

**THE INFLUENCE OF QUALITY OF SERVICES ON
CUSTOMER SATISFACTION AT KENYA WILDLIFE
SERVICE: A CASE STUDY OF NAIROBI NATIONAL PARK**

BY

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**A Research Project Report Submitted in Partial Fulfillment of the Requirements of the
Award of Degree of Masters of Arts in Project Planning and Management of the
University of Nairobi**

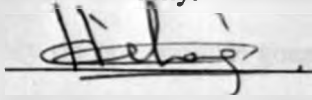
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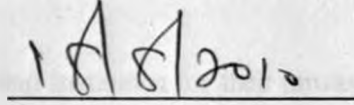
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DECLARATION

I declare that this is my original research work and has not been submitted for degree in any other university.

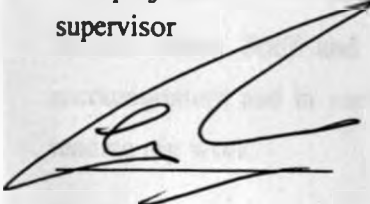


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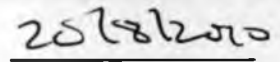


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This project has been submitted for the examination with our approval as university supervisor



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Finally, all my Masters Project Planning and Management classmates and any other person who contributed to this Study/ Project in any way.

DEDICATION

I dedicate this project to my beloved wife Rahab Wambui, my daughters Lillian Wairimu, Peris Nyambura and my son Victor Kihagi, my dear mother Maritha Wairimu and the entire Kihagi's family for their direct support, materially and emotionally.

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ABSTRACT

The tourism industry is undergoing rapid and radical transformations. Today, the sector faces socio-economic changes including heterogeneity in demand which profoundly influence tourists' preferences and challenges the service delivery processes and strategies. Tourism sustainability through customer satisfaction seems to be the answer to the problem of the tourism competitive market. This paper discusses the opportunities of customer satisfaction development and its potential in destination rejuvenation through a case study at the Nairobi National Park which was established in 1946 and came as the first National Park in Kenya. In the park there is a large and varied wildlife population and is one of the country's most successful rhino sanctuaries. The park is the main tourist attraction for visitors to Nairobi. It does not only attract international tourists but also large numbers of Nairobi inhabitants. Thousands of African children on school field trips also visit the park each week. The increase in demand for tourism destinations around the world with a limited number of tourists has engineered the need to device ways to keep tourists in the park.

Although, tourism has been used over the years for marketing and promoting a destination and the specific products, customer satisfaction has the potential to do more. Based on advantages such as good destination reputation and etiquette, customer satisfaction can create new networks between tourism organizations. However, there are also complicated factors. Uneven match between demand and supply vis a vis tourist utility are discussed in the paper. So the question remains whether or not customer satisfaction will play the role as the tourism space in Kenya and a destination medium in the future.

The research was set to understand what influence quality of services have on Customer Satisfaction on Customer Satisfaction at Kenya Wildlife with Nairobi National Park being the case of study.

Literature related to Customer Satisfaction was reviewed to try and capture how others have said about the influence on quality of services. The objective of the study were to establish the influence of level of service delivery on customer satisfaction, the influence of tour guiding and discounting on customer satisfaction and to find out the impact of infrastructure and security on customer satisfaction.

The study combined both qualitative and quantitative paradigms. Questionnaires and interviews were used in data collection. The population consisted of staff at the Nairobi National Park and visitors from which a sample of 36 respondents was studied.

Chapter four dealt with analysis, presentation and interpretation of data obtained in the study. The analysis was based on the variables of the study which included Service Delivery, Tour guiding and discounting and Infrastructure and security. Chapter five presented a summary of the major findings, discussions, conclusions and recommendations for possible action. It has been shown that the three variables influence on customer satisfaction and should be well observed to ensure maximum customer satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The tourism industry in Kenya has a long history that hinges on magnificent natural resource base as well as on strong conservation policies. Among other policies, the National Parks Ordinance was instituted in 1945 “ to provide for the establishment of National parks and for preservation of wildlife; wild vegetation and objects of aesthetic, geological, prehistoric, archaeological, historical or other scientific interest therein and for incidental matters relating thereto” (Williams quoted in Nyeri 1992). This came out of the fear that wildlife populations would be depleted as agriculture, poaching, and big game hunting intensified. Some of the other game ordinances that had previously been set are the game ordinance and the East African Wild Bird Protection Ordinance of 1903; the game ordinance of 1909 creating the southern reserve and the northern reserve. In 1907, a Game Department was established to manage wildlife and hunting throughout the protectorate. The areas that teemed with wildlife had already started attracting a considerable number of professional and not so professional hunters. This marked the beginning of tourism activity in the East African Protectorate.

By 1930's, overseas visitors had started coming to Kenya on big-game hunting expeditions as well as in search of relaxation and solitude. These expeditions were famously referred to in local Swahili word as Safari, which later became a buzzword in travel and tourism literature worldwide. Tourism in Kenya was then, highly specialized as emphasis was on high income, big game hunting mostly in the northern parts of the country. Kenya's early popularity as a tourist destination attracted statesmen and celebrities among them Her Majesty Queen Elizabeth II. It is worth noting that Princess Elizabeth was informed of the death of her mother while on tour of Kenya. As a result she was elevated to the throne as Queen Elizabeth II. She was spending her holiday at the Tree Tops Hotel in the Aberdare's National Park in 1952.

The value of biodiversity is more widely appreciated in the whole world. In Kenya, the government has set aside various lands entirely for biodiversity conservation within which

tourism thrives well. These include National Parks, Game Parks and Game Reserves. Nairobi National Park is one of them.

The park was officially opened in 1946 becoming the first National park established in Kenya. It is located some 7 kilometers south of Nairobi, the capital city of Kenya. The environment in the park is dominated by open grass plain with scattered acacia bushes. On the western uplands of the park are highland dry forest with stands of *Olea Africana*, *Croton dichogamus*, *Brachylaena hutchinsii* and *Calodendrum*. Grassland covers the lower slopes of the park where *Themeda*, *Cypress*, *Digitaria* and *Cynodon* species are found. In the south of the park is a riverine forest along the permanent river. There are areas of broken bush and deep rocky valleys and gorges within the park. The valleys are predominated by *Acacia* and *Euphorbia candelabrum*. Plant species on the rocky hillsides include *Euphorbia brevitorta*, *Drimia calcarata*, and *Murdannia Clarkeana*.

Among the animal species found in the park include African buffalo, baboon, black rhinoceros, Burchell's zebra, cheetah, Coke's hartebeest, Grant's gazelle, hippopotamus, leopard, lion, Thomson's gazelle, eland, impala, Masai giraffe, ostrich, vulture and waterbuck. The park has up to 500 permanent and migratory bird species. Dams have created a man-made habitat for birds and aquatic species.

Basically, the presence of these varying fauna and flora among other services make the park form the main tourist attraction for visitors to Nairobi. Despite the fact that the National Park has these diverse attractions, the level of visitation is yet to reach optimum. While trying to achieve this, standards of customer satisfaction is one of the key areas to work on. It is essential that the attractions in the park satisfy the customers' wants.

This paper forms a research on customer satisfaction in Nairobi National Park. The research will assist the Park management to realize any loop holes derailing customer satisfaction and so take the necessary measures. As it has been sourced from the fieldwork, the researcher has also come up with recommendations towards achieving high heights of customer satisfaction. The researcher took note that the National parks are the major tourist attractions in Kenya and so should be on the lead towards offering the best services to the visitors.

1.2 Problem statement

Despite the fact that tourism is ranked as the second largest foreign exchange earner in Kenya after agriculture, it is worrying that the flow of visitors is going down. Though this has been blamed on the post election violence that followed the disputed 2007 presidential election and the global economic crunch, there still is a customer related question to it; this is the question of customer satisfaction. When this is not met, the result is that tourists do not visit the attractions in the country and when they do, repeat visits are not realized, and this ultimately culminates to poor performance in the tourism industry. It is therefore very important that issues of customer satisfaction are addressed. If this is achieved, among other factors, there is likely to be high tourism flow.

Since the tourism industry comprises of many players, it is important that every concerned player works towards proper customer satisfaction. This study aimed at investigating the relationship between quality of services delivered by Nairobi National Park and the level of customer satisfaction. It is important that the quality of services was checked so that the level of customer satisfaction was known. When this was done, this paper gives recommendations for the right measures to be taken given that poor quality services leads to low levels of customer satisfaction.

1.3 Research objectives

The researcher came up with various objectives that were guiding tool towards the question of what influence quality of services has on customer satisfaction at the Kenya Wildlife Service.

These objectives are as follows:

1. To establish the influence of level of service delivery on customer Satisfaction.
2. To establish the influence of tour guiding and discounting on customer satisfaction.
3. To find out the impact of infrastructure and security on customer satisfaction.

1.4 Research Questions

The researcher came up with various research questions that were formulated based on the major variables of this research paper as follows:

1. How does quality of service delivery influence on customer satisfaction?
2. How does tour guiding and discounting influence on customer satisfaction?

