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ISTANBUL AYDIN UNIVERSITY

INSTITUTE OF SOCIAL SCIENCES

HOW CUSTOMER SATISFACTION CAN BE ACHIEVED THROUGH CUSTOMER SERVICES: THE CASE OF TURKISH AIRLINES.

M Sc.

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz İşletme İngilizce Ana Bilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans Programı **Y1312.130057** numaralı öğrencisi **FAISON NKIMBE SIBEN**'in **"HOW CUSTOMER SATISFACTION CAN BE ACHIEVED THROUGH CUSTOMER SERVICES: THE CASE OF TURKISH AIRLINES CORPORATION"** adlı tez çalışması Enstitümüz Yönetim Kurulunun 14.04.2017 tarih ve 2017/07 sayılı kararıyla oluşturulan jüri tarafından oybirliği ile Tezli Yüksek Lisans tezi olarak kabul edilmiştir.

Öğretim Üyesi Adı Soyadı	**İmzası**

Tez Savunma Tarihi :21/04/2017

1)Tez Danışmanı: Yrd. Doç. Dr. Bekir Emre KURTULMUŞ

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Not: Öğrencinin Tez savunmasında **Başarılı** olması halinde bu form **imzalanacaktır**. Aksi halde geçersizdir.

First and foremost I will like to dedicate this research to my beloved parents who believed in me and did all in their power to sponsor me to any academic level. This would not have been possible without their efforts and contributions to groom me in the Academic sphere. They laid the foundation and have been there till date. To my dad Mr. FAISON Wilfred of blessed memory thanks a million times for all the sacrifices and for having believed in me.

To my supervisor EmreKurtulmus I also dedicate this book to you who made the writing of this research possible through guidelines, corrections, advice and encouragements. You gave me courage to keep up with the research work when I found it hard to coup.

Lastly, I will like to thank all my friends who supported me in my Academics encouraging me always to keep going. And to my respondents thanks for willingly accepting to fill the questionnaires making my research work easier for me.

FOREWORD

To begin with, I will like to give all thanks to God Almighty for having kept me in good health in the course of this research. Without His blessings and guidance it wouldn't have been possible.
Also, I will like to thank my supervisor EmreKurtulmus in a special way. He made my research easy by providing me guide lines in each chapter and supported me morally and academically throughout the research, encouraging me to keep up when I was at my lowest point not to give up despite the challenges. He was always available at any point in time and ever willing to listen and correct where need be. May Allah Bless him
Special thanks to my mum Kinyuy Margaret, my late dad FAISON Wilfred Shiynsah and my siblings for all the support. They have been my support system financially, morally, spiritually. They gave me the educational platform to further my education to this level. I really am grateful.
Last but not the least I will like to thank my friends who supported me in one way or the other in the course of my research. Special thanks to Istanbul Aydin University for providing me with this platform and thanks to all respondents who took time to fill my questionnaire making it possible for me to have reliable information from direct sources and widening my scope as I learnt a lot in the process.

April 2017 **Faison Nkimbe SIBEN**

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ABBREVIATIONS

ANOVA	**:**	Analysis of Variance
BOAC	**:**	British Overseas Airways Corporation
E	**:**	Expectation
EDP	**:**	Expectancy-Disconfirmation Paradigm
GPA	**:**	Grade Point Average
IATA	**:**	International Air Transport Association
N	**:**	Sample size
P	**:**	Perception
SD	**:**	Standard Deviation
SERVQUAL	**:**	Service Quality
SPSS	**:**	Statistical Package for the Social Sciences
THY	**:**	Turk Hava Yollari.
USA	**:**	United States of America

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HOW CUSTOMER SATISFACTION CAN BE ACHIEVED THROUGH CUSTOMER SERVICES: THE CASE OF TURKISH AIRLINES

ABSTRACT

The aim of our research is to find out how quality of service affects customer satisfaction in the Airline Industry. The case of Turkish Airlines. This is to aid us know what determinant factors influence customer satisfaction in this Airline. Is it online, airport or onboard services that are important to them and which of them meet their expectations? This is to enable us determine if the quality of service offered by Turkish Airlines equals customer satisfaction, if it is above expectation or below expectation and propose recommendations on how to ameliorate the quality of service offered to yield customer satisfaction. This will make customers stick to the airline and not switch to other airlines given today the Airline Industry has become a very competitive sector and any airline that wants to gain the loyalty of their customers has as obligation to offer outstanding services. This will lead to customer satisfaction prompting customers to encourage others by word of mouth to use the services of this Airline. In order to obtain the results we sought, we decided to use the quantitative method where questionnaires were formulated and distributed to passengers at the Turkish Airlines to fill.200 of the questionnaires were filled by the respondents. The data was collected, its reliability tested and the results were analyzed and interpreted using statistical analysis.

Keywords: *Airlines, Turkish Airlines, Service quality, customer satisfaction, Statistical Analysis, Correlations, Multiple Regression Analysis, ANOVA.*

MÜŞTERİ HİZMETLERİ İLE MÜŞTERİ MEMNUNİYETİ NASIL GERÇEKLEŞTİRİLİR: TÜRK HAVA YOLLARI

ÖZET

Araştırmamızın amacı havayolu endüstrisinde hizmet kalitesinin müşteri memnuniyetini nasıl etkilediğini ortaya çıkarmaktır. Türk Havayolları vakası. Bu, hangi belirleyici faktörlerin bu Havayolunda müşteri memnuniyetini etkilediğini öğrenmemize yardımcı olmak içindir. Onlar için online hizmetler mi, havaalanı hizmetleri mi veya uçaktaki hizmetler mi daha önemlidir ve onların beklentilerini bunlardan hangileri karşılar? Bu, Türk Havayolları tarafından sunulan hizmet kalitesinin müşteri memnuniyeti düzeyinde olup olmadığını, beklentilerin üzerinde mi yoksa altında mı olduğunu tespit etmemize olanak sağlamak içindir ve müşteri memnuniyeti için sunulan servis kalitesini iyileştirmek için öneriler sunar.Günümüzde havayolu endüstrisinin çok rekabetçi bir sektör haline geldiği ve müşterilerin sadakatini kazanmak isteyen herhangi bir havayolu şirketinin mükemmel hizmetler sunmak zorunda olduğu göz önünde bulundurulduğunda, bu müşterilerin havayoluna bağlı kalmalarını ve diğer havayollarına gitmemelerini sağlayacaktır. Bu da o havayolu şirketinin sunduğu hizmetler konusunda müşteri memnuniyetinin ağızdan ağıza yayılmasını sağlayacaktır. Araştırdığımız sonuçları elde etmek için anketlerin formüle edildiği ve Türk Havayolları yolcularına doldurmak için dağıtıldığı nicel yöntem kullanmaya karar verdik. Anketlerin 200 tanesi katılımcılar tarafından dolduruldu. Veri toplandı, güvenilirliği test edildi ve sonuçları istatiksel analiz kullanılarak analiz edildi ve yorumlandı.

