

**AFTER SALE SERVICES, CUSTOMER SATISFACTION AND LOYALTY
IN AUTOMOTIVE INDUSTRY OF KENYA**

BY:

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DECLARATION

I hereby, declare that this Research Project is my original work which has not been presented for the award of a degree in any other university and that all sources of material used for the thesis have been dully acknowledged.

Tabitha Muriithi

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Date.....

Supervisor

This Research project has been submitted with my approval as the Supervisor:

Ms. Catherine Ngahu

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Date.....

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Much thanks to all.

DEDICATION

This project report is sincerely dedicated to my loving family Mr and Mrs. Muriithi, my siblings Titus Kang'ara and Evans Ndege and to all my friends.

ABSTRACT

To be successful, organizations must look into the needs and wants of their customers. Customer satisfaction is important because many researchers have shown that it has a positive effect on organization's profitability. Customer satisfaction can not only be derived from the product purchased but also from the after sale services offered by the organization. The main objective of this study was to assess whether after sale services offered to customers just after the sales stage have an effect on customer satisfaction and loyalty in the automotive industry. Data was collected from 235 after sale service customers using questionnaires, 3 after sale service technician coordinators, 3 foremen and 1 after sale service manager at Toyota Kenya, General Motors, DT Dobie, Simba Colt and Cooper Motors Corporation respectively through interview. The techniques of analysis used in this study are descriptive and regression analysis. Customer satisfaction coefficient formulae were used to measure and quantify the relationship between customer satisfaction and customer requirements as depicted in Kano's model. Results indicate that after sale services such as maintenance, spare parts supply, telephone services, warranty, car washing and documentation services have an effect on customer satisfaction and loyalty. Another indication is that after sale service satisfaction and loyalty have a positive relationship. In addition different companies provide same after sale services differently to their customers which gives a significant disparity on customer satisfaction.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Customers play an important role in every business. The main purpose of every business is to satisfy its existing customers and to attract new customers. Satisfaction of customer is so basic that, it cannot be considered as a separate function in business. According to Posselt and Eitan (2005), improved customer satisfaction will lead to improved customer loyalty, which will eventually improve profit. In order to satisfy our customers, we have to focus on effective customer services to meet their needs.

Customers should be satisfied by the product they purchase and by the service they get from sellers during and after they purchase the product. In Kenya, it is common to hear and read words like “sold goods could not be returned” from small shops and supermarkets to big companies. This shows that the relationship between buyers and sellers cease after the delivery of goods or services. As Kotler (2002) stated, selling process should go beyond the delivery of goods and services and there should be “follow – up” step that a company should apply to ensure customer satisfaction and repeat business to make sure that there was proper installation, instruction and service. However, what the principle says and the reality in Kenya differs except in very few electronics businesses, which has warranty as a part of after sale service, few automobile companies that has after-sales Service Station.

Many companies in Kenya have no after sale service and they do not understand benefit of giving after sale service. According to Ehinlanwo and Zairi (1996), delivery of after-sales service is becoming increasingly critical as businesses do everything in their power to be more cost-effective, boost profit margins, and meet customer demand for a product or service. In addition, Potluri and Hawariat (2010) shows that the offerings in product design, technology and price are becoming increasingly difficult to differentiate products as a result, companies have to provide after sale service for their customers. Among these automobile sellers provide after sale service for their customers as the nature of the product requires continuous follow up and inspection, because vehicles are vulnerable to

technical and mechanical problems as a result of long time service.

As a result, automotive suppliers provides after sale services for their customers in order to satisfy those customers and to make them loyal. Since after sale service is not common in East Africa, as the researcher's knowledge is concerned, the researcher could get only one research conducted in after sale service behavior of telecom customers by Potluri and Hawariat (2010) using SERVQUAL model to measure the service quality and customer satisfaction. Hence, the researcher wants to assess the effect of automotive companies after sale services on the customer satisfaction and loyalty at General motors, Toyota Kenya, Simba Colt, CMC Motors and DT Dobie using Kano model that is different from SERVQUAL. Because these companies have after sale service with different experience. Thus, the researcher wants to assess the effect of after sale services on customer satisfaction and loyalty in those companies.

1.1.1 After Sale Service

According to Adrian, *et al.* (1995) in today's marketing environment, an increasingly important source of competitive advantage is the way we serve customers. In recent years, more and more organizations focus their attention on retaining existing customers rather than attracting new ones. According to Loomba (1998), the main objective of the after-sales is to keep the customer satisfied through trust, credibility and sense of security conveyed by the organization, and building lasting relationships that contribute to increased performance for sustainable results. However, most of the business organizations are not aware about the after-sales service factors and its impact towards the customer satisfaction. Failing to realize the importance of the factors can lead to a disastrous and threatening business relationship. This may lead dissatisfied customers switch to a competitor or the company lose potential for new customers due to negative word-of-mouth effect. Hence, every business should know the objective and importance of having after sale service and implement it to satisfy customers and make them loyal.

According to Gaiardelli, *et al.* (2007) the challenge of after sale service exists when the company gives after sale service to the third party by outsourcing include; increased chances of pilferage, Risk of non-compliance of regulatory terms and conditions and Discontent with the automation solution used by your service partner. As Yazijian (2009)

shows, the challenges of implementing after sale service mostly happens if services deals with dried lubricant found in movement, possible dirt and dust in watch, normal wear & tear, possible damage from previous repair, spare part quality control, staff training. Foss and Stone (2010) shows the following challenges faced in implementing after sale service. Identifying today's customers and prospects, using today's data more effectively and data quality and management.

1.1.2 Customer Satisfaction

Customer satisfaction can be experienced in a variety of definitions and connected to both goods and services. Mathe and Shapiro (1990) define customer satisfaction as a short-term emotional reaction to a specific service performance. Customers may be satisfied with a product or service, an experience, a purchase decision, a salesperson, store, service provider, or an attribute or any of these. Kotler (2002) defined satisfaction as: a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations'. Neal (1998 cited in center for the study of social science (Anon., 2007) defines customer satisfaction as the attitude resulting from what customers think should happen (expectations) interacting with what customers think did happen (performance perceptions).

1.1.3 Customer Loyalty

According to Anderson and Jacobsen (2000 cited in Singh, 2006), customer loyalty is the result of an organization creating a benefit for a customer so that they will maintain or increase their purchases. Lin (2009) stated that customer satisfaction has measurable impact on customer loyalty in that when satisfaction reaches a certain level; on the high side, loyalty increases dramatically; at the same time, when satisfaction falls to a certain point, loyalty reduces equally dramatically.