3. How does infrastructure and security impact on customer satisfaction?

1.5 Justification of the research

This study is one of the initial attempts to try to investigate the level of customer satisfaction of the visitors to Nairobi National Park and Kenya in general. As much awareness increases on the importance of customer satisfaction, it would be much more important for the management of the park and reserve to be much aware whether their visitors are getting satisfied or not and be ready to readjust to ensure there is visitor satisfaction. This was very important for the success of the park, as it is one way through which the achievement of certain objective by the management can be met. On the other hand, the study examined how best improvements can be made to blend the parks product on offer for visitor satisfaction. As much as so many attempts have been made over this, it adds to the contribution of many, the only way through which better management can be enhanced.

1.6 Significance of the study

This research was to find out how well customer satisfaction was being practiced in the attractions found in the park. The findings led us to identifying the problems facing efforts towards customer satisfaction. The findings of this study helped to contribute information to both public and private organizations, which are involved in the customer satisfaction in the tourism sector. To find out how well the visitors would want the services offered in achieving customer satisfaction in the park. The findings helped the researcher give recommendations towards the influence of quality of services on customer satisfaction not just in Nairobi National Park but in the general tourism industry in Kenya.

1.7 Scope of the study

Though there are several national parks in Kenya, the study was limited to Nairobi national park. This was because the project noted that the national parks are the major tourist attractions in Kenya and so should be on the lead towards offering the best services to the visitors. This was because it received a vast range of visitors who sought to experience the wild and nature. The area was specifically ideal for this study because of the abundant inflow of visitors with various

expectations and motivations to visit the park. The park has been in existence for a long period and thus a well-established destination for visitors.

1.8 Limitation of the study

Time and financial resources were constraints to the researcher in carrying out the research. The costs of production of this report and all the involved production formalities were expensive. Booking appointments was a limiting factor since the respondents were busy with their work and others regarded the research work as a waste of time. To curb this, the researcher explained the importance of the research not only to the researcher but also to the Kenya Wildlife Service as they would benefit from the research findings. Non-response from respondents was another limitation since the researcher could not force the respondents to fill in the questionnaire.

1.9 Delimitation of the Study

This research paper was limited to Nairobi National Park as a representative case of other National Parks. The researcher chose it since it harbors the headquarters of the Kenya Wildlife Services and so the assumption was that the findings would also apply to the rest of the national parks. The Park central location in relation to other parks in the country and also its proximity to Nairobi, the capital city of Kenya, and to Jomo Kenyatta Airport. The researcher assumed that there was likely to be a balance between local and international visitors and so making the balance of local and foreign interviewees easier.

1.10 Assumptions of the Study

This study was based on the assumption that customer satisfaction in tourism determined the levels of tourist flow to the various tourist attractions destination, and Nairobi National Park in this case. It also assumed that the respondents to the questionnaire instrument would provide sincere and honest views that would be accurate and relevant to the study and the questionnaires issued would be returned to the researcher dully filled.

1.11 Definition of terms

Tourism: This is the temporary short term movement of people to destinations away from where they live and work and their activities during their stay at the destinations.

Tourism Industry: This encompasses all activities by individuals, companies or organizations which supply goods and services directly or indirectly to tourists at the tourist destinations.

Tour Guiding- Showing visitors round a place.

Hospitality industry: This is an industry consisting all those business operations which provide for their customers any combination of the three core services of food, drink and accommodation and other subsidiary facilities.

Security- The safety standards of the visitors in the Park.

Quality- The value of a product or service.

Eco- tourism- The International Ecotourism Society defines Ecotourism as responsible travel to natural areas that conserves the environment and sustains the well being of the local people.

Bio-diversity - The totality of all living things in an environment, plants and animals.

Infrastructure- The networks of communications and transport in the park.

Customer- The people who visit the National Park as tourists to buy the products and services.

Environment - The surrounding of a living organism.

Discount- The price lowered from the original mark.

Satisfaction- The feeling of content that is derived from the services offered.

Conservation- This refers to the protection and preservation of natural things such as animals, forests, rivers, and plants to prevent them from destruction and wastage.

Services- The intangible products offered in the National Park.

Poaching- The illegal catching and killing of wildlife.

Development- A process that results to a quantitative and qualitative increase in the volume of goods and services produced within an economy on the economic point of view.

Introduction

Conceptualization involves a qualitative measure of the customer experience in a destination. It is a supervisor's evaluation of a product or service whether it has met their needs (Dobut 2004). Evidence is a variable derived from the comparison of the expectations and perceptions of the user. It is determined by the ratio that measures positively the product/service to input.

Delivery of Quality of service offered

Quality of service is defined as the customer's judgment about a product's overall superiority (Parasuraman, Zeithaml, 1985). Quality of a product can be achieved without the actual customer experience (Cohen, 1993). There is a dependency on value, where value can be viewed as a ratio of perceived quality (customer's view). Perceived value results from a comparison of what the product quality contributes with the price and the other cost of acquiring the product or the service provided - the value involved for money paid for the service and the cost (Parasuraman, 1993). Finally, the extent that perceived quality has impact on the level of repeat transactions.

In fact, Zeithaml gives the dimensions of service quality as reliability, responsiveness, respect, respect, and tangibility. When the above characterizes the services offered, then the user services are viewed to be achieving their objectives so providing quality to their market. They further suggest that the trust of customer acquisition will be higher due to the nature of quality services. The service scope which covers the aspect of tangibility, together with service provision leads the product quality, where the design of the product, the service, availability and its location and accessibility are of greater consideration (Parasuraman, 1993).

Following are the variables/dimensions of customer satisfaction as given by past literature.

- Product/service quality - its attributes, appearance, accessibility, facilities and features
- Customer service quality - service quality and content

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Customer satisfaction remains a qualitative measure of the visitors experience in a destination. It is the customers' evaluation of a product or service whether it has, met their needs (Bitner 2000). Satisfaction is a variable derived from the comparison of the expectation and perceptions of the visitors. It is determined by the value that customers perceive the product/service to impart.

2.2 Delivery of Quality of services offered

Perceived quality can be defined as the customers judgment about a product's overall superiority and excellence (Zeithaml 1988). Quality of a product can be achieved without the actual consumption experience (Oliver 1993) since it is dependent on value, where value can be viewed as the ratio of perceived quality related to price. Perceived value results from a comparison of services or product quality (experience) with the price and the other cost of acquiring the services or the product package – the value received for money paid for the services and the product (Zeithaml 1999). Basically, this means that product quality has impact on the level of customer satisfaction.

In his book, Zeithaml gives the dimensions of service quality as *reliability, responsiveness, assurance, empathy, and tangibles*. When the above characterize the services offered, then the service providers are counted to be achieving their objective on providing quality to their customers. This further means that the level of customer satisfaction will be higher due to the provision of quality services. The *service scope* which covers the aspect of tangibility, together with the service provision blend the product quality, where the design of the product, the atmosphere surrounding and its location and accessibility are of greater consideration (Hetherington 1998).

The following are the variables/determinants of customer satisfaction as given by past literature.

1. Product/service features – the atmosphere, appearance, accessibility, facilities and equipment, environmental quality and comfort.

2. Consumer emotions – the effects of previous and immediate activities before consuming the product
3. Service quality
4. Service success or failure
5. Perception and equity to fairness

The determinants of satisfaction vary from one product to the other. For instance, the satisfaction determinants for visitors to a restaurant cannot be the same as those for visitors to a national park. Where the product consumption requires an interaction between customers and the employees or other party, the customer service plays an important role in customer satisfaction.

Achieving customer satisfaction cannot only be associated with the product quality or the services offered. Initial efforts in planning, management, conservation and preservation of destinations and product development and improvements, have long-term effects on the product quality. Rodney, (2000) asserts that proper management and planning for protected areas are important in meeting the visitor needs and expectations on the environmental quality. Being able to meet the visitors' needs and expectations means that you are able to satisfy them.

With regard to customer complaints, Fornell et al (1996) discovered a negative correlation between customer satisfaction scores and customer complaints. In other words, higher customer satisfaction levels lead to a decreased number of customer complaints while at the same time improving customer loyalty (Fornell and Wernerfeldt, 1987).

If a company or organization is able to reduce the incidence of customer complaints successfully, this should improve customer loyalty (Fornell, 1992; Tax, Brown, and Chandasekaran 1998). Complaint and feedback from customers can be used for the development and improvement of products and services. The specific relationship between customer satisfaction and customer complaints is an under researched area. For example, is the relationship between satisfaction levels and the frequency of complaints a simple negative, linear relationship?

2.3 Tour Guiding and Discounting

Constant improvements on the product development always help to meet the changing desires of customers in the market place. Market trends show that tourists are becoming more activity oriented and environmentally conscious and that tourism markets are increasingly becoming more fragmented. In response, the tourism product or supply is changing (McIntyre 2001). Tour guiding and discounting services are becoming a target towards coping with the changes in the industry. This therefore calls for gradual improvement and upgrading of tourism resources to help meet the hanging demand of visitor in the market place. This way, have higher chances towards meeting customer satisfaction.