Anahtar Kelimeler: *Havayolları, Türk Hava Yolları, hizmet kalitesi, müşteri memnuniyeti, İstatistiksel Analiz, korelasyon, Çoklu regresyon analizi, ANOVA.*

1. INTRODUCTION

When we hear of the word quality of service, the word customer satisfaction comes to mind. This is so because customers are the bed rock of any service organization. Treat your customer with respect; provide the quality of service they need and watch your organization retain customers as well as gain potential customers with no stress. This can only happen if such an organization is consistent with the quality of service they offer as well as track the satisfaction records of their customers. When this happens, such an organization is bound to excel, dominate its competitors as well as yield profits while gaining potential customers at same time. This notion now leads us to the topic of our research which is aimed at looking how the quality of service offered by Turkish Airlines affects its customer satisfaction. The aim of this research is to determine if the quality of service offered by this airline leaves its customers satisfied or dissatisfied, if there exist any relationship between customer service and customer satisfaction, which of the services influence their satisfaction, is it online services like booking online, calling customer service? Or airport services like airport security, efficiency of baggage handling, effectiveness of check-in? Or is it onboard services like politeness of air hostesses, seats, quality of food, entertainment? Or do the customers rate the services offered by the airline at all levels? All these questions will be answered in the course of our research of which in the end, our formulated hypothesis will be tested to see if they conform with our research aim of which in the end recommendations will be brought forth on measures the airline can take to satisfy their customers while at same time attaining their objectives.

In our subsequent paragraphs, we will start by defining the terms quality of service and customer satisfaction for our viewers to have a clearer picture of these terms and what the researcher's aim is. Followed by historical background aimed at

Helping us understand how this airline industry came about and how they have evolved to be at the level they are today. We too will look at the evolution of the Turkish Airline Industry over time. This will aid us to know the state of the airlines as a whole and Turkish Airline in particular before now. Has the airline increased in size and profits overtime? Has it been stagnant? Or has there been a decline? All these questions will be answered in a bit. Then thereafter, the researcher will state the aim and objectives of our research, the purpose of our research will be stated too, our problem statement, our research questions, hypothesis of study and significance of our study will all be enumerated in a bit in the sub headings that will follow suit.

Talking about the term quality of service? This term can be defined as a transaction between a customer and a service provider with the aim of satisfying the customer. The effect of the provided service on the customer determines the satisfaction level if it was in conformity or not with customer's expectation. The service provider's approach to the quality of service he provides, his immediate reaction to calls, emails and politeness to a customer all go a long way to not only retain a customer but gain new customers. This is because the satisfied and contempt customer will boast about the quality of service of this company to others it could be mouth-to- mouth propaganda or internet propaganda which will refer many customers to the said service provider because he is not only good at what he does but puts his customer first which is what customer service is all about. We however know what a disgruntled customer is capable of doing. He will not only quit using your services but will stop at nothing trying to discourage other potential customers from falling prey to the bad or term it unsatisfactory services offered by the said company. According to these authors quality is defined as excellence to (Garvin, 1984), value to (Cronin and Taylor, 1992), or service that meets or exceeds expectations to (Parasuraman, et al, 1985).

Customer satisfaction on the other hand is said to be the results of the effect of performance on the customer. It is the output of perception. If perception equals or surpasses expectation, this leads to customer satisfaction while perception below expectation leads to customer dissatisfaction. We then can see that these two terms customer service and customer satisfaction are not only related but act like a chain.

Good service leads to satisfaction which influences the customer to repurchase the services again and chain goes on and on provided the quality of service remains the same or improves. This chain leads to customer loyalty. It is therefore very primordial for any organization to know the place of a customer in its organization and make sure they give their employees ample training before they assume certain positions.

1.2 Background History of the Airline Industry

This segment of our work will be subdivided into two parts. The first sub part will tackle the airline background history from a global perspective will sub two will be narrowed down to the background history of our case study which will be the background history and the evolution of Turkish Airlines.

1.2.1 Background history of the global airline

Prior to the world wars and during the world wars, the aircraft industry was limited mainly for military purposes mainly used during the wars. It was not until 1915 that the first commercial airline was launched in the United States between St Petersburg, Tampa and Florida. Even after this, the airline was still limited for commercial purposes. Not until the second half of the 20th Century that the airline industry was on the rise for commercial purposes when the demand for it was on the rise. The role this airline played during the war contributed to its rise due to its advantages.

In the mid-1950s, the airline industry was said to be on the rise. One of the factors that contributed to the increase in its usage was the drop in air ticket fares making it possible for many to be able to afford tickets. Also, globalization was on the rise and there was need for a faster means of transportation to transport people across the globe. The airline industry was suitable for this given that planes were designed in a way that could transport people across territories in no time. As such, many planes were manufactured with greater capacity to transport passengers and cargo. Thus, the industry was bound to expand. With Sweden being one of those countries to experience this tremendous growth experiencing 100% increases between the years 1960 and 1995 by (Johansson & Romert, 2005).

