalty	SD 1	D 2	A 3	SA 4
A7.1	I am likely to recommend Shell's services	1	2	3	4
A7.2	I am likely to switch to a competing organization/brand	1	2	3	4
A7.3	I am likely to keep patronizing Shell Stations.	1	2	3	4
A7.4	Duration of patronizing Shell Stations for service (Tick where applicable)	Less than 1 year	1to 3 years	3 to 5 years	Over 5 years

Section B: Questionnaire 2 to Mechanics: Challenges to customer satisfaction and brand loyalty

Part 1: Background Characteristics

Tick in the appropriate place provided

2. Your sex

Male	Female
1	2

2. My age group:

Up to 30 years	30 but below 40	40 and above

3. My level of Education

Informal	Primary	Secondary	Post Secondary

4. Duration as a mechanic?

Less than 1 year	1-5 years	6-10 years	Over 11 years.

This section presents challenges on service quality. You are kindly requested to indicate how you feel about lubricating services challenges of Shell service stations using the scale where, 1= Strongly disagree, 2 = Disagree, 3 = Agree and 4 = Strongly agree.

B1	Challenges of Reliability Dimension	SD	D	A	SA
		1	2	3	4
B1.1	Difficulty in delivering the promise by a certain time	1	2	3	4
B1.2	Difficulty in getting it right the first time	1	2	3	4
B1.3	Inability to maintain accurate records	1	2	3	4

57

B2	**Challenges of Responsiveness Dimension**	SD	D	A	SA
		1	**2**	**3**	**4**
B2.1	Challenge of communicating in advance to customers when the service will be performed	1	2	3	4
B2.2	Difficulty in giving the service promptly	1	2	3	4
B2.3	Being too busy to respond to a request	1	2	3	4

B3	**Challenges of Assurance Dimension**	SD	D	A	SA
		1	**2**	**3**	**4**
B3.1	Inability to instil confidence in a customer	1	2	3	4
B3.2	Inability to carry out safe transactions	1	2	3	4
B3.3	Lack of knowledge and enough information to answer customer questions	1	2	3	4

B4	**Challenges of Empathy Dimension**	SD	D	A	SA
		1	**2**	**3**	**4**
B4.1	Inability to give customer individual attention	1	2	3	4
B4.2	Failure to understand the specific needs of customers	1	2	3	4
B4.3	Limitation of station operating hours for convenience of all customers	1	2	3	4

B5	**Challenges of Tangibles Dimension**	SD	D	A	SA
		1	**2**	**3**	**4**
B5.1	Lack of modern-looking equipment	1	2	3	4
B5.2	Physical facilities are not visually appealing	1	2	3	4
B5.3	Lack of neat outfits or uniforms	1	2	3	4
B5.4	Lack of materials associated with the service (such as pamphlets or statements)	1	2	3	4

Section C: Questionnaire to staff: Strategies to overcome the challenges

This section presents strategies to address challenges on service quality. You are kindly requested to indicate how you feel about strategies of challenges of lubricating services of Shell service stations using the scale where, 1= Strongly disagree, 2 = Disagree, 3 = Agree and 4 = Strongly agree.

B1	Strategies for Challenges of Reliability Dimension	SD	D	A	SA
		1	2	3	4
B1.1	Deliver the promise within the set period of time	1	2	3	4
B1.2	Get it right the first time	1	2	3	4
B1.3	Improve record keeping	1	2	3	4
B2	Strategies for Challenges of Responsiveness Dimension	SD	D	A	SA
		1	2	3	4
B2.1	Communicate in advance to customers when the service will be performed	1	2	3	4
B2.2	Give the service promptly with in promised time	1	2	3	4
B2.3	Avail time to attend to customer queries	1	2	3	4
B3	Strategies for Challenges of Assurance Dimension	SD	D	A	SA
		1	2	3	4
B3.1	Create avenues to instil confidence in the customer (consistently use job card book)	1	2	3	4
B3.2	Ensure safety of transactions	1	2	3	4
B3.3	Acquire more knowledge about the product and professional service delivery	1	2	3	4
B4	Strategies for Challenges of Empathy Dimension	SD	D	A	SA
		1	2	3	4
B4.1	Give the customer individualized attention	1	2	3	4

B4.2	Understand the specific needs of customers	1	2	3	4
B4.3	Increase operating hours for convenience of all customers	1	2	3	4

B5	**Strategies for Challenges of Tangibles Dimension**	**SD** **1**	**D** **2**	**A** **3**	**SA** **4**
B5.1	Purchase modern-looking equipment	1	2	3	4
B5.2	Refresh facilities so that they are visually appealing	1	2	3	4
B5.3	Avail uniforms, keep them neat	1	2	3	4
B5.4	Communicate your offer, make it visible to the customer	1	2	3	4

End

Thank you for Participating in the Study

Appendix 2

Table 3.1

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size   Source: Krejcie & Morgan, 1970