Sivadas and Baker Prewitt (2000) examined that there is an increasing recognition that the ultimate objective of customer satisfaction measurement should be customer loyalty. Fornell (1992) found that high customer satisfaction will result in increased loyalty for the firm and that customers will be less prone to overtures from competition. This view was also shared by Anton (1996) who stated that satisfaction is positively associated with repurchase intentions, likelihood of recommending a product or service, loyalty and

profitability. Loyal customers would purchase from the firm over an extended time (Evans, & Lindsay, 1996). Guiltinan, Paul and Madden (1997) also examined that satisfied customers are more likely to be repeat (and even become loyal) customers and don't think to switch to other service providers.

1.1.4 The Automotive Industry in Kenya

The Automotive industry in Kenya is primarily involved in the retail and distribution of motor vehicles. There are a number of motor vehicle dealers operating in the country, with the most established being Toyota (East Africa), Cooper Motor Corporation, General Motors, Simba Colt and DT Dobie. There are also three vehicle assembly plants in the country, which concentrate on the assembly of pick-ups and heavy commercial vehicles (Njoroge, 2007).

The established dealers face intense competition from imported second-hand vehicles, mainly from Japan and United Arab Emirates. These imports now account for about 70% of the market. The last decade witnessed a significant decline in the number of new vehicles sold in the country. There has been a steady recovery in the last four years, but the numbers achieved still fall far short of the numbers recorded a decade ago. The slump in the volume of new cars sold is attributable to the increased competition from second hand vehicles and the depressed economic environment. The Kenya Motor Industry Association (KMI), the representative body of the corporate participants in the motor industry, has been lobbying hard to reverse this trend.

The Kenya Motor Industry Association (KMI), the representative body of the corporate participants in the motor industry, has been lobbying hard to reverse this trend. Some of these measures have helped the industry recover from its lowest point in 2000, when only 5,869 units were sold. On their part, the companies themselves have become more innovative in responding to customer needs. Some of the measures that KMI has been advocating include: Implementation of strict criteria on importation of second hand vehicles, Incentives to promote local assembling of commercial vehicles, Export incentives aimed at encouraging car manufacturers to expand operations in the region.

PricewaterhouseCoopers provides services to major companies in the automotive sector in Kenya and the East Africa region (Njoroge, 2007).

1.2 Research Problem

Customer satisfaction is important to every business. As Smith (2007) shows customer satisfaction is critical to any product or service, because it is a strong predictor of customer retention, customer loyalty and product repurchase. On the other hand, according to Lin (2009), only 4 percent of dissatisfied customers complain, and eventually one dissatisfied customer tells nine other people about the problem.

Automotive industry in Kenya is rapidly expanding due to infrastructure development, increasing incomes and access to credit facilities, which has also played a big part in creating employment for Kenyan people. Kenya being the economic, commercial, and logistical hub of the entire East African region and the most developed economy in Eastern Africa is growing rapidly. The economy grew by 5.3% in the year 2012 and is projected to reach 10% growth by 2017 as the government takes steps to enhance Kenya's economic competitiveness. The Automotive industry in Kenya is primarily involved in the retail and distribution of motor vehicles. Further growth in Kenya's construction sector is forecast over the next two years by BMI's Infrastructure team, supporting the favourable conditions for the commercial vehicle segment. The government has development plans with a total cost of US\$22bn that include significant improvements to roads, railways, seaports, airports, water, sanitation and telecommunications. According to the government, Kenya is focusing on these in the hope of attracting, accelerating and retaining investors who often complain its dilapidated facilities increase the cost of doing business, rendering Kenya's products uncompetitive in the global market.

The established dealers face intense competition from imported second-hand vehicles, mainly from Japan and United Arab Emirates. These imports now account for about 70% of the market. The last decade witnessed a significant decline in the number of new vehicles sold in the country. There has been a steady recovery in the last four years, but the numbers achieved still fall far short of the numbers recorded a decade ago. Other

studies have been done in the motor industry in Kenya but on other concepts of strategic management apart from vertical integration. Busoro (2003) studied the corporate strategic planning among motor vehicle franchise holders in Nairobi,

Tuju (2006) focused on the influence of sex appeal in advertising on motor vehicle purchase intention, Machuki (2005) was interested in challenges to strategy implementation at CMC motors Group Ltd, while Muchilwa (2004), Wasike (2005), Mumunya (2005) and Mohamed (1994) focused on the industry's response to various changes in the environment. Clearly, there is a research gap in the after sale services on customer satisfaction in automotive industry of Kenya.

As stated in the introduction part, after sale service is not common in Kenya and many companies that have after sale services have not conducted research on after sale service and its effect on customer satisfaction, and the implication of not having after sale service has not been investigated. Though Potluri and Hawariat (2010) conducted a study in the area after sale service in East Africa, the research was conducted in after sale service behavior of telecom customers using SERQUAL model, it is not enough to generalize the effect of after sale service on customer satisfaction. Thus, it is appropriate to study the effect of after sale service on customer satisfaction using another model like Kano model and in different organization. As a result, the researcher wants to assess the effect of after sale services on customer satisfaction and loyalty on the automotive industries in Kenya.

To achieve the intended purpose as well as the research problem stated above, the researcher wishes to answer the following research question: What is the effect of after sale services on customer satisfaction and loyalty in the selected automotive industry?

1.3 Research Objectives

Main objective

The effect of after sale services on the overall customer satisfaction and loyalty.

Specific objectives

The specific objectives of this study are:

- i) To assess the effect of after sale services in the satisfaction of customers in the automotive industry in Kenya.
- ii) To identify the relationship between customer satisfaction and customer loyalty in automotive industry's after sale services.
- iii) To identify the relationship of after sale services and customer satisfaction on loyalty in the automotive industry in Kenya.

1.4 Value of the Study

The subject matter of this proposed study can add value on the effect of after sale services on customer satisfaction and loyalty to the literature depending on Kano model and disconfirmation theory and to those researchers who would like to pursue their research on after sale service in Kenya, because the introduction of after sale service in Kenya is a recent phenomenon. In addition, the paper can benefit firms in the automotive industry. Moreover, it can benefit Kenya vehicle manufacturers and Toyota Kenya, because it draws attention where corrective action is necessary to satisfy and delight customers in after sale service and to make customers loyal. Satisfied customers would be able to make long term profitable relationship with brand.

After Sales Excellence is a key driver for customer satisfaction and loyalty but also a very important source of revenues and profits throughout a vehicle lifecycle. The findings of the after sales experts support our clients in all relevant areas of after sales service to improve the internal cost base, the retail attractiveness as well as customer satisfaction. The results are measurable significant improvements on key indicators such as warranty costs, service quality, and fixed first visit rate.