Also, it is worth noting that one of the reasons that made the slow rise in the airline industry was because before 1978, most airline industries did not have the right to own airlines nor the liberty to make rules and regulations on how their airlines function. All of this was in the hands of the government (Piercy, 2001). They could not make decisions like determining prices for their flights, no rights to enter or exit the markets even if they were licensed. Things however changed thanks to the Deregulation Act of 1978 (Levin, 1987; Bailey, Graham & Kaplan, 1985). The introduction of this deregulation act gave company owners certain rights as how to manage their airlines. This gave room for competition as many airlines had to set their own standards to take over the global market. The late 1990s saw not only a rise in the use of this airline services but also exposed the company to competition as many operators joined the markets to compete with other operators. This competition portrayed the value and importance of customers and their role in the growth of this industry. Many companies then had to focus on training their personnel on how to retain customers (Lee & Cunningham, 1996). This intend led to incentive programs like the flyer programs which some airline companies offered in a bit to please their customers (Miller, 1993).

However, the 21st century saw a remarkable increase in the airline industry as the demand kept rising. Bigger planes were constructed to contain both passengers and cargo boasting aircraft construction companies profits. Many airports were created, many routes opened and airline companies kept expanding their services to other parts of the continent, competition become stiffer. This expansion made it possible for billions of passengers to be able to fly per year. By the early 2000s and 2001 to be précised, freight shipments had grown from 17million tones to 34 million annually. This airline industry undeniably contributed to the world's economy. This industry was remarked to have been one of the world's fastest growing sectors of the economy. With some airlines flying to all the continents like the case of our case study Turkish Airlines which flies to all continents.

1.2.2 Background study of Turkish airlines.

On May 20th 1933, Turkish airlines came into existence under the name State Airlines Administration. The airline was under the Ministry of Defense and it was headed by Mr. Fesa Evrensev with a total of twenty four personnel 7 of them which were pilots, 8 of them mechanics, 8 officers and 1 radio operator. This airline started with a total of 5 planes. 2 of these planes were Curtiss kingbirds with 5 seats, 2 four seats Junkers and an ANT- 9 plane with 10 seats. It was 100% state owned. The airline operator in 1935 was now handled by the Ministry of Public Works known at the time as *Nafia Vekâleti* and in 1946 the airline acronym changed from State Airlines Administration to General Directorate of State Airlines.

On February 12, 1947, the first ever international flight under this airline was launched to Greece via Ankara – Istanbul – Athens route. In 1951, another international route was opened through Nicosia, Beirut and Cairo. In 1953 under the Chicago agreement an international airport was constructed at *Yesilköy, Bakirköy*, Istanbul known as the Istanbul Ataturk Airport named in honor of Mustafa Kemal Ataturk the founder and first president of the Republic of Turkey. This airport should be noted is headquarter of Turkish airlines. Aside the Istanbul Ataturk airport, the airline has other hubs like the *Esenboğa* international Airport, and *Sabiha Gökçen* international airport. On May 21st 1955, the name of the airline changed from General Directorate of State Airlines to Turkish Airlines which since then has remained the name of the airline. This name in Turkish is usually abbreviated as THY as seen on most of their websites, fliers, planes. The full meaning of THY is *Turk Hava Yollari*.

In 1956, Turkish airlines became a member of IATA "International Air Transport Association" which is an international associate put in place to ease commercial, technical, managerial and economic cooperation. 1957 following Turkish foreign policy to foreign investment, BOAC "British Overseas Airways Corporation" partnered with Turkish airlines with a 6.5% equity share. BOAC's Directorate General Sir, George Cribbett was appointed as a member of the board of Directors at the Turkish airlines where they offered technical assistance for about 20years. By 1960, a new flight internationally was scheduled for Frankfort, Germany. The following year, three weekly flights were launched and scheduled to Ankara-Istanbul – Vienna – Frankfort. In 1972, Turkish Airlines stock rose to 100% that is to say from 200 million Turkish liras to 400 million Turkish liras. In 1977, BOAC's share was bought by the Ministry of Finance thus nationalizing the airlines.

1983 marked 50 years of the existence of Turkish Airlines. By this time, the airline company was operating in three continents namely Africa, Asia and Europe with 30 aircrafts, about 5775 personnel and roughly 2.5million passengers. Turkish airlines in 1985 launched first class services to Jeddah and London and in 1988 the 4th continent which is the Americas joint route of destinations for Turkish airlines flights with the first flight scheduled for New York. By 1996, the airline's first website www.thy.com went operational. In 1998, Istanbul chamber of commerce applauded Turkish Airlines with the first golden plaque as the highest company to have generated foreign currency into the country. Their call Centre with numbers 444 0 849 went operational at the service of its customers and two years later, online ticketing and online check in procedures also kicked off.

In 2006, Turkish Airlines began its Miles & Smiles programs with its various membership cards and benefits for its customers. In April 2008, Turkish Airlines became a star alliance 20th member. In 2011, Turkey suffered a financial crisis throughout that year coupled with the September 11th attacks in the USA. Despite all these the airline still managed to escape financial loss or deficit as a result of its efficient entrepreneurial management and skills. However, wages were reduced by 10% and about 300 workers laid off their jobs and also roughly 400 part time workers lost their jobs. In 2012, Turkish airlines changed its logo from "Globally Yours" to "Widen Your World". In 2015, Turkish Airlines built the tallest sand castle in the world in Virginia key park Miami, USA and got their name in the Guinness book of records.

Turkish airlines as we earlier said is head quartered in Yesilköy, Bakirköy, Istanbul known as the Istanbul Atatürk Airport. Turkish airlines it should be noted flies to about 283 destinations with 51 of them flying nationally and flying to125 countries making the airline the highest airline worldwide with the largest worldwide carrier with regards to international destinations. This airline has 323 aircrafts. A319 – 132/100 fleets, the airline has 14 of these airplanes with a seating capacity of 132. A320 – 300 fleet, the airline has 29 of these airplanes with seating capacity of between 150-159, Turkish airlines also possesses an A321 – 200 plane 62 of them in number with seating capacity ranging from 178-194, A330-200 fleet , 20 in number with seating capacity between 220-281, A330-300 fleet 29 in number with seating capacity of 289 persons. 4 A340-300 fleet with seating capacity of 270.29 B777-300EU planes with seating capacity of about 337-349 passengers. 106 B737-800 planes with seating capacity of about 151-189. 1 B737-700 fleet with seating capacity of about 124-149, 3 Embraer E195 fleet with seating capacity of 118 passengers, 15 B737-900ER aircrafts with seating capacity of 151-169 passengers and two cargo aircrafts namely A310 Cargo 3 in number and A330-200F Cargo 15 in number making it a sum of 323 aircrafts 2 of them cargo aircrafts and the remaining 310 passenger aircrafts.