Conformity to specifications is not as important as in determining the overall customer satisfaction as the design of a product or service in meeting customer needs (Anderson & Sullivan 1993). Customer satisfaction depends on whether the product will continue to meet the customer needs and the anticipated quality of future service. It is through tour guiding services that the customers come to know better of the products and services offered in various destinations.

Apart from the short term or midterm strategies that scholars have called for in the management of protected areas, to provide for satisfaction, there are long term strategies, which indirectly and directly contribute to the level of customer satisfaction. These include: -

1. Environmental management
2. Policy and planning for the parks
3. Regular product development and improvements
4. Proper management and administration

In designing, developing and improving tourism products in protected areas, it is possible to manipulate your products to satisfy your customers' needs. Brent Ritchie, Goeldner and McIntosh, et al (2000) clearly explain that you must manipulate your market by introducing new products, branding the products, adopting concept blur and improving your products. This will be an attraction of customers by appeal (pull factors for their motivation) and if promises match the offerings then customer satisfaction is easily achieved. This forms the basis of product development and improvement.

Price plays a very important role in the relationship between customer satisfaction and the supplies of products and services. Quality relative to price has a direct impact on how satisfied the customers are (Anderson and Sullivan 1988). If the customers are highly satisfied, they have a tendency to spend more with their existing supplier (Bolton, Kannan, Bramlett 2000) that leads to increased revenue.

Research has identified an assortment of positive benefits related to high levels of customer satisfaction. These benefits consist of repeat business, lower price elasticity, positive word of mouth, and more cross selling (Fornell, Johnson, Anderson, Cha, Bryant 1996).

High satisfaction can also lead to an increase in share of wallet (Cooil, Keiningham, Aksoy, Hsu 2007). Some researchers found a positive relationship between customer satisfaction and cash flow (Gruca and Rego 2005) and with economic value added (Eklof, Hackl, Westlund 1999). Furthermore, some researchers (Fornell, Mithas, Morgeson, Krishnan 2006) have found that customer satisfaction, discounting and stock price are positively related. There are many well documented positive outcomes resulting from high levels of customer satisfaction.

Work done by Parasuraman, et al (1985) delivered SERVQUAL which provides the basis for the measurement of customer satisfaction with a service by using the gap between the customer's expectation of performance and their perceived experience of performance. When customers pay visits to Nairobi National Park as tourists, their expectations can be compared to their perceived experience and this would give a measure for their satisfaction, by the guidance of tour guides, with the services they get since this provides the researcher with a satisfaction "gap" which is semi-quantitative in nature.

As customer satisfaction is improved, the frequency of customer complaints will go down. If a firm has very low satisfaction scores, the firm should have a higher incidence of complaints. A customer complaint could be articulated by the customer during an interview which the researcher hopes to undertake later in the field work.

It is quite remarkable that few of the dissatisfied customers, whether individual or business, actually complain (Goodman, Newman 2003). The most common reason for customers to not articulate their complaints is that it is too much trouble (Naumann, Giel 1995). This probably involves a cost/benefit tradeoff between the probability of receiving some potential benefit against the time and effort necessary to actually complain. Another related reason is that the customer may feel that complaining would not do any good; the supplier would probably just ignore the complaint. Some customers may fear a future reprisal in service delivery if they complain. Others may not know where to actually file a complaint.

2.4 Infrastructure and Security

Infrastructure is one of the services that make tourism attractions accessible to visitors. Without the necessary infrastructure, the probability of achieving the sought after customer satisfaction is lowered. Ouma analyzed the role of infrastructure in promotion of tourism and argued that during 1890-1938, tourists found the sea journey to East Africa too long and expensive and the attractions were undeveloped and there were no transport and accommodation facilities. The great depression of the 1930s prevented a further expansion of tourism from Europe and North America but tourism was limited to the white settlers of the Kenya highlands to coastal places for example, Malindi.

Bauchmann (1987) argued that tourism in Kenya was restricted to a number of adventures until the Second World War and deliberate tourism planning started after the Second World War. Until then, the tourists that visited Kenya arrived by ship. He further noted that the introduction of schedule charter flights in 1965 made fares from central European to Kenya quite cheap and improved the tourism offer in terms of more hotels beds, better transport facilitates and new game parks and a general improvement in the quality of the tourism product. The quality of the tourism product and the accompanying services determines the level of customer satisfaction too.

Nkare (1985) focused attention on the marketing of Kenya's tourist attractions and their potential attractions to the tourists; he however failed to realize that over dependence on these attractions has led to their overuse hence reducing their attractiveness. Some of the roads are impassable during the rain seasons. This is one of the factors that have led to the decreased number of

tourists to Kenya over the years. For customer satisfaction to be realized, it is important that the services sold are diverse. In Nairobi National Park in this case, other activities have been introduced like wedding sites, camping and others to break the monotony of game viewing. Most important to note is that to establish customers' needs and expectation, and to use it as the basis for product development, you must undertake a market research.

In another text, Grahame Kelleher and Cheri Recchia assert that research has revealed that once the main criteria for choosing a holiday are satisfied (location, costs, and availability, infrastructure, security), clients are increasingly making their destination choices based on ethical considerations, such as staff working conditions, environmental responsibility, and support for local communities and economies. Visitors who can only be classified as eco-tourists derive their satisfaction from the above aspects mentioned by Recchia and Kelleher – they derive their satisfaction from eco-tourism activities (benefits to locals and local economies, conservation, improvement in social trends).

(Fornell, 1992) enumerates several key benefits for customer satisfaction. In general, high customer satisfaction should indicate increased loyalty for current customers. Proper infrastructure and security within the destination are factors that are highly considered by visitors. Increased customer loyalty means there is repeat purchase. (Reichheld and Sasser 1990) the more the loyal customers are, the longer they are likely to continue to purchase from the same firm.

In addition, in forming expectations, customers use past experience and non experiential information to construct forecasts of the supplier's ability to deliver quality in the future. This role of expectations is important because the nature of the ongoing relationship between the supplier of a product or service determines future customer satisfaction. (Bateson, 1989) although there are individual differences affecting expectations, such differences should cancel in the aggregate (Kotona, 1979). One would not want to have a repeated experience of poor infrastructure and wanting security in a destination.

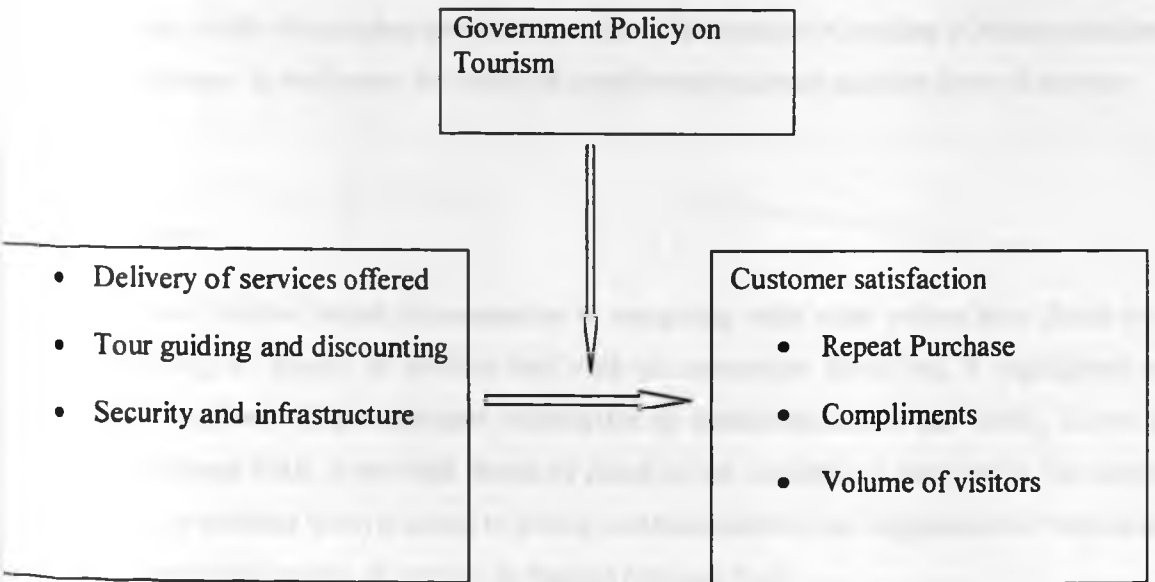
Customer satisfaction plays a vital role not just in keeping customers but also in attracting new customers through positive word-of-mouth referrals. For call centers, keeping customers satisfied means not only fielding orders, billing inquiries, and new account applications, but also resolving

issues and complaints quickly and efficiently. Infrastructure and security play vital roles in customer satisfaction. Nearly three-quarters of customers say they will return if complaints regarding infrastructure and security are resolved quickly, according to a study by Stone, 1999.1

2.5 Conceptual model

The figure below shows the conceptualization of the dependent and the independent variables of the study related. The independent variable for this study indicates the determinants in the level of customer satisfaction. The dependent variables are affected by changes in the independent variables.