Company's implementation of the most important after sale services will lead to customer increment thus company expansion contributing a big part in employment.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the importance and impact that after sale services has on customer satisfaction and loyalty in the automotive industry in Kenya. The Automotive industry in Kenya is primarily involved in the retail and distribution of motor vehicles. There are a number of motor vehicle dealers operating in the country, with the most established being Toyota (East Africa), Cooper Motor Corporation, General Motors, Simba Colt and DT Dobie. There are also three vehicle assembly plants in the country, which concentrate on the assembly of pick-ups and heavy commercial vehicles (Njoroge, 2007).

There is a complete customer-orientation by players, especially in the motor vehicle sector. They have restructured themselves to emphasise after-sales service. The level of vertical integration in the industry has been designed giving due respect to after sales requirement (Omondi, 2001).

2.2 Theoretical Foundation of the Study

According to Sattari (2007), in order to study customer satisfaction on services the following theories are applicable. The disconfirmation or expectations theory holds that satisfaction/dissatisfaction responses arise from a cognitive evaluation process in which pre-purchase "expectations" or prior beliefs about the likelihood of product-related experiences or outcomes are retrieved from memory and compared to cognitions about the product-related experiences or outcomes actually realized in the consumption of the product. The result of this comparison is expectancy disconfirmation, which ranges from negative (expectations exceed realized outcomes) through zero (expectations just equal realized outcomes) to positive (realized outcomes exceed expectations) (Sattari, 2007).

This theory asserts that satisfaction/dissatisfaction is an emotional response triggered by a cognitive-evaluative process in which the perceptions of (or beliefs about) an object, action, or condition are compared to one's values (or needs, wants, desires). Since it is the attainment of values that consumers seek, rather than the confirmation of their expectations, it is posited that perceptions of products, institutions, or marketplace actions are simply tested against the extent to which then meet the consumer's values.

While products may provide more of an attribute or outcome than what is desired, this has no impact on satisfaction unless this aspect causes a blockage in the attainment of another value (Sattari, 2007).

2.3 After Sale Service

According to Kotler (2002), attracting a new customer is five times greater than the cost to keep a current customer happy. Gaiardelli, *et al.* (2007) define after sale service as those activities taking place after the purchase of the product and devoted to supporting customers in the usage and disposal of the goods to make them loyal. While according to Rigopoulou, *et al.* (2008) after-sales services are often referred to as “product support activities”, meaning all activities that support the product-centric transaction. Furthermore, as stated in Potluri and Hawariat (2010) the term “after-sales services” has been approached in the literature under two broad perspectives.

Forooz and Rostami (2006) have shown after sale service advantages like:- Competitive advantage, Customer satisfaction, Long- term customer relationship , customer retention and loyalty, New product success and development, High profit, Differentiation and branding. Henley center headlight vision (Anon, 2007) shows more than 1,800 customers who had purchased all the automotive brands sold in the U.S, Excellent service not only reinforces relationships with customers who already feel loyal to a brand. It can also defuse ill will that causes disaffected customers to bad-mouth the brand. According to Potluri and Hawariat (2010), delivery of after-sales service is becoming increasingly critical as businesses do everything in their power to be more cost-effective, boost profit margins, and meet customer demand for a product or service.

2.4 Customer Satisfaction

According to Rigopoulou, *et al.* (2008) customer satisfaction is the state of mind that customers have about a company when their expectations have been met or exceeded over the lifetime of the product or service. Customer satisfaction measurement involves the collection of data that provides information about how satisfied or dissatisfied customers are with a service. This information can be collected and analyzed in many different ways. Many organizations regularly check the levels of customer satisfaction to monitor performance over time and measure the impact of service improvement.

According to Rizaimy *et al.* (2009), customer satisfaction measures should depend on quality, on-time delivery, money, issue factor, accommodation and cooperation. Depending on those customer satisfaction measurement parameters the researcher will measure the satisfaction level of after sale service customers of General motors and Toyota Kenya using quality, time of delivery and money the customers pay for specific and overall satisfaction of customers.

2.5 Customer Satisfaction Models

There are different customer satisfaction measurement models which are used as a classical tool to identify and focus on customer satisfaction. They include quality function deployment Yang (2005), benchmarking Rizaimy *et al.* (2009) and Kano model (Lin, 2009).

2.5.1 Kano Model

According to Lin (2009) Kano model is a theory of product development and customer satisfaction developed in the 1980s. According to Mamunur (2010), Kano analysis can be termed as a tool to measure quality, which is used to determine the importance of each requirement of a customer. The Kano model categorizes product development according to customer satisfaction into attractive quality, one dimensional quality, indifferent quality and reverse quality. These classifications are useful for guiding design decisions in that they indicate when good is good enough, and when more is better.

Kano's model of customer satisfaction can be optimally combined with quality function deployment. A prerequisite is identifying customer needs, their hierarchy and priorities (Griffin/Hauser, 1993). Kano's model is used to establish the importance of individual product features for the customer's satisfaction and thus it creates the optimal prerequisite for process oriented product development activities.

2.6 Literature of After Sale Service

After sale service has been important for organization to compete in the market by using such extended services (Vitasek, 2005). It is very important to note that after sale is a key to support marketing performance and to increase customer loyalty, productivity in long run (Saccani, 2006). In sale services, after sale delivery and Installation is very important for customer satisfaction (Irin R.,

2008). Different customers have different needs some want that the product to be delivered to their destination at right time and right price, others give value to customers needs and wants, on the other hand poor distribution results negative impression (Kotler and Armstrong, 2010).

2.7 Customer Loyalty

According to Seyed (2007), customer loyalty has been described as customer's willingness to continue patronizing a firm over the long term, purchasing and using its goods and services on a repeated and preferably exclusive basis, and voluntarily recommending it to friends and associates. As Sudharshan (2010) found, there is a positive relationship between customer satisfaction and customer loyalty but this connection is not always a linear relation. This relationship depends on factors such as market regulation, switching costs, brand equity, existence of loyalty programs, proprietary technology, and product differentiation at the industry level.

According to Solomon (2006), Customer loyalty is a form of repeat purchasing behavior reflecting a conscious decision to continue buying the same brand, for brand loyalty to exist, a pattern of repeat purchase must be accompanied by an underlying positive attitude towards the brand. This approach does not include only the past purchasing behaviors and tendencies but also customer attitude and value systems (Sudharshan, 1995). Consequently according to this approach which was accepted in time, the customer realizes loyalty in time through repeated consumption of any good or service when the customer has a positive attitude toward the good/service or company providing the good/service (Wong and Zhou, 2006).