Turkish Airlines has won several awards such as best business class lounge dining in 2014 and 2015. This Airline was the best business class airline catering in 2013, 2014 and 2015. The best airline in Europe in 2011, 2012, 2013, 2014 and 2015 five times conservatively and the best airline in southern Europe in 2009, 2010, 2011, 2012, 2013, 2014 and 2015 at the Skytrax passengers choice award. The airline by 2023 has as target to reach 120 million passengers, a 24 billion turnover target and the best airline in the world. They believe that with the ongoing construction of the new airport in Istanbul which will be if not the largest one of the largest in the world, their 2023 target will be met.

1.3 Problem Statement

Talking about problem statement, we mean discrepancies between what is and what ought to be. It is the gap between expectation and performance. It aims at bridging this existing gap. In business we are thought that a good business manager is that who not only derive means for tracking customers' problems but device means on how their problems can be resolved both in the short and long run. Since the researcher is not a business manager, he too can contribute his quota to the knowledge field by designing the set of questions he seeks to find valid answers to and setting out in the field to carry out concrete research whose results are then tested to see if they suit the hypothesis or to formulate hypothesis at the end of the research in the case where inductive approach is deemed necessary. The researcher at the end of his research then presents the situation on ground and proposes solutions and recommendations as to what steps to follow to obtain desired and satisfactory results. With respect to our case study, our problem statement will be "Effects of quality of service on Customer Satisfaction in the Turkish Airline. The researcher with regards to our case study will formulate hypothesis, design questionnaires which will be filled by the respondents, data will be collected, tested, analyzed and interpreted to see if it conforms to our hypothesis and recommendations on way forward. Steps to be taken and desired research methods will be explained in the course of our work justifying why those methods have been chosen.

1.4 Purpose of Study

The purpose of our research is for our readers to have a clearer picture and deeper understanding of factors that affect customer satisfaction in regards to the quality of service employees' offer. To be more specific, we will limit our research to our case study which is Turkish Airlines. At the end of this research, our readers will be able to know which factors are considered more important to customers in this airline and how satisfied or dissatisfied they are with the present services offered by Turkish Airlines. We will sub divide our research purpose into two parts. Sub one will state the aim of our research will sub two will state the objectives.

1.4.1 Aim of our research

The aim of our research will be to;
Identify factors that influence customer satisfaction in Turkish Airlines.
Identify which of these factors of quality of service offered are dissatisfying to the customers and provide solutions and recommendations on how these setbacks can be tackled.
Determine the causes of these problems if they are in relation to the quality of service offered by Turkish Airlines or due to external forces or technological causes.
Establish both long and short term plans on how to resolve the problems affecting customer satisfaction negatively.
Determine the extent to which perception matches expectations.

1.4.2 Objectives of our research

Identify the impact performance has on customer satisfaction levels.
Determine customer loyalty levels with respect to Turkish Airlines
Identify predominant factors of service that lead to customer satisfaction in Turkish Airlines.
Determine if the relationship between customer service and satisfaction is a significant one.
Determine if quality of service does affect customer satisfaction to a greater extend.
Explain what factors or dimensions of quality of service customers identify to be of importance to them.

Examine if obtained results is in conformity with our hypothesis.

1.5 Research Questions

With respect to our research, our research questions will be as follows:
What effect does customer experiences have on future purchases?
How significant is the relationship between customer services and customer satisfaction with regards to Turkish Airline Passengers?
What dimensions of service render Turkish passengers more satisfied?
If customer satisfaction is negative what can be done for the Airline to regain their customers?
If customer service is satisfactory what can be done to retain these customers?
Are there services this Airline does not offer that passenger's wish could be introduced and implemented?
Do they have a competitive advantage over other service providers providing same service as them?

1.6 Research Hypothesis.

The following will be our hypotheses that will be tested
H1 = Online services offered by Turkish Airlines has a significant relationship with customer satisfaction.
H2 = Airport services offered at the Turkish Airlines has a significant relationship with customer satisfaction.

H3= Onboard services offered at the Turkish Airlines has a positive relationship with customer satisfaction.
H4= Customer expectations at the Turkish Airlines has a positive relationship with customer satisfaction

H5= Customer experience at the Turkish Airlines has a relationship with customer satisfaction.

H6= Customer satisfaction by Turkish Airlines passengers has a significant effect on their behavioral intentions.

1.7 Significance of Our Research

This research will be significant in that, it will not only educate and give our readers a clearer picture of the evolution of Turkish Airlines but give the viewers the opportunity to learn about the existence, evolution and state of the airline industry before the creation of the Turkish Airlines. This research work did not just dive into present day Turkish Airlines but made us understand how this airline industry came about and how it has evolved to be where it is today.

The second significance of our study will be to present the state of customer satisfaction with regards to the quality of services offered by this airline. Other researchers may have written on customer satisfaction in this airline using different approaches and methods. Our approach and method maybe similar to that of other writers but the results will differ. This will not only add knowledge to social science research but will also act like reference in the future for future researchers who will be triggered to use this research method.

Our research further more will be significant in that, while other materials or researches available in this field had been published years back, ours offers fresh information as per the present situation in this airlines given that human beings are unpredictable, their taste change over time so organizations are supposed to change and amend the quality of their services to suit customer taste. That is to say, the results about customer satisfaction published over years may not be valid now. Our research therefore bridges the gap between what affected customer satisfaction then and what drives customer satisfaction levels presently.

The results obtained from our research will not only be of significance to our readers but also to Turkish Airline and other Airline companies. While Turkish Airlines will be more than willing to know the state of their customer satisfaction levels to know if they are meeting their target, other airline companies will be glad to know if Turkish Airlines has competitive advantage over them and what they can do to either meet up with the standards of services offered by Turkish airline or use the weaknesses of this airline to their own advantage. This research too will enter social science archives where students, readers, researchers and authors could consult in the future when researching books or published articles related to our research topic.