Fig 2.5: Conceptual model



When good services are offered the levels of customer satisfaction rise while the vice versa is true. The volume of customers also increases when good services are offered while it goes down with poor services. The result of poor services is also lack of repeat purchase since customers will not want a repeat of bad experience through poor services. It is from good services that customers will compliment the services. If the services are good then the revenue is likely to increase due to increased purchase.

Tour guiding and discounting lead to customer satisfaction and so a rise in the volume of number of visitors. This leads to repeat purchase, increase in level of complement and revenue.

Customer care helps the customers enjoy the services offered and so leads to customer satisfaction. This leads to a rise in the volume of number of visitors and so repeats purchase which then helps to increase the level of revenue realized.

Good security and infrastructure assures the visitors of their safety and convenience they hence lead to high levels of customer satisfaction, a rise in the volume of number of visitors and hence repeat purchase. In such cases the levels of compliments increase and also those of revenue.

2.6 Summary

The literature review helped the researcher in comparing what other writers have found out in issues relating to quality of services and what the researcher found out. It highlighted how quality of services affects customer satisfaction in businesses across the world, Kenya and Nairobi National Park. It provided literature based on the variables as provided in this research paper. It is of essence when it comes to giving recommendations and suggestions for measures to be taken regarding quality of services in Nairobi National Park.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter gives a detailed outline of how the study was carried out. It described the research design, the target population, the sample size and sampling procedure, research instruments, validity and reliability of instruments, data collection and data analysis procedure.

3.2 Research Design

The research design adopted in conducting this study was descriptive survey research design. It was appropriate because it involved collecting data in order to answer questions on current status of subject of the study. Kothari (1985) recommends descriptive design as it allows the researcher to describe, record, analyze and report conditions that exist or existed. This survey design was considered to be particularly well suited to researches which study the individual as a unit of analysis as an excellent vehicle in measuring for generalization. The purpose of this study therefore justifies the use of a survey. The researcher related lack of customer satisfaction to poor performance in the tourism industry.

3.3 Target Population

Brinker (1987) defines a target population as a large population from whom sample was selected. The target services included those in Nairobi National Park which are Game drives, The Black Rhino Sanctuary, Main Picnic Sites, and View Points in the highlands over the plains, the Ivory Burning Site monument, The KWS headquarter and its orphanage and Safari Walk and the Rangers Restaurant.

3.4 Sampling Procedure

This is the process of sampling methods used in the target population by examining select elements from the target population that was included in the sample. Random sampling is only part of it (Kothari 1985). Random sampling was used to select subjects to be included in the sample. Seven sections of services were chosen using sampling.

The Senior Warden was interviewed face to face since he is the overall head of the National Park. Staffs in the various attractions were also selected so that their views represent those of the entire staff. Among those that were picked are those who serve the customers directly for instance, tour guides and also those in offices so that they gave their views based on their observations.

Respondent visitors were picked in such a way that gender, age and nationality were balanced. The researcher also ensured that in every attraction section there were visitors to be interviewed.

3.5 Research Instruments

In this research, the researcher used interview guides and questionnaires. The researcher developed research instruments, a survey questionnaire and a structured interview guide to measure the variables. Interviews are useful for gathering in-depth information about the viewpoint and opinions of a limited number of respondents. This tool was used on the Senior Warden. The interview guide was used to collect data about the changes in the trends of tourist flow in the National Park. Questionnaires were used to collect data from the sample selected who included employees within the various sections and the available tourists during the fieldwork.

The questionnaire was divided into the following: Demographic profile (age in years, gender and position in management), professional profile (level of education, and professional career) and attractions that brought the tourists to the park, including number of visits annually by the tourists.

The dependent variable, Customer Satisfaction was measured by interviewing the respondents if the challenges of customer satisfaction were legitimate for us to argue the fact that challenges exist to that effect. The questionnaire and interviews were prepared in English Language.

3.6 Instrument Validity

Mugenda and Mugenda (1999), defines validity as the accuracy and meaningfulness of inferences which are based on the research results. Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under the study. It is the correctness and reasonability of data. Validity refers to getting results that accurately reflect the

concept being measured. In order to test and hence improve validity of the result the researcher used triangulation whereby the examination of the influences of different times both past and present were used. The stability and consistence of the data collecting instrument were based in the idea that, interviewing, administering a questionnaire, observation and examination of documents on the same phenomenon shall provide stronger information than using a single technique. Researchers Triangulation in this research has been employed where necessary by using more than one person or several sources to collect the same information. All these were used so as to remove bias and ensure precision and accuracy.

3.7 Instrument reliability

Mugenda and Mugenda (1999), defines reliability as a measure of the degree to which a research instrument yields consistent result or data after repeated trials. Berg (1998) explains that, the use of consistent and systematic line of questions for even unanticipated areas is particularly important for reliability and for possible replication of a study. An interviewer's ability to accurately read lines and clues offered by an interviewee and to play effectively to them is not some insincere ploy intended to obtain desired information. The researcher used consistent and systematic questions in both the questionnaires and the interview guide. The questions related to the subject of study and were organized into themes of the study.

3.8 Data Collection

During the study primary and secondary data was collected to be used in making various recommendations and conclusions. Study on visitor satisfaction and need to be interdisciplinary or multidisciplinary. Therefore, the approach used in this study can be labelled as a multi-data source approach where by data concerning the research has been collected from different fields. The methods used in this study have been carefully chosen to be effective on the sampled population chosen.

Primary data was collected through in depth interviews to the Senior Warden, other staff and tourists. The researcher first requested the respondents for an appointment in advance. The researcher then delivered the questionnaires for the collection of data to the respective respondents. The respondents were given up to two weeks to respond to the items.

Structured interviews are important in gathering specific information especially for those who would not be comfortable with filling the questionnaires. Structured interviews also helped guide the interviews – to ask the right questions and to ensure all the questions have been asked and the desired information gotten. The questions used for the questionnaires were the same ones used for the structured interview for the purpose of similarity. Interviews are appropriate for non-planned discussions, which might be identified as very important to the study. Interviews are also appropriate because they are a faster method for getting information as it takes little time to ask questions and get the answers immediately. More important was the fact that this study involved investigation of personal feelings of the visitors on their perceptions and expectations and the level of satisfaction thus it was more appropriate to interview them and get to know better their feelings.

Questionnaires were used, as they are important in assisting to gather information from those who might not feel like answering direct questions asked. It also allows for time so that one can synthesis the questions and give the required appropriate information in answer. Though most of the visitors would not prefer to take the questionnaires, a few would cooperate.

Observation is very important in any study. In this study, it would be very important in the study of visitor behaviours at the destination. It would also be important in determining satisfaction by registering the facial expression of visitors and the staff at the park.

Secondary data was obtained from secondary sources such as library books and magazines. Using secondary data to get information was important in giving the ideas about the research. Information from previous data on satisfaction and product development was the basis on which the objectives were developed; the questionnaires and interviews were constructed. KWS publications were used among other books by various authors. A basic source of secondary data on customer satisfaction was past data collected and retained at the Park as well as KWS's website.

3.9 Data analysis and presentation

After collecting data the researcher organized it according to its type as used in the study. The researcher organized the data ensuring that the raw data was edited to free them from

inconsistencies and incompleteness. This involved the scrutiny of the completed instruments in order to detect and reduce as much as possible, errors, incompleteness, misclassification and gaps in the information obtained from the respondents. Qualitative data generated from the questions was organized into themes, categories and patterns pertinent to the study. The results from the data analysis were presented. The results and analysis presents the output of this study or rather the findings after collecting the primary data and part of secondary data.

3.10 Summary

The data collected by the researcher based on the Entry fees to the park, Visitor identification by originality, grouping of visitors, Categories of visitors by the purpose of visit and the general distribution of the respondents. The data was organized into table for easier analysis. Basically, the analysis has been based on the four variables that this research paper has been based on.

3.11 Operationalization of Variables

Objectives	Type of variable	Indicator	Measure	Level of Scale	Type of analysis
How does quality of service delivery influence on customer satisfaction?	Independent Service delivery Dependent Customer Satisfaction	Existence of quality Compliments Repeat Purchase	Compliance to ISO standards Volume of visitors	Nominal Ratio	Descriptive Descriptive
How does tour guiding and discounting influence on customer satisfaction?	Independent Tour guiding and discounting	Existence of tour guides	-Ratio of tour guides to visitors -Number of trained tour guides -Level of training	Ratio Nominal	Descriptive
How does infrastructure and security influence on customer satisfaction?	Independent Infrastructure and Security	Quality of infrastructure Level of security	Types of infrastructure Level of customer perception on security	Nominal	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter deals with analysis, presentation and interpretation of data that was obtained in the study. Questionnaires were administered to the Senior Warden, staff and visitors.

The items of the questionnaire and interview guide were probe and elicit data on the basis of the research questions which included.

1. To what extent do levels of Customer Satisfaction affect the flow of tourists to the Park?
2. To what extent will tour guiding and discounting lead to repeated purchase?
3. How does infrastructure and security lead to customer satisfaction?