This paper proves the positive relationship between customer satisfaction and loyalty. According to the research customer satisfaction in the after sale service has a low and positive relationship with customer loyalty.

2.8 After Sales Service, Customer Loyalty and Satisfaction

After Sales Service is a key driver for customer satisfaction and loyalty. Customer satisfaction is important because many researchers have shown that customer satisfaction has a positive effect on organization's profitability, success and survival. Customers are

satisfied not only by the product they purchase, but also with the service they got from the organization. Recently, satisfying customers, through providing after sale services, become a competitive area of marketing.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses aspects of the research methodology including research design, data collection and data analysis methods. The objectives of this chapter are: to justify the study's research methodology, to explain the research methodology used in the study and to demonstrate how data collection and analysis is utilized in this study to answer the research questions and to meet objectives outlined in chapter one.

3.2 Research Design

Descriptive survey design has been used in conducting this study. Descriptive survey design is appropriate because it involves collecting data in order to test hypothesis or answer questions concerning the current status of subjects of the study. Kothari (1985) notes that descriptive design is concerned with describing, recording, analyzing and reporting conditions that exist or existed.

In this research project, the researcher has used a sequential exploratory procedure (quantitative), because the researcher used the result of quantitative response from after sale service manager and after sale service technician coordinators to gather data from customers.

3.3 Study population

To study the effect of after sale services on customer satisfaction and loyalty the study population units constituted 1100 General motors' after sale service customers who get after sale service more than one time, 10000 Toyota Kenya customers, 8000 CMC customers, 2000 Simba Colt customers and 900 DT Dobie customers all after sale service technicians and the after sale service manager of the listed companies.

3.4 Sample Design

For quantitative data collection, sampling was executed using the non probability sampling technique. Judgment (purposive sampling) was also selected for quantitative data, because it enabled the researcher to select the sample based on her own judgment about some characteristics required from the sample element (for example a respondent should be a customer who have got after sale service more than once and available at the company after sale service station in Nairobi. This is because as Fogli (2006) shows one

limitation of customer satisfaction questionnaires is analyzing customer views depending on one specific service employees while they interact with more than one employee. Hence taking customer who got service more than one time is more appropriate to measure customer satisfaction.

Depending on Raosoft sample size calculator for normal distribution by using 6 % margin of error (the amount of error that the researcher can tolerate), 90 % confidence level (tells how sure the researcher can be) from 10000 population (after sale service customers who get after sale service more than one time), and 20% response distribution for each question, what the researcher expects the result will be). Therefore, 120 customers from General motors 60 customers from Toyota Kenya 50 CMC customers, 30 Simba Colt customers and 40 DT Dobie customers were purposefully selected.

3.5 Data Collection

Quantitative data about the level of customer satisfaction in each after sale service was collected from sample customers through close-ended questionnaires prepared in English. The questionnaires was developed from comprehensive literature review related to effect of after sale service on customer satisfaction and loyalty applying Kano model and disconfirmation theory using Likert scale rated from 1 to 5 (very satisfied to very dissatisfied) and from (I like it to I dislike it). Based on Rizaimy, *et al.* (2009) customer satisfaction measure parameters like quality, delivery time and money customers pay has been incorporated according to the nature of after sale services in the questionnaires.

In the first phase of the study, interview was conducted to identify after sale services offered, to understand how it is offered and to identify challenges in implementing after sale service in selected automotive industry. In the second phase, results from the interview were further to explore the level of customer satisfaction in each after sale service.

The data employed includes detailed information on after sale service components and satisfaction and loyalty of customers in the automotive industry using both primary and secondary sources. The primary source of data has been collected from sample

respondents relating to the components of after sale services, how after sale service is offered, challenges faced in implementing after sale service, and the satisfaction of customers in the after sale services.

Validity: customers in pre-test of the questionnaires will check the validity of questionnaires. In addition marketing experts will check the validity of questionnaires. This study will also address content validity through the review of literature and adapting instruments used in Kano model.

Reliability: Reliability is defined as the proportion of the variability in the responses to the survey that is the result of differences in the respondents. That is, answers to a reliable survey will differ because respondents have different opinions, not because the survey is confusing or has multiple interpretations. To check the reliability of variables used in the study, the researcher will employ reliability analysis on SPSS.

3.6 Data analysis

To describe the sample characteristics in the data analysis report, respondent's profile such as age, gender, educational background and income has been analyzed in the form of table. The techniques of analysis used in this study are descriptive (percentage, frequency and mean), for the comparison of the five companies inferential statistics, to understand the relationship between the dependent variable (customer satisfaction and loyalty) and independent variable (after sale services offered by General motors, Toyota Kenya, DT Dobie, Simba Colt and CMC Motors) inferential analysis (regression and correlation analysis) have been used. All the study variable scales will be ranked in 5 Likert scales and Rizamy (2009) customer satisfaction measurement parameters like quality, time and price are computed. The analysis is done using Kano model requirement analysis.

CHAPTER FOUR: DATA ANALYSIS RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses and presents the analysis results and their interpretations. The analysis results presented include descriptive statistics, inferential statistics, regression test, correlation test, and Kano model.

4.2 Sample Characteristics

Table 4.1 reports the Respondents' profile in terms of percentage, frequency and mean statistics for the entire sample. An examination of characteristics displayed in Table 4.1 shows that for the overall sample on gender profile, male car owners are on a higher number than female. While on age profile, the highest car owners are between age 26 and 40 years. Under educational profile the highest number of car owners are post graduate holders, and finally the car owners with the highest monthly income belongs to Toyota Kenya.

Table 4.1: summary statistics of respondents' profile (n = 235)

Profile of respondents		Name of Company									
		Toyota		GM		CMC		Simba Colt		DT Dobie	
		Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Gender	Female	15	37	17	16.3	10	30	5	25	10	33
	Male	25	63	93	83.7	25	70	15	75	20	63
	Total	40	100	110	100	35	100	20	100	30	100
Age	Under 25 years	5	13	14	13	5	16	2	10	5	17
	26-40 years	17	43	50	40	10	28	8	50	10	33
	41-60 years	10	25	37	33	10	28	6	39	5	17
	Over 60 years	8	19	9	14	10	28	1	1	10	33
	Total	40	100	110	100	35	100	20	100	30	100
Educational Level (Highest)	High School	0	0	10	9	0	0	0	0	0	0
	Diploma	2	5	30	28	5	14	3	15	7	27
	Degree	20	50	20	19	10	28	7	35	10	33
	Post Graduate	18	45	50	54	20	68	10	50	13	40
Mean average monthly income (KShs)		58,975		46,332		39,789		53,212		60,075	