1.8 Chapter Layout

The above questions and hypotheses will be tested and answered in our subsequent chapters. In an attempt to answer all these questions, the subsequent chapters will be designed suit: In the subsequent section which is Chapter 2, we will review the literature making reference to the works of other authors that have tackled similar topics. Thereafter will be Research Methodology in chapter 3 which will design the methodology question and choose the research method to be used. Data Analysis and Findings or say results from the survey will be analyzed in Chapter 4. Chapter 5 will present conclusions. And our Final Section which is Chapter 6 will provide recommendations and a Reflective Statement.

2. LITERATURE REVIEW

According to Anderson, Fornelland Lehmann (1994), the study of customer satisfaction or dissatisfaction is vital, reason being that it acts as a predictor or determinant factor for customer's satisfaction levels both in the present and future. Most companies who want their customers to remain loyal carry out surveys or do some sort of follow up to see if there are any aspects customers are satisfied or dissatisfied with. This helps them know which domains to work on in order to retain their customers and remain vibrant in their businesses. It gives them competitive advantage over their competitors. Rust, Zeithaml & Lemon, (2000) says the determinant factor for customer satisfaction with airline services is customer post purchase behavior. To (Bigne & Sanchez, 2001; Boulding, Kalra, Staelin & Zeithaml, 1993; Cronin & Taylor, 1992) perceived value, perceived service quality and satisfaction are all great determinants of customers repurchase intentions. The purpose of this study is to examine and identify the factors of perceived service quality and their relationship with overall customer satisfaction in an airline service context. The case of Turkish airlines

2.1 Service Quality

Service quality is an important measurement of competitiveness (Lewis, 1989). Recent service industries are faced with the issue of service quality and customer satisfaction (Hung et al., 2003). Customer quality service is important in all organizations be them under the private sector or under the government (Zahari et al., 2008). It is the extent to which a service meets or exceeds customer needs and expectations (Lewis and Mitchell, 1990; Dotchin and Oakland, 1994; Asubonteng et al., 1996; Wisniewiski and Donnelly, 1996; Seilier, 2004; Zahari et al., 2008). For some time now more attention has been accorded to service quality given that any organization in the service sector that wants to remain sustainable and yield profits has to put customers first. This is so because these are the people that hold the key to the sustenance and profits of your organization. As we all know humans are complex and their taste change with time. They get fed up with same services with no inventions. This has made many service organizations assign managers to study and come up with both tentative and sustainable service programs that will keep their customers faithful to them. If not they will switch to other organizations offering same but better services than your organization. (Leonard and Sasser, 1982; Cronin and Taylor. 1992; Gammie, 1992; Hallowell, 1996; Chang & Chen, 1998; Gummesson, 1998; Lasser et al., 2000; Newman, 2001; Sureshchander et al., 2002; Seth & Deshmukh, 2005).

Kotler (Fandy Tjiptono, 2003: 61) When we talk about quality, it has a start and an end point. The starting point is what the customer expects and the end point is what the customer actually receives. Did the quality of service rendered reflect what the customer initially perceived? If the answer is yes or more than what the customer expected or perceived then the quality of service is satisfactory but if lower than what the customer expected then the quality of service was unsatisfactory to the customer.

Irrespective of country, race, continent, culture and beliefs, it is important for companies to keep track of their service quality, measure and compare with that of their counterparts in order to remain vital, strong in business. The world has become a global village and distance is no longer a barrier. So it is important for enterprises, organizations, companies and institutions to know what is happening across the world with their competitors. Thus, encouraging their customers to repurchase and become loyal while at same time attracting new customers (Brown & Bitner, 2007). It is important to note that service quality has been a focal point for many researchers who at one point had to come up with models that could be used for measuring service quality. These models help managers to identify lapses and brainstorm on how these can be fixed or improved upon in order to be efficient and profitable.(Seth & Deshmukh, 2005).

Zeithaml & Bitner (1996; 117) gave further explanations why it is important and vital for any company dealing with customers to be concerned about the quality of service. To them, two very important determinants should be considered very carefully. These determinant factors are expected service and perceived service. Expected service is the outcome of the service the customer had in mind while doing the purchase while perceived service is the actual results the customer gets after having purchased the services. Does the service rendered reflect what the customer actually had in mind? If yes then good for the company but if no, then the company better ameliorate its services in order to stay vital. Some wise companies have track of customer records be it numbers or emails and they try to reach out to them from time to time to find out if the customers are satisfied with their services.

Furthermore, Fitzsimmons & Fitzsimmons (2001: 44) supported the ideas of Zeithaml & Bitner that two important factors really do describe and indeed also do have an effect on the quality of service rendered by customers. These factors being expected service and the other perceived service which determine the levels of customer satisfaction. They went further to design a model that explains the how these factors that best describe the quality of service does affect customer satisfaction. The table below gives a detailed explanation about the relationship.