4.2 Questionnaire Return Rate

Though the researcher hoped to have all the questionnaires returned, it arose that some were not returned. Out of 60 questionnaires distributed, to the national park, 20 were not returned. The return rate was 70% for the visitors and 50% of the staff. This gave 66.7% of the entire questionnaires answered. According to Peil (1995), questionnaires return rate below 50% is considered not good for a study.

During the fieldwork, the researcher realized that most of the chosen respondents were not keen to cooperate with a majority noting that they were on holiday and engaging in the questionnaire activity meant a distraction to their day's planned activities. Others however were ready to help but feared their time was limited and that they had not explored most of the attractions and so would not be best suited for the questions.

Few of the respondents gave the researcher an option to collect the filled in questionnaires from the Park's reception desk so that they had enough time to attend to their day's activities and the questionnaires too. This being the case, the researcher had to organize his time to suit the different schedules of the customers.

While the researcher was keen to strike a balance between the foreign and local visitors, it was noted that though local visitors were the majority, they were least cooperative. Generally, most had a view that the questionnaires were meant for the foreign customers whom they referred to as the tourists. The researcher realized the feeling that people cannot be tourists within their country still reigns and so derailing the levels of domestic tourism. An aspect of inferiority feelings among the locals against the foreigners was clearly felt.

4.3 Data Analysis

The first stage of data analysis involved cleansing, coding appropriately, scoring and analyzing. Means, percentages and frequencies were obtained where applicable. The data was interpreted; inferences made and interpreted descriptively using frequency tables and qualitative analysis. Each of the questions in the questionnaire is discussed in details and related data analyzed and interpreted. The specific data to be analyzed are park entry fees, visitor identification in terms of originality, based on the purpose of visit.

Table 4.1: Distribution of the respondents

Respondent		Frequency	Percentage (%) of visitors'
Type of tourist	<i>Local</i>	16	70
	<i>International</i>	19	
Staff		5	50

The table above shows the distribution of respondents as was witnessed by the researcher while undertaking the fieldwork for data collection in Nairobi National Park. Out of thirty five visitors that the researcher targeted, sixteen local visitors and nineteen foreign visitors responded. Five members of staff were respondents too. It is the data sourced from these respondents that the researcher used to come up with this research paper.

4.3.1 Using originality

In this category, visitors have been classified in reference to terms of citizenship. There are those visitors who have gained citizenship but were formerly not Kenyan citizens, they are referred to as residents. Those who have come for a specific period after which they will return to their countries are foreigners. The categories encompassed Citizens, Residents and Foreigners.

4.3.2 Visitor identification by originality

According to the National Park management, the visitors to the park are categorised as below. The percentages are arrived at as per the annual visitations of the overall number of visitors.

Originality	Percentage of the total
Citizen & Residents	46%
Foreigners	54%

Source: KWS.

The classification of visitors to the park indicates the great diversity of customers and trends of visitation to the park.

4.3.3 Groupings

The visitors were also categorised into groups as indicated below. Grouping of visitors determined by how the visitors were organised. It was an important way to classify and characterise visitors because it made it easier to determine their needs and manage them effectively. Different groups portray different characteristics and in satisfying them, one needs to note these characteristics. They were grouped as below

- i) Individuals
- ii) Small-organized groups
- iii) Large organized groups

Table 4.2: The number of visitors in various categories

Category	No. Of Visitors
Individuals	13
Small- organized groups	3 of 4 persons each
Large organized	1 of 10 persons

Among the thirteen individuals, ten of them had visited the park on a general visit outing. They were not interested in any specific activity but engaged in all the activities they chose to. Such visitors chose to either have guides or not.

The two groups of eight visitors among the three small organized groups were interested in bird watching. They had come to the park at around seven in the morning since birds are better watched during the early hours of morning or in the evenings. They had two tour guides who are well versed with bird watching. The third group was interested in a game drive around the park. They were offered a tour guide and they drove in their vehicle.

The large organized group comprised of ten visitors. They were interested in visits to the Orphanage and the Safari Walk.

4.3.4 Using the purpose of visit

Classifying visitors using their purpose of visit was referred as some of the motivational factors for travelling. These motivational factors don't refer to the sole factor of visiting the park and reserve but this comes up as part of the itinerary or a by-product of their travel. These factors refer to the purpose for the visit to the National park, coastal region or Malindi as a destination. It is an important way of classification because it guides one to the core motivational factors for a visit and it becomes easier to provide for them. The classification will be as follows.

- i. Holiday makers

- ii. Business people/conference
- iii. Educational purposes
- iv. Health purposes
- v. Researchers

Table 4.3: The category of visitors and their numbers

Category	No. Of Visitors
Holiday makers	35

All the visitors that the researcher interviewed were on holiday to the National Park. As seen in the above section on originality, some had specific interests while others engaged in any activity within the park.

Objective 1: Finding out how quality of service delivery influence on Customer Satisfaction

The main aim of the customer having planned to visit the park was to buy the services offered. Though there are other parks and Game Reserves in the country offering similar services as game viewing, customers decide to come here and not other places with various varying reasons. The ultimate necessity however was that the customers get the best as per their expectations or even beyond. Getting the best means that customer satisfaction was achieved.

Findings

The achievement of customer satisfaction as was seen in this research is dependent on the quality of services offered in the park. This makes the destination unique from others offering similar services.

This research found that the customer was treated with very high esteem in the park. This was felt from the main gate where the ushers play their role of ushering in the customers and directing them to whatever facilities they were interested in. The use of the Swahili term

'Karibu' for welcome was a common encounter. This made the customers feel really important in the park and as well, felt a part of the destination hence making the services better.

Discussion

Having entered the park, the management has ensured that basic sanitation amenities are provided for the customers. The toilets are right after the main entrance, so clean and with clean water with sign boards clearly alerting the customers. General hygiene was maintained within the park with dust bins all around to avoid littering. This created a feeling of content among the customers which goes a long way towards making their visits enjoyable.

When in need of consulting, the customers always had the staff at their service. They were dressed in uniform so that one could spot them at their reach. This created convenience among the customers while enjoying the services at the park. As was noted by a respondent, "the staff are selflessly committed to serving their customers".

Most of the customers visiting the park are entirely interested in viewing wildlife as was found from the questionnaires. The National Park provides for this as the main attraction. Since not all customers want to engage in game drives around the park, the Animal Orphanage and the Safari Walk are the two facilities that gave the customers opportunities to view animals at very close range. Therefore, whether one opts for a game drive or not, they are assured of viewing game.

The park provides catering services for those customers who would require them. The canteens in the park sold food to both the staff and the customers. The Rangers Restaurant is a complete hotel that offers various meals to suit different customers. The customers engaging in long hour activities do not have to leave the park for meals elsewhere since that is provided for them. This created convenience among them as they enjoy the services of their choice which amounts to quality services.

Conclusion

Basically, the services at the park were found to be of good quality as sourced from the customers. As a customer respondent had it, quality services help the customers realize the value for their money spent in the buying of the services offered at the park. They feel satisfied and would not hesitate a revisit or even recommending their families and friends to visit the park.

Objective 2: Finding out to what extent tour guiding and discounting influence on Customer Satisfaction.

Tour guiding and discounting are important in ensuring that customer satisfaction was arrived at in the park as this research paper found out.

Findings

Though the park experiences repeat visits from the customers, most of the questionnaire respondents were on their first time visit to the park. This meant that they were strangers there who required guidance through the park. Depending on the location of the various attractions, there are sign boards indicating directions to various sites. To add to these, tour guiding services are available. The tour guides do not only show directions to the visitors but also give details regarding the sites which leave the customers having learnt more concerning the attractions. Among what would need more elaborations to the customers include the names, both English and botanical, of various animals in the park and their behavior. Customers interested in vegetation also have a lot to learn within the expansive vegetation. Some engage in bird watching activities whereby experienced birders in the park guide them around. The history of the park and the surrounding was also worthy learning all of which can be sourced from the tour guides. The customers therefore do not only see but get more information. This adds to the quality of the services they buy and leads to their satisfaction.

Discussion

Most of the customers to the park were conversant with the English language. However, a minority spoke other languages only especially among the foreigners. These included Spanish, Chinese, French and German. Points to note regarding various sites are written on sign boards but in English which puts off such customers. In such cases and when the customers need more elaborations, the tour guides depending on the languages they have studied come in and guide the customers around. This ensures that the customers get the best of the services in the park and at least get satisfied with the same.

Apart from tour guiding, discounting was seen as another factor that highly influences customer satisfaction. At the park, the rates are charged depending on the citizenship of the customers.

Basically, the charges for the Kenyan citizens are the lowest followed by those of the residents and the foreigners pay the highest but then of considerable value to the services offered. These being the case, domestic tourists are highly motivated as they pay less taking the advantage of the park being in their country. The rates for customers under the age of eighteen years were also low as follows:

Table 4.4: Nairobi National Park Entry Fees

CATEGORY	KENYA CITIZENS (Kshs)	KENYA RESIDENTS (Kshs)	NON- RESIDENTS (US \$)
Adults	300	1000	50
Children (from 3 to less than 18 years)	100	500	20
Students	100	200	15

Source: KWS: Park entry fees, 1ST January 2009

Conclusion

Though the park was a profit making organization, discounting was considered not only to attract customers but also to ensure that the charges left a feeling of satisfaction among all the customers. Tour guiding was considered to build confidence among the customers since it helped them exploit the services fully.