Source: Own survey 2013

Table 4.2: Frequency of customer visits (n=235)

Freq	Name of Company									
	Toyota		GM		CMC		Simba Colt		Dt Dobie	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
2	0	0	13	12	2	6	5	25	6	20
3	5	13	10	9	10	29	1	1	5	17
4	9	23	21	19	5	14	2	10	2	7
5	5	13	29	27	7	20	6	30	10	33
6	10	25	34	31	8	23	6	30	7	23
7	6	15	3	2	0	0	0	0	0	0
8	4	10	0	0	3	21	0	0	0	0
11	1	1	0	0	0	0	0	0	0	0
Total	40	100	110	100	35	100	20	100	30	100

Source: Own survey 2013

As shown in Table 4.2, all respondents have received after sale services more than once. From the overall sample it is evident that for both Toyota and GM the largest number of customers returning for after sales services is 6 times, CMC at 3 times, Simba Colt stands between 5 and 6 visits and finally Dt Dobie at 5 times

As a result, measuring the satisfaction of customers is possible and the result of the research is appropriate according to Fogli (2006). It is clear that Toyota Kenya and General Motors customers' have visited the after sale service station to get their vehicles serviced more than the rest of the companies.

4.3. After sale services and customer satisfaction in the selected automotive industries

A frequency analysis has been done to find out in which group of the after sale service customers requirements are.

Table 4.3: The classification of the selected companies' sample population requirements According to Kano model (n = 235)

After sale services	Customers requirement and frequency											
	A		O		M		I		R		Q	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Maintenance	30	13	107	46	22	9	73	31	4	1	0	0
Spare parts supply	43	18	119	51	24	10	47	20	0	0	0	0
On line (Telephone) service	50	21	72	31	24	10	87	37	1	0	0	0
Car washing	60	26	81	34	17	7	76	32	0	0	0	0
Inspection	16	7	82	35	47	20	87	37	4	2	0	0
Warranty	30	13	61	26	98	42	46	20	0	0	0	0
Training (driving orientation)	6	3	32	14	46	20	44	19	94	40	22	9
Documentation	24	10	37	16	17	7	138	59	64	27	0	0

Source: Own survey 2013

From the results in Table 4.3 depending on the most frequent responses of the selected automotive companies after sale service customers it is possible to infer that maintenance services, spare parts supply services and car washing are one dimensional requirements in the industry. Online (telephone) service, inspection and documentation service are indifferent attributes whereas training (driving orientation) is categorized as a reverse requirement in the automotive industry. Moreover, warranty service is categorized as a Must be requirement in the industry.

After the first classification according to the most frequently used answers, customer's satisfaction coefficients have been calculated in order to find out the indifferent variables that are closer to one-dimensional requirements, attractive requirements and must be requirements.

As Bilgili (2008) shows in addition to the most frequently used answer, the following formulae are used to calculate the customer satisfaction coefficients.

Equation 1: Customer satisfaction coefficients

$$\begin{aligned}
 \text{Customers Satisfaction} &= \frac{A + O}{A + O + I + M} \\
 \text{Customers Dissatisfaction} &= \frac{O + M}{(-1) * (A + O + I + M)} \\
 \text{Total Customer Satisfaction} &= \frac{A + O}{A + O + I + M} + \frac{O + M}{(-1) * (A + O + I + M)} = \frac{A - M}{(A + O + I + M)}
 \end{aligned}$$

Source: Bilgili, 2008

By calculating the Toyota Kenya customer satisfaction coefficients the variables have been identified in Table 4.4 as those requirements which are closer to one - dimensional requirements.

Table 4.4: Toyota customer requirements which are closer to the classification of one dimensional requirements (n = 40)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customers
Maintenance	O -18	0.59	-0.55	0.04
Spare parts supply	O -20	0.75	-0.65	0.01
Online (telephone) service	I -19	-0.48	-0.38	0.1
Car washing	I 21	0.357	-0.25	0.107
Inspection	O 15	0.39	-0.51	-0.12

After the calculation of Toyota Kenya customer satisfaction coefficients, maintenance service, spare parts supply service, Online (telephone) service, car washing service, and inspection services in Table 4.4 are categorized as one dimensional requirement for Toyota after sale service customers. As a result, Toyota Kenya customer satisfaction increases when the company offers those services and vice versa.

Table 4.5: Toyota Kenya customer requirements which are closer to the classification of must- be requirements (n=40)

After sale service	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Warranty	M(15)	0.4	-0.63	-0.0023

Source: Own survey 2013

After the calculation of Toyota customers' satisfaction coefficients, warranty service, and documentation services in Table 4.5 are categorized as must be requirement for Toyota after sales service customers. Therefore, Toyota customers appreciate the existence of warranty service and documentation service in the company, but they will be dissatisfied if those services are not offered to them.

Table 4.6: Toyota Kenya customer requirements which are closer to the classification of reverse requirements (n = 40)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Training (driving orientation)	R(14)	0.15	-0.46	-0.31

Source: own survey 2013

As shown in table 4.6, Toyota customers have categorized training (driving orientation) as a reverse requirement. From the result, it is possible to infer that Toyota Kenya after sale service customers could be dissatisfied when the company provides training (driving orientation) and vice versa.

Table 4.7: General Motors customer requirements which are closer to the classification of one - dimensional requirements (n = 110)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Maintenance	O(50)	0.654	-0.48	0.174
Spare parts supply	O(56)	0.73	-0.6	0.13
Online (telephone) service	I(53)	0.4	-0.32	0.08
Inspection	O(41)	0.42	-0.70	-0.18
Documentation	I(70)	0.18	0.22	-0.04

Source: Own survey 2013

After the calculation of General Motors customer satisfaction coefficients, maintenance service, spare parts supply service, online (telephone) service, documentation service and inspection services in Table 4.7 are categorized as one dimensional requirement for GM after sale service customers.

Table 4.8: General Motors customer requirements which are closer to the classification of must- be requirements (n = 110)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Warranty	M(43)	0.4	-0.66	-0.26

Source: Own survey 2013

Table 4.9: General Motors customer requirements which are closer to the classification of reverse requirement (n = 110)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Training (driving orientation)	R(37)	0.09	-0.42	-0.33

Source: Own survey 2013

Table 4.10: General Motors customer requirements which are closer to the classification of attractive requirement (n = 110)

After sale services	Frequency	Satisfaction	Dissatisfaction Dimension	Total Customer's Satisfaction
Car washing	A(47)	-0.672	-0.3	-0.342

From Table 4.8, 4.9, and 4.10 it is possible to infer that General Motors after sale service customers have categorized warranty service as a must be requirement, Training (driving orientation) service as a reverse requirement and Car washing service as an attractive requirement.