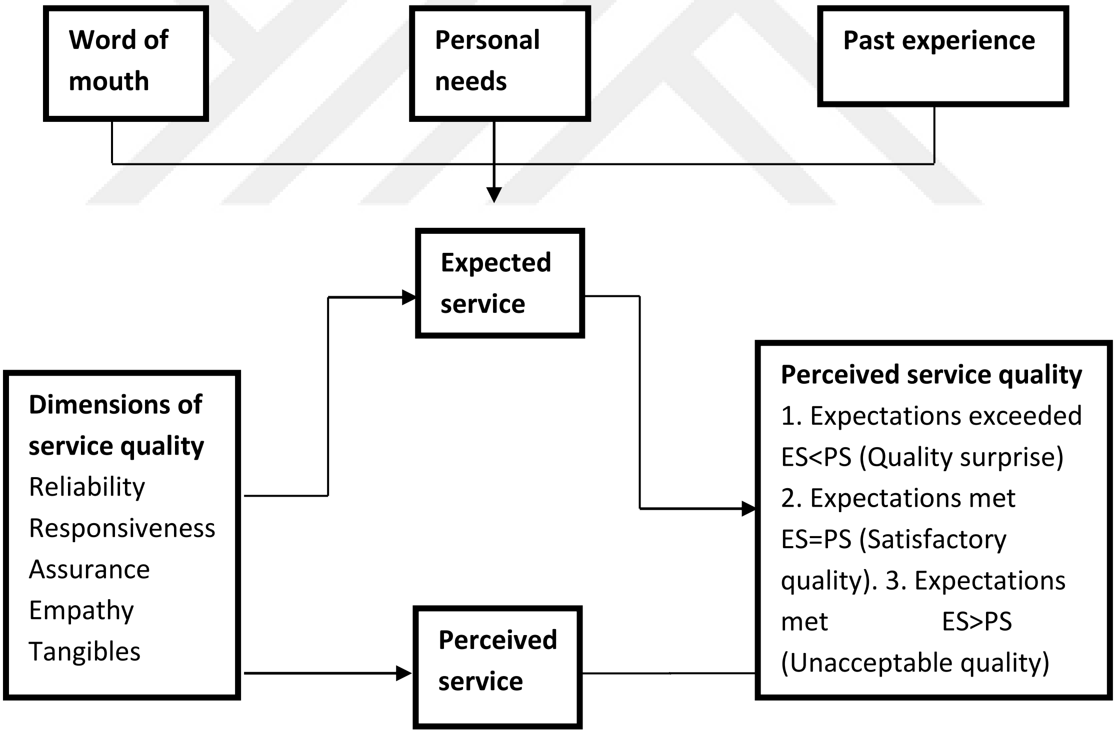


Figure 2.1: Perceived Quality Service Model
Source: Parasuraman, et al, (Fitzsimmons & Fitzsimmons, 2001:44)

Customers in service sectors or organizations are the pillars of such organizations. This is because the existence of any organization in this sector lies in their hands. The sort of services the service providers render to them and their perception towards these services is a very vital dimension of quality service (Lewis, 1989). How reliable the services rendered are will influence customer’s response towards the services. Gronroos (1982) and Parasuraman, Zeithaml & Berry (1988) were the first authors to emanate with the idea that perceived quality of service indeed does have an effect on the way or manner in which customer’s evaluated quality of service.

Olson & Dover (Parasuraman, al., 1995) gave their own view point or say definition of customer expectation which to them is what the customer believes in at the time of purchasing a service and the actual performance of service after purchase. Did the results obtained after purchase meets the customer’s initial perception? Was the service rendered to the customer worth it after being recommended? Did the services rendered match what was being advertised? Were the services below or did it exceed what was advertised? These are the sorts of questions the customers are expected to answer after purchase. Their responses towards these questions will determine if the organization will remain on same spot, fall or move to another step.It is at the company’s interest if customer perception exceeds or meets expected quality of service. Because this will mean the company will retain its customers and is likely to gain more customers as the satisfied customers are likely by word of mouth and other communication mediums recommend your company to potential customers. Your company too will gain a loyal customer which is good for the company’s growth and profits. Dissatisfied customers on the other hand will not only walk away but will discourage others from purchasing your services which can in the short or long run lead to the collapse of the company if their services are not ameliorated or upgraded to suit customers taste.

Parasuraman et al (Sultan & Simpson, 2000: 193) came up with a way of measuring service quality dimensions. These dimensions were tangibles, reliability, assurance, responsiveness and empathy. They developed a term for this which became popular and is today used by many. This term is SERVQUAL for service quality. Today, many use this term SERVQUAL to measure quality of service with respect to customers expected service quality and performance. This model for measuring dimensions in later years influenced other authors who wrote books to support Parasuraman et al (Sultan & Simpson, 2000: 193) model. These authors are (Cronin & Taylor, 1992), (FandyTjiptono, 1996: 99) did not only use this model to measure the quality of service but also went a step further to look at the gap that existed between perceived service and performance.

Cronin & Taylor, (1992; Rust, et al., (1995) talked also about quality service but laid their interest on customer satisfaction and customer loyalty where they hammered on the effects it has on a company and vice versa. That is to say, good services win customers causing them to repurchase and become loyal. This is a good indicator to the company because this means more profits for the company. On the other hand, dissatisfied customers switch to your competitors which is a bad indicator for the company as it could lead to losses or the collapse of that company.Cronin & Taylor (1992) and Taylor & Baker (1994) conducted a research on customer satisfaction in car parks, airlines and distant telecommunication service whose results showed that there was a significant customer response to buying interest return.

Some researchers on the other hand went a mile extra to test how quality of service, customer satisfaction and repurchase influenced each other. To support their views, Woodside, et al., (1989) went on to suggest a model that could assess the level of relation that actually does exist between quality of service, customer satisfaction and interest. The following authors also concurred with this view where they explained that a positive relationship between these factors leads to customer loyalty. Cronin & Taylor (1992); Rust et al. (1995); Zeithaml, et al,. (1996); and Gabrarino & Johnson (1999); Fullerton & Taylor, 2000

Alexandris, K. (2002), from a global perspective stated that the quality of service was dependable on how superior your services were over that of your competitors. According to Chang, Y. W. (2012), "service quality is defined as the ability of the organization to meet or exceed customer expectations". This means service quality can be measured. In this case, service quality is measured by what extend performance exceeds or equals expected service quality.

After having cited many authors and their view points about service quality, it models of dimension, what relation exits between customer service and quality of service, we couldn't have left out the following authors who share same views that quality of service means the type of service a customer initially expected to receive and performance which in a way affects customers satisfaction who are (Tan, K.C, 2001) and Wal et al (2002).