Objective 3: Finding out how infrastructure and security influence on customer satisfaction.

Infrastructure as regards to Nairobi National Park and as this research paper was based on refers to the communication and transport facilities. These are important amenities that ensure a smooth process towards offering the services to the customers.

Findings

The national park was equipped with telephone booths in order to ensure communication among the customers to people away from the park. Radio calls were found to be commonly used by the staff that operated in the field such as game rangers and security personnel. Suggestion boxes were found to be used mostly by customers to the park. Armed game rangers and electric fences were found to be major security measures within the park.

Discussion

Good roads have also been enhanced for easy transport within the park. Though mobile phones are commonly used, telephone booths are set for convenience of those who prefer them or are forced by reasons to use them. For mobile phone users, there was good network service by various service providers. The offices too are equipped with telephone services for easier inter-office communications, a factor that ensures fast service to the customers.

Radio calls are a common communication tool among the staff in the park. They are able to keep track of the activities all round the park for better service provision among the customers.

The park considered that not every customer was able to reach the offices for complaints, recommendations, and compliments or to give their varying views. To serve such customers, suggestion boxes are fixed strategically at the reach of the customers. This helped the management to get information from the customers and so know how well to serve them.

The roads at the administration compound are all tarmac, making the compound decent and presentable. They are also well marked depending on where they lead to. There is also a spacious customers' car park that created convenience for those in need of the offices or the facilities within the administration area.

Game drives are among the major activities in the park. The expansive park was served by weather roads that facilitate game drives. They were well passable during the dry periods. During the wet seasons, they get bad but the park provided a solution of the use of strong four wheel drive vehicles to avoid getting stuck in the mud.

Security refers to the safety in the park as has been used in this research paper. The safety of the customers to the park was very much important and this, the management has put into consideration and set up important measures.

Within the Animal Orphanage and the Safari Walk, customers are free to walk without the company of guards. There are sign boards warning the customers against various activities like feeding the animals, going past marked points, making noise, pestering the animals and so on. These keep the customers warned and on the alert for the sake of their security. Without them, some customers may do contrary to the expectations and so endangering their lives while in the park.

Game Rangers within the Park are armed with guns and Radio calls. They are set so that to deal with aggressive animals and safeguard the customers. In cases of emergency, they are always ready to take the necessary actions with communications among themselves and the administration, all to ensure the safety of the customers. Ambulance services are also provided to cater for emergency cases that may involve transfer of customers to hospitals.

Given that wild animals are untamed and can get aggressive, they are enclosed within the park using electric fences. This keeps them away from the customers who would otherwise be attacked. In the cases of the Animal Orphanage and the Safari Walk, the animals are enclosed in cages such that they cannot stray out and within the reach of the customers.

Conclusion

Basically, infrastructure and security within the park was well set and played a very crucial role towards the satisfaction of the customers' like in experiencing the services within the park.

4.4.1 The relationship between delivery of services and customer satisfaction

The study has looked into the services offered at the Park in relation to Customer Satisfaction. The aim was to find out how levels of customer satisfaction impact on tourism.

While the tourism industry was so dynamic in terms of customer needs, competition rises among the suppliers of services whereby delivery of services become the determining factor on how

well visited the destination is. The researcher found out that delivery of quality services results to a rise in customer satisfaction. The flow of visitors was also seen to rise as a result. While interviewing the Senior Warden for instance, he was keen to point out that the opening of the Rangers Restaurant in the Park contributed to an increase in visitation. This he attributed to the quality hotel services offered and better still, hotel services are essential for the convenience of the visitors who do not have to bring packed food or otherwise leave for other places to get the services.

Response on service delivery

Tourism businesses give high priorities to tourists and try to maintain them at all costs. Excellent service delivery leads to several aspects;

- a) Increased sales
- b) More customers and loyalty
- c) Enhanced public image
- d) Gives an organization a competitive advantage
- e) Motivates staff
- f) Satisfied customers

The park's senior warden noted that service delivery impacted averagely on customer satisfaction while most of the staff felt that it impacts a lot on since it led to repeated visits and increased number of visitors.

Most of the visitors felt that with good service delivery by the staff they were willing to visit the park again because they get utility in courtesy and good response and language.

4.4.2 The relationship between tour guiding and discounting services and customer satisfaction

The researcher was interested in establishing to what extent tour guiding and discounting influence customer satisfaction.

The researcher found out that tour guiding raises the attractiveness of the services offered at the park. It was through guiding visitors around the various attractions in the park that they get to understand more about the services. The visits become more interesting than when a visitor would have to go round the park without guidance. The explanations given by tour guides go a long way into making the services enjoyable and the quality felt.

Discounting was an enticement that was so good at attracting customers. At the National Park, discounting was offered once in a while so that at reduced prices, visitors are encouraged to come in large numbers. The researcher found out that discounting was offered for instance on game drives during weekends and public holidays. This was a pulling factor that brought more visitors to the park. Tour guiding and discounting together helped improve the quality of services which result to customer satisfaction as found from this research.

Response on tour guiding and discounting and customer satisfaction

The senior warden noted the tour guiding enabled visitors to visit areas which had more wildlife and got more explanations on what they didn't understand. On discounting the warden positively noted that discounting adds value to customer satisfaction.

The staff who interacted with the visitors noted that visitors felt more secure and were more courageous to see the animal as compared to when they were alone and were more free to the staff. On discounting the staff noted that this increased the visitor numbers. It makes them motivated and eager to come back for more discounts.

The visitors on tour guiding were very positive about it. Most of them felt that a visit to the park in the company of a guide made the trip enjoyable since the guide was well acquainted with the park and they are likely to see more animals as compared to when they are alone. The presence of a guide equates to more knowledge as the visitor are able to learn more of the wildlife behavior and characteristics. The visitor's were willing to visit the park but it motivated them to visit the park in large number and with their families especially when there was a discount.

4.4.3 The impact of infrastructure and security on customer satisfaction

The researcher sought to establish how infrastructure and security influence customer satisfaction.

Infrastructure in the park was an essential amenity in the park. It facilitated the provision of good services to the visitors. Such infrastructure included roads and pathways in the park. It was through good infrastructure that services are well delivered to the visitors.

Security entails the provision of safety in the park. The national park should be in a position to protect the visitors against such dangers as attacks by wild animals, fires and the like. As sourced by the researcher, the park has put into place such measures as electric fences to keep off animals from visitors, fire extinguishers in the buildings to counter fires, there are game rangers and security personnel to ensure security of the staff, visitors and also animals.

Basically, it was found out that visitors are able visit the park confidently when they are assured of their security and good infrastructure. The two of these provisions help to achieve customer satisfaction.

Response on infrastructure and security

The existence of good and well-functioning infrastructure including, road and rail networks, air transportation services, telecommunications systems and energy supply as well as other utilities are vital for the operation of a competitive tourism industry with the ability to deliver services that provide customer satisfaction. On the other hand, security is a key consideration for tourists as well as residents when selecting a holiday destination. Businesses too do consider the security available when running in their business. Both the public and the private sector are involved in the provision of infrastructure and security.

On infrastructure, the senior warden noted that there was a big impact since most visitors especially Nairobi residents used small vehicles to visit the park. The warden also noted that good infrastructure impacts positively and attracts intentional visitors. On security the warden felt that people want an assurance on security since the park is in the city. The staff felt that there was role to be played by the government in the provision of infrastructure as a key to developing tourism.

The visitors felt that with good infrastructure the park is easily accessible not only here in Nairobi but also to other attractions in the country. Most of the international visitors felt that a

little more should be done to improve the state of our road network since they had traveled to other parts of the country.

4.4.4 Qualitative analysis

An interview was carried out with the Senior Warden to establish the various measures the park used to determine customer satisfaction, criteria used to train tour guides in the park and the staff. The respondent was chosen because he participated in the process of recruitment and regulation of the parks manpower.

Response from the senior management

The senior warden noted that the park has set up suggestion boxes at strategic places so that visitors can give their feedback on the services they receive from the park. Further there was placed quick collection of the feedback that was done in form of writing. The park has also effected the use of internet through the parks website so that they can receive feedback through the park's E-mail. The park's website had a feedback option that the Warden noted has been of much help to the park. Visitors from all over the world are so used to the use of internet and found it easy to make enquiries at the same time.

The senior warden noted that the park had an effective staff that ensures there was one-to- one interaction so that they can get the compliments and complaints first hand as a form of response. This was important because there was immediate answer to queries and response to upcoming issues. Presence of repeated visit or lack of revisit was a way the park used to determine the level of customer satisfaction. The Warden noted that with customer satisfaction there tended to be repeated visit to the park that acts as an indicator that the visitor(s) was satisfied with the services offered.