Table 4.11: DT DOBIE customer requirements which are closer to the classification of One - dimensional requirements (n = 30)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Maintenance	O(15)	0.49	-0.32	0.001
Spare parts supply	O(13)	0.37	-0.29	0.001
Online (telephone) service	O(16)	0.41	-0.3	0.008
Car washing	O(14)	0.257	-0.17	0.007
Inspection	I(14)	0.2957	-0.17	-0.017
Documentation	I(11)	0.29	0.29	-0.0001

Source: Own survey 2013

Table 4.12: DT DOBIE customer requirements which are closer to the classification of must- be requirements (n = 30)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Warranty	M(10)	0.1	-0.14	-0.0001

Table 4.13: DT DOBIE customer requirements which are closer to the classification of reverse requirement (n = 30)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Training(driving orientation)	R(10)	0.02	-0.032	-0.0073

The calculation of DT DOBIE customers' satisfaction coefficients categorizes maintenance, Spare parts supply, online services and car washing as one dimensional requirement. Warranty services is categorized as a must be requirement. DT DOBIE customers highly appreciate the existence of warranty and training services in the company and they would be dissatisfied if those services are not offered to them.

Table 4.14: Simba Colt customer requirements which are closer to the classification of One - dimensional requirements (n = 20)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Maintenance	O(9)	0.23	-0.215	0.003
Spare parts supply	O(10)	0.34	-0.295	0.0038
Online (telephone) service	O(9)	0.23	-0.215	0.003
Car washing	O(17)	0.558	-0.49	0.107
Inspection	I(9)	0.189	-0.131	-0.0276
Documentation	I(9)	0.189	0.131	-0.0276

Source: Own survey 2013

After the calculation of Simba Colt customer satisfaction coefficients, maintenance service, spare parts supply service, Online (telephone) service, car washing service, documentation and inspection services are categorized as one dimensional requirement by Simba Colt after sale service customers. (See Table 4.18) Consistent supply of the services creates satisfaction which comes along with loyalty amongst DT DOBIE's customers.

Table 4.15: Simba Colt customer requirements which are closer to the classification of must- be requirements (n = 20)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Warranty	M(10)	0.3	-0.28	-0.0021

As shown in Table 4.15 warranty is categorized as a must be requirement.

Table 4.16: Simba Colt customer requirements which are closer to the classification of reverse requirement (n = 20)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Training	R(8)	0.28	-0.172	-0.0013

Simba Colt after sale service customers stated training as a reverse requirement in Table 4.16.

Table 4.17: Cooper Motor Corporation (CMC) customer requirements which are closer to the classification of One - dimensional requirements (n = 35)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Maintenance	O(15)	0.58	-0.475	0.003
Spare parts supply	O(20)	0.62	-0.548	0.001
Online (telephone) service	O(18)	0.23	-0.215	0.003
Car washing	O(22)	0.558	-0.49	0.107
Documentation	I(23)	0.189	0.131	-0.0004

After the calculation in Table 4.17 CMC after sale service customers categorize maintenance, spare parts supply, online services and car washing as one dimensional requirements. These are the main requirements that attract customers.

Table 4.18: Cooper Motor Corporation customer requirements which are closer to the classification of must- be requirements (n = 35)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Warranty	M(20)	0.42	-0.38	-0.001

CMC after sale customers refer to warranty service as a must be requirement. (Table 4.18)

Table 4.19: CMC customer requirements which are closer to the classification of reverse requirement (n = 35)

After sale services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total Customer's Satisfaction
Training(driving orientation)	R(25)	0.78	-0.5672	-0.001

Training is categorized under reverse requirement, CMC after sale service customers would be dissatisfied without this requirement, thus they appreciate (Table 4.20)

4.4. Effect of After Sale Services on Customer Satisfaction in the selected automotive companies

The sample population of after sale service customers have questioned either after sale services has an effect on customer satisfaction and loyalty or not, as shown in Table 4.24 below, 75% of Toyota Kenya, 90% of General Motors, 83% of DT Dobie, 87% of Simba Colt and 87% of CMC after sale service customers who have got after sale services more than once respond as after sale service has an effect on customer satisfaction and loyalty. While few customers accounting 25% % of the Toyota Kenya, 10% of General Motors, 17% of DT Dobie 13% of Simba Colt and 13% of CMC sample respondents respond that after sale service has no effect on customer satisfaction and loyalty. The responses of majority respondents give an impression that after sale services have an effect on customer satisfaction and loyalty.

Table 4.20: Customers response for the effect of after sale service on customer satisfaction n =235

		Name of the Company									
		TOYOTA		GM		DT DOBIE		Simba Colt		CMC	
		Frequency	percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Do you think sale											
Service has an effect	NO	10	25	11	10	5	17	4	13	5	13
loyalty on customer	YES	30	75	99	90	25	83	26	87	35	87
Satisfaction and	TOTAL	40	100	110	100	30	100	30	100	40	100
loyalty on customer											

Source: Own survey 2013

In addition, selected after sale service technician coordinators and after sale service manager of all the selected companies and foreman told the researcher that after sale service has an effect on customer satisfaction and loyalty. As all interviewees from the selected companies stated, in the automotive industry unless the customers are satisfied in the after sale services they could not buy another vehicle from the company even if they are satisfied with the vehicles. Moreover, one after sale service technician coordinator from Toyota kenya said after sale service is very essential for owners of vehicles as the nature of vehicles require continuous follow-up. From the response of the interviewees, it is also possible to see the effect that after sale services can have on customer satisfaction and loyalty. In order to know either after sale service components has an effect on overall satisfaction of customers the stepwise regression analysis was also computed and the result is as shown below.

Equation 2 : Regression equation for after sale service satisfaction

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_k X_k + e_i$$

Where,

β_0 = Point of intercept

Y = Overall satisfaction of customers in the after sale services

X_k = After sale service components

β_k = Slope of the line

e_i = Error term associated with the i^{th} observation

Table 4.21: regression analysis model summary (n= 235)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
5	.864e	.746	.738	.449

e. Predictors: (Constant), Car washing service, Telephone service, Maintenance service, Spare part supply service, Warranty service

As the above table shows, the value of R= 0.864 indicates a strong relationship between after sale service components and overall satisfaction of customers in the after sale service.

The value of $R^2= 0.746$ explains that 74.6 % of the variation in satisfaction is explained, while 25.4 % remain unexplained by the after sale service components. Thus, the predictive ability of the model is high.