2.2 Customer Satisfaction

To many, satisfaction is the fulfillment you get after consuming a service or a product. As human beings, we purchase services or products for a purpose of which we rate our satisfactory levels after having consumed those services or products. It is at times complex to assess this given that humans are complex beings. What is satisfactory to A may not be satisfactory to C. these concerns triggered many authors who attempted defining what satisfaction to them was and factors that determine customers satisfaction. Some of the authors understood the complex nature of humans and how their taste changed over time and saw the necessity for companies to be aware of this and ameliorate their services to suit consumers taste. Oliver (1997) defined satisfaction as consumer's fulfillment response. He went further to say that this fulfillment could either be under fulfillment or over fulfillment in accordance with consumption fulfillment. (Levesque & McDougall, 1996) on their part defined satisfaction in relation consumption as a "customer's behavior towards a service provider". Zineldin (2000) on the other hand, defined satisfaction as customer's reactions to expected service quality and performance. (Heskett et al., 1994: Strauss et al., 2001 and Zairi, 2000) defined satisfaction from a response perspective. That is to say, what happens when a customer is satisfied or dissatisfied? Satisfied customers become loyal customers while dissatisfied customers switch.

According to (Boshoff & Tait, 1996), service providers play a great role in determining customer satisfaction. Their behavior towards customers is very important to the company. This is so customers judge and rate so many organizations from their behavior and comportment towards them. In the views of (Pratt & Beaulieu, 1992; Schein, 1996; Ferris et al., 1998 and Chow et al., 2002), it is very important for organizations to set rules and regulations for the company with acceptable norms of behavior. These authors bought this idea or school of thought predecessors like (Koberg & Chusmir, 1989) had written books on customer satisfaction emphasizing the need for organizations to have laid down behavioral norms. Aside the existing books on literature talking about organizational culture and customer satisfaction, (Gowing & Lindholm, 2002 and Gupta et al., 2005) reiterated on its theories.

Tse & Wilton (Fandy Tjiptono, 1997: 24) “customer satisfaction or dissatisfaction is a response to the evaluation of the perceived discrepancy between expectations and service quality performance” customer satisfaction occurs as a result of the sort of results of performance as opposed to expectations after a customer’s purchase. Engel (Fandy Tjiptono, 1997: 24) defined customer satisfaction in his own words as the effect the service has on the customer after consumption. This effect on a customer could equal what he expected before purchase or exceed on the one hand and on the hand the effect could be dissatisfying if the performance is below customer’s expectation.

(Walker, 1995) agreed that customer satisfaction can be better evaluated through measures. They however, came up with five measuring approaches. “Namely: (1) Paradigm of disconfirmation expectations, (2) The theory of comparative level, (3) Equity theory, (4) Norms as a benchmark standard, and (5) Theory of perceptual disparity value” this was in a bit to explain further and clearly how expected service and perceived service or performance actually affected customer satisfaction.

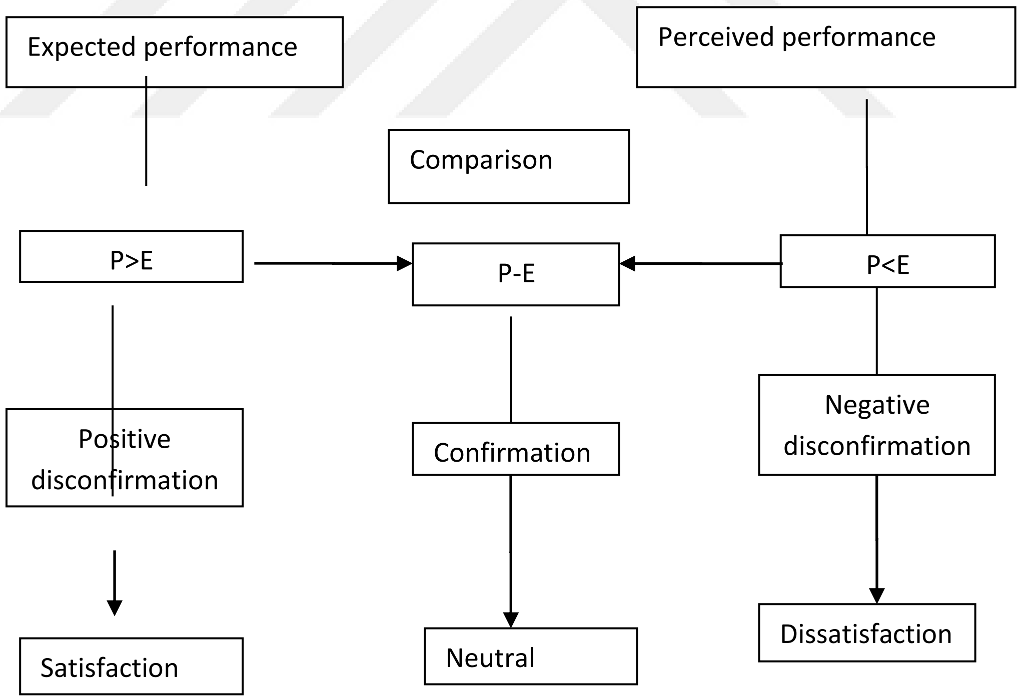


Figure 2.2 The Disconfirmation of Consumer Satisfaction
Source: Walker, 1995: 7

Concerning the above table, P>E means perception exceeds expectation which is a positive sign that shows that the customer is satisfied. P=E means perception equals expectation which is a positive sign to as it shows that performance was actually what the customer expected it to be before purchase. P<E means perception is less or below expectation. It is a negative sign. It is an indicator of dissatisfaction. This shows performance was far below expectation leaving the customer disappointed and dissatisfied.

The author started by explaining what positive disconfirmation meant, to him, this occurs when the outcome of performance surpasses customer expectation prior to service purchase. Confirmation as we know is attesting to something. When something matches expectation or when a feeling is neutral. Negative confirmation therefore should be a negative feeling. That is to say it occurs when the outcome of performance is below expectation. This leaves the customer dissatisfied as conformed by (Oliver, 1997: 104).

Quality of service is a comparison between perceived service and expected service. Dimensions used to measure the quality of services provided by airlines in the service industry, commercial regular flights.

(Ranaweera & Prabhu, 2003) said as time went on, customer satisfaction become a priority and one of the greatest or primary objectives of organizations in the service sector. (Shin & Elliott, 2001) supported this saying that the success story of every organization in the service sector depended on customers. Satisfying them therefore meant more profit and sustenance for the organization. Renowned authors who have written many books concerning customer satisfaction and customer service like (Cronin & Taylor, 1992; Fornell, 1992) customer satisfaction to them meant repurchase. This is because a satisfied customer will definitely return to purchase the services of that company again and again leading to customer loyalty.