Opportunities existing to ensure visitor numbers

When asked on the opportunities that exist for the park to ensure increase in visitor numbers, the Warden noted that tapping international visitors on transit was a major take through JKIA and Wilson airport. The warden also noted that engaging in local and international marketing and promoting has been of help to the park to raise visitor awareness.

Increase and development of picnic sites was essential as a way of increasing the number of visitors to the park. Introducing bus shuttle services for the ordinary resident tapped the local markets and increased revenue.

4.5 Summary

This section gives a summary of the findings from the field. These include the findings of the interviews and questionnaires. Service delivery, infrastructure, security, tour guiding and discounting are all important variables and needed a major consideration in this research.

This was in line with the questionnaire's response. From the questionnaire it's clear that customer satisfaction was attributed to several factors which the park could not satisfy by itself. Other factors of equal importance were discussed in the next chapter with regard to this research.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusions reached and recommendations for possible action. The tourism industry recording a downward and unstable performance since the end of the year 2007, it was important that all the areas that were felt crucial in tourism operations are studied and solutions found for any failures. Customer satisfaction and for which this paper had studied on was an important aspect of attracting tourists. This chapter therefore gives possible solutions to problems facing customer satisfaction efforts in the park as found by the researcher from the study in the park.

5.2 Summary of Findings

This section gives a summary of the findings as have been found by the researcher. This had been based on the key areas that the researcher picked for study as indicated:

Table 5.1: Summary of the findings

OBJECTIVE	FINDINGS	REMARKS
1.To find out how quality of service delivery influences on Customer Satisfaction.	Quality services mean that the customers get the best at least to their expectations leading to their satisfaction with the services.	Quality services are offered.
2.To find out how tour guiding and discounting influence on customer satisfaction.	Tour guiding makes the customers feel welcome to the park and even learn more than they would without elaborations. Discounting attracts customers and their continue flow is a show of satisfaction with the services.	Tour guides are available but need knowledge on various international languages. Discounting is well practiced.
3.To find out how infrastructure and security influence on Customer Satisfaction.	Good infrastructure ensures proper provision of services and to meet the needs of the customers. Good security assures the customers of their safety and so creates confidence among them leading to satisfaction with the services.	Infrastructure is good but the game drive ways need improvement for the sake of the wet seasons. Security is well taken care of.

5.2.1 Discussion on levels of Customer Satisfaction to the flow of tourists to the park.

Nairobi National Park as a tourism business has the role to give visitors high priority and to maintain them at the same time. The two are achieved by proper customer satisfaction which further results to increased flow of customers and so increased sales.

Apart from increased sales, customer satisfaction was seen to boost an enhanced public image as regards to the park. This helped the park in its promotional materials for example having the

satisfied customers use their products and services and not those of the competitors. A good image helps to build trust among the potential customers.

Customer satisfaction gave the park a competing weapon. How the customers are handled helps to win them back in the future otherwise they turned to other competitors offering similar products. Good customer care gives the business an important advantage over the competitors since in business, the aspect of uniqueness has to be felt in order to put off competitors.

Customer satisfaction does not only impact positively on the customers but also on the staff since it gave them the feeling of motivation. The staff at the park felt that they are offering good services and become satisfied, happier and more efficient at their work. Through these, they make extra efforts on customer service for example by being friendly to the visitors, polite, time conscious and so forth. They take pride in their jobs, get committed and also cooperate well among themselves so as to ensure even higher levels of customer satisfaction.

Satisfied customers are created through proper customer satisfaction in the park. This was achieved by the business striving to meet the needs and expectations of the customers so that they return thus making them potential clients which further results to more income and a longer stay in business. Customer loyalty means that the customers who have used the products or services are likely to use them again and this creates trust among them and so builds repeated business.

5.2.2 Discussion on the influence of tour guiding and discounting in Customer Satisfaction.

Tour guiding was one of the aspects of tourism and tour operation. This gives an opportunity to the specialists who have an interest in specific areas. Most visitors both locals and international have adopted the use of tour guides during their visits. This is especially so since most of the visitors are not well acquainted with the areas that they visit. The park has its guides who are well educated on the flora and fauna and have gained experience through their day-to-day duty in the park. Further tour guiding provides an opportunity for tourism businesses during off-peak season to make holidays. We find out that businesses avoid being out of businesses during the off-peak season and thus employ the idea of tour guiding to help the visitors combine a variety of attractions hence they increase the possibility of visit to these attractions.

Tour guiding provides an opportunity for a company to build an image for itself. This is so because the tour guides are the ones who are on the daily interaction with the visitors. KWS is also in the same category and has guides who assist build the organization image. Visitors who

make use of tour guides are aid to be more secure than the one who are not sure of t he place that they are going to visit. Unlike the adventurous type of tourists who prefer discovering the areas of attraction by themselves, those who use tour guides are able to access many places. Discounting is a marketing tool used by businesses for various reasons. In identifying customer needs, tour operators discover ways to get as many customers as they can. Discounting leads to increased sales and in this case, when the park gives discounts in form of offers, there was evidence of increased number of visitors. Discounting is another toll of being ahead of the competitors. The senior warden at the park notes that having other tourism businesses in the area is really a source of competition to the park. Giving offers to visitors acts as a form of marketing and also leads to increased revenue for the park and in the process popularizing it.

5.2.3 Discussion on the influence of infrastructure and security on customer satisfaction.

Nairobi National Park is committed to ensuring the safety and security of all visitors and the staff. In order to counter any perception that the park is not a safe destination, the management closely monitors safety concerns and continuously strives to improve security in various ways.

The security personnel are properly equipped to carry out their responsibilities throughout the park. The Game Wardens are armed with guns to deal with cases of stray animals and poachers. They are also equipped with Radio Calls for effective communication among themselves for better coordination of operations.

The Safety and Communication Centre established by The Kenya Tourist Fund in collaboration with the Kenya Wildlife Service and the Kenya Police enhances communication for safety and security purposes which include search and rescue.

The Kenya Wildlife Service mandate for tourist security is expanded to cover the National Park. Through the government, the Kenya Wildlife Service is funded to provide these services.

Electric fences are erected to keep wildlife away from visitors. The park itself is surrounded by these fences all around. The Animal Orphanage and the Safari Walk are also equipped with the same.

Adequate information is provided to visitors to help improve their safety and security. This is communicated through the tour guides and other staff. Posters bearings such security tips are also put at strategic points round the park.

The provision of good and functional infrastructure in the park is important for the operations in the park so as to deliver services that yield customer satisfaction. The park management

continues to prioritize the development and rehabilitation of the infrastructure in the park for better services to the customers.

Infrastructure in the park has been set such that to help facilitate for the provision of services to the customers. Roads at the main entrance are tarmac including the car park area. The pavements around the Orphanage and the Safari Walk are all weather but well maintained. To facilitate game drives, the roads in the park are have been filled with ballast/ murrum.

5.3 Conclusions

It is important to recognize Customer Satisfaction as a very strong tool for any successful business. It is through the satisfaction of customers that businesses experience repeated purchases. This amounts to retention of customers and marketing being important in business, they are these same satisfied customers that help in word of mouth marketing.

Customer satisfaction as this research paper has found out is highly influenced by the quality of services offered. Every customer to a business normally seeks to buy the best of the services as in the case of parks. The services therefore must be of good quality if the customers have to get contented with them. This feeling of content is what results to customer satisfaction. As in the case of Nairobi National Park, the services are generally based on game viewing as in any other park. However, they have gone a mile further and introduced The Animal Orphanage and The Safari Walk whereby the animals are enclosed for better view by the customers. This has really played a great role in attracting and retaining customers.

Customers at the park have an option of going round following the foot paths and the use of direction signs. However, the park ensures the presence of tour guides for those who would prefer them. They offer detailed information regarding the services within the park which makes the visits even more informative and enjoyable among the customers. Apart from tour guiding, discounting also helps the customers feel the value for their money. These as the researcher found out boost customer satisfaction in the park.

Good infrastructure helps the park to deliver the quality services to the customers. The park has put into place tarmac roads within the reception compound while the rest of the paths and roads are well maintained weather roads. Some paths however become impassable during the wet seasons but this is mentioned in the recommendations section of this research paper. Security within the park has been well ensured through arming of game rangers, setting up warning signs and the presence of an emergency rescue team. The good infrastructure and assurance of security gives the customers confidence and convenience while in the park which further boosts their satisfaction with the services.

5.4 Recommendations

This research paper generally found that customer satisfaction has been considerably ensured in Nairobi National Park. However, it came up with various recommendations which when achieved would further improve on customer satisfaction. These were as follows:

1. Recommendations were made based on the findings of this study. Sufficient training should be done to the various staff within the park towards improving customer satisfaction. While training is done on various fields in the education institutions, there is need for an extension of these to the park so that training is done based on the activities in the park. This creates the aspect of uniqueness in comparison to the competitors in the same field.