Table 4.22: Regression analysis ANOVA results

ANOVA ^f						
Model		Sum of Squares	Df	Mean Square	F	Sig.
5	Regression	95.253	5	19.051	94.422	.000 ^e
	Residual	32.483	161	.202		
	Total	127.737	166			

ae. Predictors: (Constant), Car washing service, Telephone service, Maintenance service, Spare part supply service, Warranty service

f. Dependent Variable: After sale service satisfaction

Source: Own survey, 2013

The ANOVA output table describes the overall variance accounted for in the model. The F value (94.42) and the small significance value level (0.000) indicate that the predictor variables are not contributing equally to the overall satisfaction of after sale service customers. Moreover, the significance level (0.000) is less than 0.05. Thus the stated after sale service components has an effect on customer satisfaction, as is indicated by the F statistics.

Table 4.23: Regression analysis coefficients for overall after sale service satisfaction in the selected automotive companies.

Model	Coefficients ^a		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients	Std. Error			
	B		Beta		
5 (Constant)	1.531	.266		5.749	.000
Car washing service	.381	.048	.403	7.975	.000
Telephone service	.260	.031	.370	8.328	.000
Maintenance service	.313	.040	.360	7.867	.000
Spare part supply service	.299	.053	.248	5.661	.000
Warranty service	.131	.043	.148	3.046	.003

a. Dependent Variable: After sale service satisfaction

Source: Own survey, 2013

The result on the above Table 4.16 shows, after sale service components like car washing service, telephone service, maintenance service, spare part supply service and warranty service are found significantly related to overall satisfaction level of after sale service customers and they have no equal contribution to overall satisfaction levels, as is seen in the standardized coefficient column.

The standardized coefficient beta values indicated shown above indicates the change in each after sale service has a unit change in overall satisfaction of customers. For example, from the table above, a 0.403 change in car washing service has a unit effect on overall satisfaction; a change in 0.370 in online (telephone) service has a unit change in overall satisfaction of customers. And a change in 0.360, 0.248 and 0.148 units in maintenance service, spare part supply service, and warranty service respectively has a unit change in overall satisfaction. This shows that after sale service has an effect on customer satisfaction.

4.5. Customer satisfaction in the overall after sale service

After identifying the satisfaction of customers for each components of after sale services, the researcher has questioned the sample population to express their overall satisfaction in after sale services. The response of customers has shown in the Table 4.24 below.

Table 4.24 : Overall satisfaction of the selected companies customers' in the after sale service

Level of Satisfaction	Level of Satisfaction and frequency			
	Toyota Kenya		General Motors	
	Frequency	%	Frequency	%
Very dissatisfied	0	0	1	2.2
Dissatisfied	2	9	9	8
Neutral	1	2	0	0
Satisfied	7	27	23	22
Very Satisfied	30	65	77	70
Mean	4.46		4.54	
Std. Dev	.908		.864	

Source: own survey, 2013

As shown in Table 4.24, majority of customers from both companies are very satisfied with the overall after sale service. While 9 % of sample after sale service customers General Motors are dissatisfied and none of the sample populations are very dissatisfied with the overall after sale service from Toyota Kenya and 2.2% from General Motors. The mean (4.46) result of after sale service customers in the overall satisfaction of customers in the after sale service from Toyota Kenya and 4.54 mean from General Motors proves that customers from all the selected companies are satisfied.

4.6 Customer Satisfaction and Loyalty

The relationship between the overall satisfaction in the after sale service and loyalty for the selected automotive companies after sale service customers using the correlation analysis is shown the Table 4.24 below.

Table 4.25: Correlation matrix of customer satisfaction and loyalty (n= 235)

		Correlations	
		Loyalty (buy another vehicle)	After sale service satisfaction
Loyalty (buy another vehicle)	Pearson Correlation	1	.330**
	Sig. (2-tailed)		.002
	N	235	235
After sale service satisfaction	Pearson Correlation	.330**	1
	Sig. (2-tailed)	.002	
	N	235	235

Correlation is significant at the 0.01 level (2-tailed).

Source: Own survey, 2013

Analyzing the data of 235 sample respondents yield that, Pearson correlation coefficient of (0.330) which is significant at the 95 % confidence level. And the overall satisfaction of customers in the after sale service and their interest to buy another vehicle from the selected automotive industries is positively correlated (0.330), but the correlation is low. The correlation implies that after sale service customer satisfaction has a positive and low relationship with customer loyalty, the low relationship is because of the availability of other factors to be considered when purchasing vehicles in addition to the after sale services. For example, factors like vehicle price, gasoline prices, substantial change in income (up or down), family preference, job requirement etc. could influence the decision of buying other vehicles.

In addition, the response of customers for the overall satisfaction in the selected companies shows a Mean of respondents answer is satisfied. This strengthens the positive relationship between customer satisfaction in the after sale service and rebuying from the company or loyalty of customers. The research conducted by Hallowell (1996), Wang and Ji (2009), Raza (2010), John and Shiang (2010), Seyed (2007), Lin (2009) and Sudharshan (2010) shows the positive relationship between customer satisfaction and loyalty. Therefore, the finding of researcher matched with the findings of those researchers.

CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter focuses on the summary, conclusions, recommendations and suggestions for further study.

5.2. Summary

According to the results, requirements such as maintenance, spare parts supply, online (telephone), and inspection services have been found to be closer to one - dimensional requirements classification for Toyota, General Motors, Simba Colt and DT DOBIE after sale service customers. While warranty service and training (driving orientation) have been classified as a must be and reverse requirement respectively for those company's customers. On the other hand, car washing service has been classified as the requirement that is closer to attractive requirement for DT Dobie and Simba Colt customers and one dimensional requirement for Toyota Kenya, General Motors and CMC customers. From the above findings it is possible to conclude that different automotive companies' customers' could have different feelings towards similar services.

More than 85 % of the sample of after sale service customers from selected companies who have received after sale services more than once responded that after sale service has an effect on customer satisfaction and loyalty (re-buy behavior). Moreover the results from the regression analysis prove that after sale service has an effect in the overall satisfaction of customers.

In the regression analysis, after sale service components such as maintenance service, warranty service, telephone services, car washing service and spare part supply service are found significantly related to overall satisfaction level of after sale service customers and they have no equal contribution to overall satisfaction levels. However, driving orientation and documentation services are not significantly related to overall satisfaction of customers.

5.3 Discussion

As a result, from the result of the selected companies analysis, we can infer that automotive companies provide similar after sale service in different way. In addition the way they provide after sale service for their customers has a different effect on the satisfaction of customers.