2. Based on the findings of this research, it was concluded that the quality of services offered at Nairobi National Park are a strong determining factor on customer satisfaction. Though wildlife as a product is the dominant attraction, it is important that other services are introduced and which rhyme with game viewing. According to the senior warden, special camping sites are a priority to consider for introduction in the future. These have been requested by many visitors who have special interests in the same. With that in place, then customer satisfaction would be achieved for visitors.

3. Several staff members feel that transport for some visitors to the park who do not have private vehicles is not so convenient since they result to public means. It is a suggestion that taxi services operate from the park so that such visitors can hire them for their visits. This would help them enjoy the services at the park even more and so result to further customer satisfaction.

4. The hotel industry is an important player for the larger tourism industry. Though the Rangers Restaurant offers good services, some members of the staff and visitors keenly noted that there is need to have several other restaurants within the park to compliment the Rangers Restaurant and the canteens already there. According to some local tourists, the Rangers Restaurant better suits international tourists who are heavy spenders unlike local tourists who venture on day outings and the charges at the restaurant do not favor their small budgets. The researcher therefore found out that lack of restaurants for lower spenders creates gaps among customers and so derails the ultimate effort towards customer satisfaction.

5. While tour guiding has come out as a very important tool towards customer satisfaction and indeed one that is employed at the National Park, it is essential that the tour guides are equipped with various languages to be able to handle visitors from different parts of the world. This was sourced from a French tourist through a guide she had come with from a tour firm in the country. Her complaint was that though her tour guide was conversant with her mother tongue, there was not a guide within the park to explain various attractions in French. This meant spending of more time through an English speaking guide and interpreted by her guide. In order to satisfy such customers, the researcher found out that it is very important for the tour guide to speak various international languages apart from English.

6. The tourism industry in Kenya is not consistent in terms of the flow of visitors. Normally there are the low and high seasons. During the high season, the flow of international tourists is normally high unlike the low season when the vice versa is true and the industry has to rely on domestic tourists. With this in mind, it is important that local tourists are taken care of in terms of offering equal services at affordable prices to avoid creating gaps between the two types of tourists and seeming to despise local tourists. It should be remembered that they are the local tourists that keep the park in business during the low seasons. As found earlier in this paper for instance, there is need to come up with more hotels within the park to cater for the various classes of visitors.

5.5 Suggestions for Future Research

This section gives suggestions for other research fields related to this study but on which the study did not prioritize fully.

1. In order to improve Kenya's tourism, it is important that studies of Customer satisfaction in other sectors of the tourism industry are done.

2. The society neighboring Nairobi National Park does have a role to play in customer satisfaction for the tourists to the park. A study of their role in meeting the needs of the tourists, whether directly or indirectly would be of importance.

3. Apart from wildlife centered tourism, other products and services need to be introduced in the park to diversify the attractions. This paper further suggests a research on extra viable products and services in the park.

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APPENDICES

APPENDIX 1: INTERVIEW SCHEDULE

ISAAC NGATIA KIHAGI,

P.O. BOX 312-10105,

NAROMORU.

CELL: 0722 349 000

24/03/2010

THE SENIOR WARDEN,

NAIROBI NATIONAL PARK,

NAIROBI, KENYA.

Dear Sir/ Madam,

RE: ACADEMIC RESEARCH

I am a student at the University of Nairobi pursuing a Masters degree in Project Planning and Management. I am conducting an academic research on the influence of quality of service on customer satisfaction in Kenya Wildlife Service, the case of Nairobi National Park.

I am kindly requesting for your assistance in responding honestly to the interview questions.

Your response will only be used for academic purposes. Thank you.

Yours faithfully,

Isaac Ngatia Kihagi.

Interview Schedule (For the Senior Warden)

1. What criteria(s) does Nairobi national park use to measure the visitors are satisfied with the services offered?.....
.....
.....
.....

2. What opportunities do you think exist to ensure increase in visitor numbers.....
.....
.....
.....

3. In your own observation, how does service delivery impact on customer satisfaction?.....
.....

4. What products are likely to be developed/added to the park in the near future?.....
.....
.....

5. How does tour guiding and discounting impact on customer satisfaction?.....
.....

6. What criteria(s) does the Nairobi national park use to train Tour guides?.....
.....
.....
.....

7. Which is the most visited sector of the Nairobi national park and why?
.....

.....
.....

8. In your opinion, how does the revenue collected translate to customer satisfaction?

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

9. What is the impact of infrastructure and security on customer satisfaction?.....

.....

10. In a comparative analysis from the past five years, how has the visitation to the park been and in what numbers?

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

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Your kind attention and cooperation is highly appreciated

APPENDIX 2: QUESTIONNAIRE

ISAAC NGATIA KIHAGI,

P.O. BOX 312-10105,

NAROMORU.

CELL: 0722 349 000

24/03/2010

Dear Respondent,

RE: ACADEMIC RESEARCH

I am a student at the University of Nairobi pursuing a Masters degree in Project Planning and Management. I am conducting an academic research on the influence of quality of service on customer satisfaction in Kenya Wildlife Service, the case of Nairobi National Park.

I am kindly requesting for your assistance in responding honestly to the interview questions.

Your response will only be used for academic purposes. Thank you.

Yours faithfully,

Isaac Ngatia Kihagi.

QUESTIONNAIRE / STRUCTURED INTERVIEW

(STAFF)

This sheet is to help gather information as part of the research on tourism product development for customer satisfaction at the Nairobi National park. It is to help determine the potentiality of the park and the level of visitor handling within the park. Your cooperation is highly appreciated and regarded.

1. Name (Optional):

.....

.....

2. Which kind /type of visitors do you serve most during?

High season

Low season

.....

.....

.....

.....

.....

.....

.....

.....

3. In your own observation, how does service delivery impact on customer satisfaction?.....

.....

.....

4. What is the impact of infrastructure and security on customer satisfaction?.....

.....

.....

5. How does tour guiding and discounting impact on customer satisfaction?.....

.....

.....

6. In your own opinion, what do you feel is so unique about your offering to the visitors that they enjoy?

.....

.....
.....
7. When you go out looking for visitors in other places what do you tell them about Nairobi National park?

.....

.....
.....
8. Comment on how you handle the visitors?

.....
.....
9. What do you do in case your customer gets angry, challenging, or becomes a nuisance during the service offering?

.....
.....
10. What other activities would you like to engage in within the park that are income generating – activities as concerns serving tourists?.....

.....
.....
11. Which other tourist activities carried out within Nairobi or tourist attraction offer competition to your activities? Are they doing better as compared to you?

.....
.....
Your kind attention and cooperation is highly appreciated

APPENDIX 3: QUESTIONNAIRE

ISAAC NGATIA KIHAGI,

P.O. BOX 312-10105,

NAROMORU.

CELL: 0722 349 000

24/03/2010

Dear Respondent,

RE: ACADEMIC RESEARCH

I am a student at University of Nairobi pursuing a Masters degree in Project Planning and Management. I am conducting an academic research on the influence of quality of service on customer satisfaction in Kenya Wildlife Service, the case of Nairobi National Park.

I am kindly requesting for your assistance in responding honestly to the interview questions.

Your response will only be used for academic purposes. Thank you.

Yours faithfully,

Isaac Ngatia Kihagi.

QUESTIONNAIRE FOR THE CUSTOMERS

This questionnaire is to assist in gathering information on the level of visitor satisfaction and how best to develop tourism products within Nairobi National Park and Reserve to help achieve visitor satisfaction. Your cooperation will be highly regarded and appreciated.

Name

Nationality

Profession/occupation

Under which of the following groups do you fall

Citizen. Resident. Foreigner.

1. Under which of the following groups do you fall as a visitor(s) to the Park?

An individual Small organized group Family

Large organized group Couples

2. What is the purpose of your visit to Nairobi National park/ Kenya?

Holiday Business

Research Adventure

Others

Indicate purpose of visit

.....

3. What activities did you expect to undertake when you visit the Nairobi National park?

.....

.....

.....

4. What activities did you engage in during the visit?

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

Which of the activities did you like most?

.....
.....

5. In your own observation, how does service delivery impact on your satisfaction with the services?.....
.....

6. How would you rate the level of infrastructure in the national Park?

- a.) Very Good
- b.) Good
- c.) Not Good
- d.) Very Poor

7. How would you rate the level of satisfaction with tour guiding services?

- a.) Very Good
- b.) Good
- c.) Not Good
- d.) Very Poor

8. What do you feel about the staff at the national park? (Tick or put an X)

- | | | | |
|-------------|--------------------------|------------|--------------------------|
| Sympathetic | <input type="checkbox"/> | reliable | <input type="checkbox"/> |
| Caring | <input type="checkbox"/> | assuring | <input type="checkbox"/> |
| Responsive | <input type="checkbox"/> | empathetic | <input type="checkbox"/> |

Arrogant

9. Comment on your general observation about quality of services at the national park?.....

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

10. Which other activities would you like to undertake the next time you visit the national park?

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

11. What other services would you like to be offered to you when you visit the park?

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

12. Which other places/attractions in Nairobi and its surroundings have you visited?

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

What do you like about them?.....

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

Your kind attention and cooperation is highly appreciated