The result from this study also shows a positive relationship between customer satisfaction in the after sale service and rebuying behavior from the company or loyalty of customers. The challenges that automotive companies faced in implementing after sale service are: the customers lack understanding the contents of the company warranty, lack of customer handling and technical training, lack of having huge after sale service workshop, shortage of parking area, few customers cheat the company by giving false information about the problem of the vehicle, some customers feel nervous when they got problem in their vehicle and they need immediate solution for serious vehicle problems, and shortage of spar part access.

5.4. Conclusions

From the Kano analysis and regression analysis it is clear to conclude that after sale service components has an effect on the satisfaction of customers. From the results of the study the conclusion is that the components of after sale services that automotive companies provide to their after sale service customers are PDI services, preventive and corrective maintenance services, car washing service, spare parts supply service, online (telephone) service, warranty service, training (driving orientation) service, annual vehicle inspection service, towing service and documentation service in their after sale services.

The warranty service duration, clearness and the overall warranty service shows a significant difference among the selected automotive companies customers response while there is no difference on the implementation of warranty as promised in satisfying customers of those companies. The content and duration of driving orientation shows a significant difference in the pattern of response amongst the selected automotive companies while the overall satisfaction of customers amongst the selected automotive companies has no significant difference in the pattern of customer's response. As a result, we can infer that automotive companies provide similar after sale services in different ways. In addition the ways they

provide after sale services to their customers has a different effect on the satisfaction of customers. The results from this study also shows a positive relationship between customer satisfaction in the after sale services and loyalty of customers in the said companies.

5.5. Recommendations

Based on the findings of the study, the researcher forwards the following suggestions for Toyota Kenya, General Motors, Simba Colt, DT Dobie and Cooper Motors Corporation (CMC). First, there need to be more focus on one- dimensional /basic requirements. The great increase in the satisfaction and loyalty is also possible by responding to the attractive requirements more. In addition, the reduction or change of reverse requirements could reduce or avoid the dissatisfaction of customers, these is to increase the level of satisfaction among customers because these requirements are already categorized dissatisfying attributes by Kano category.

Though the regression analysis results prove the insignificance of documentation and driving orientation service for overall satisfaction of customers, customers of the selected automotive industries feel documentation service as a must-be requirement and one dimensional requirement in which its existence will affect the satisfaction of customers. Hence these automotive Companies have to offer documentation service in a better way.

All the companies should assess customer's satisfaction frequently by responding to their needs and providing quality and effective services.

5.6. Suggestions

In addition, the researcher suggests Cooper Motors Corporation(CMC) build an after sale service workshop that fulfills vehicle workshop standards so as to provide customer handling training for those employees who have frequent contact with customers and technical training for after sale service technicians. Also implement a computerized system of service, to make the warranty statement easily understandable for customers and improve the warranty duration and to build separate reception rooms that have facilities like TV, newspapers, magazines, comfortable seats e.t.c.

On the other hand, the researcher suggests Simba Colt to have a separate garage which can give annual vehicle inspection services to avoid parking problems and technicians who can identify the vehicle faults before the reception of the vehicle for service.

Finally, the researcher recommends to those researchers who have an interest in after sale services to conduct a study on after sales and its impact on customer satisfaction and profitability since after sales services are essential for customers as well as for the sellers due to an increase in customer loyalty, repeat purchase and profitability.

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APPENDIX

Questionnaire

Dear Respondent, my name is TABITHA. I am currently carrying out a study for writing a research project as a requirement for the award of Masters in Business Administration of University of Nairobi. The topic of study **AFTER SALE SERVICES, CUSTOMER SATISFACTION AND LOYALTY IN AUTOMOTIVE INDUSTRY OF KENYA**. You have been selected to participate in this study due to the importance of your information in the study. The information you provide will only be used for the purpose of this study and will be treated with utmost confidentiality. Please feel free and answer all the questions truthfully.

1. Gender: Male Female

2. Age: Under 25 26 – 40

 41 - 60 Over 60

3. Educational level

Primary Secondary Diploma

Bachelor degree Master degree and above

4. Average monthly income -----

5. Make of your vehicle.....

6. Do you think after sale service has effect on your level of satisfaction and loyalty?

Yes

No

7. How many times did you get after sale service? -----

8. What will be your feeling, if your company **has no** each of the following after sale services? Please put “√” depending on your desire.

After sale services	How do you feel				
	I like it	I expect it	I'm neutral	I can tolerate	I dislike it
Maintenance					
Spare parts supply					
Online (Telephone) service					
Car washing					
Inspection					
Warranty					
Training (driving orientation)					
Documentation					

9. What will be your feeling, if your company **has** each of the following after sale services?

Please put “√” depending on your desire.

After sale services	How do you feel				
	I like it	I expect it	I'm neutral	I can tolerate	I dislike it
Maintenance					
Spare parts supply					
Online service (Telephone)					
Car washing					
Inspection					
Warranty					
Training (driving orientation)					
Documentation					

10. How do you rate your level of satisfaction with the cleanness and comfort of reception?

Excellent Very good Good

Fair Poor

11. Depending on your experience in the after sale services of your company, please put “√” for your level of satisfaction in each criterion shown below?

11.1. Maintenance	Level of satisfaction				
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Solve the problem					
Time it takes for maintenance					
Price of maintenance					
Overall maintenance service					

11.2. Spare Parts supply	Level of satisfaction				
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Access of spare parts in store					
Time it takes for maintenance					
On time supply					
Overall maintenance service					

11.3. Online / telephone	Level of satisfaction				
Service	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Accuracy to solve the problem					
On time feedback					
Telephone service					

1.4. Warranty service	Level of satisfaction				
Service	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Clearness of information					
Length of warranty service					
Warranty implemented as promised					
Overall warranty service					

11.5. Documentation service	Level of satisfaction				
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Accuracy of documentation					
Relevance of requested information					
Overall documentation service					

11.6. Training	Level of satisfaction				
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
driving orientation					
Contents of orientation					
Duration of orientation					
Overall satisfaction					

12. How would you rate your satisfaction on the cleanness of your vehicle after washed?

Very satisfied Satisfied Neutral

Dissatisfied Very dissatisfied

13. How would you rate your satisfaction on the competency of technicians?

Very satisfied Satisfied Neutral

Dissatisfied Very dissatisfied

14. How would you rate your satisfaction on the politeness of after sale service technicians

Very satisfied Satisfied Neutral

Dissatisfied Very dissatisfied

15. How would you rate your overall satisfaction on after sale service experience?

Very satisfied Satisfied Neutral
Dissatisfied Very dissatisfied

16. Based on your overall experience in the after sale service, would you visit the after sale service station again?

Yes No

17. Based on your overall experience in the after sale service, would you buy another vehicle from this company?

Yes No

18. If you would like to give additional suggestions, please

Thank you very much!!!