Blodgett, 1995; Gummesson, (1994) explained further on why it is important for a customer to leave a company satisfied. This is because with the stiff nature of business there are so many competitors in the market and really not so easy gaining a new customer. Thus, when you do have one it is only in your company interest to ensure that the customer leaves satisfied. Besides if this customer leaves satisfied, it is but normal that he will go on telling others by word-of-mouth how good your services are, thereby recommending many people to come purchase your services as said by (Halstead & Page, 1992; Fornell, 1992). The more efficient a company is towards its services provided, the more satisfied the customers are and the lesser more used in training personnel and handling service failures. (Fornell, Johnson, Anderson, Cha & Bryant, 1996; Spreng, Harrel&Mackoy, 1995). Satisfied customers become loyal and mainly remain faithful to the company even when there is an increment in price. (Anderson, Fornell& Lehmann, 1994), (Fornell, et al., 1996). It is important to leave your customers satisfied reasons being that, this helps the organization grow as it enables the organization to yield more profit, gain more market shares and outshine its competitors. (Shin & Elliott, 2001).

We cannot talk about customers and services without making mention of price. This is because price is one of the indicators of service quality. When customers inquire about prices and are told, they most often compare if the price offered is worth the services offered. If it is not, then the customer will switch to a company that offers same service but at a lower cost. However, the reserve is true for some customers that the higher the price, the greater the quality of service. (Basky & Solomon, 2001)

Based on Olsen,S. (2002), shared the same view with others supporting the idea that there is repurchase which leads to customer loyalty when customers are satisfied which is as a result of customer perception exceeding customer satisfaction. (Sweeney, J., 2001) who shared same view with (Olsen, S., 2002), said for a customer to be loyal, it means customer satisfaction level in that organization is guaranteed. Most companies or organizations try their very best to make their loyal customers happy and satisfied over time. This is in a bit to keep them addicted to their services and not easily swayed by their competitors.

2.3 The Relationship That Exists Between Service Quality and Customer Satisfaction.

Going by what we have seen above regarding what service quality is and what customer satisfaction is, we can say there is a liaison or call it a relationship that exist between them. We will try to cite authors and their views on the existing relationship between quality of service and customer satisfaction. In the later part of our work, we would test our hypothesis from our data collected to conform if there truly is any relationship existing between quality of service and customer satisfaction and if there are any factors influencing this relationship and what factors could be influencing this relationship. (Cronin, Brady, & Hult, 2000; Anderson et al., 1994; Cronin &

Taylor, 1992) believe very much that there is a relationship existing between service quality and customer satisfaction by saying that great quality of service leads to higher consumer or customer satisfaction.(Brady, Cronin & Brand, 2002) agreed there indeed is a relationship between customer satisfaction and quality of service but that their relationship is rather very complex. (Parasuraman, Zeithaml, & Berry (1994) said there indeed is an existing relationship existing between these two but that what made these constructs more complex was the fact that many used these appellations interchangeably thereby making it hard first to state how they differed from each other and secondly making it even harder to distinguish them from the theoretical frame point. (Brady et al., 2002; Cronin & Taylor, 1992; Parasuraman, Zeithaml, & Berry, 1988), "they confirmed satisfaction to relate to a specific transaction as service quality was defined as an attitude. This meant that perceived service quality was a global judgment, or attitude, relating to the priority of the service."

Cronin & Taylor (1992) contradicted (Parasuraman et al.'s 1988) argument that the quality of service had an effect on customer satisfaction. Cronin & Taylor (1992) said "perceived service quality led to satisfaction and argued that service quality was actually an antecedent of consumer satisfaction". To him he said the most important determinant to him was performance and not service quality. This is because other determinant could be the cause of customer satisfaction and not necessarily performance exceeding expectation as many authors wrote. He argued that factors like price and convenience of the services could be the causes of a good performance and not necessarily expectation. The second edition of their work written few years later still could not state the actual relationship that existed between service quality and customer satisfaction leaving room and suggestions like including multi- item measures for future researchers.(Cronin & Taylor, 1994).

Some authors came up with ideas that it was best to subject or look at the relationship that exist between this two from long term service standpoint. (Bitner & Hubbert, 1994) "determined that service encounter satisfaction was quite distinct from overall satisfaction and perceived quality."(Sureshchander, Rajendran, & Anantharaman, 2002) said even though it is evident that there indeed is a correlation between service quality and customer satisfaction, it is important to know that these factors operate independently from the other and different measures influence customer satisfaction depending on the customer. (Brady & Cronin, 2001), in a way supported the ideas of (Cronin & Taylor, 1992) that service quality led to customer satisfaction and explained that other than service quality other factors were also accountable for customer satisfaction.

Also, it is worth mentioning that there indeed also exist causal relationships between service quality and customer satisfaction according to (Rust & Oliver, 1994). There explained that many dimensions were accountable for or led to customer satisfaction aside service quality likewise customer satisfaction which in a way influenced service quality. This in recent years is seen when satisfied customers recommend by either word of mouth or other social mediums how good the services of an organization are customers rush to purchase these services confidently without a second thought especially when more than one person does the recommendation. As years went by many researchers and authors concurred with the fact that there indeed is an existing relationship between customer service and customer satisfaction. There however, came up with measurements that could be used to measure to what level or degree is this relationship. Looking at the two critically, service quality is an antecedent of customer satisfaction tackling dimensions of service while customer satisfaction is wider than service quality. However, no matter how narrow or broader one may be from the other, one thing remains for sure that there indeed is an existing relationship between these two constructs (Sureshchandearet al., 2002).

According to Brady & Robertson (2001), the relationship that exists between service quality and customer services is like a circle or a round one. They said excellent service offered leads to satisfaction which intend causes the customer to repurchase. This goes on and on in as much as the services is satisfactory to the customer. It is rare in today’s society to see an organization operating with no rivals offering same services. There is therefore need for great quality service to be offered to survive the stiff competition. Authors that strongly supported this idea of consistency in the service quality and customer satisfaction relationship cycle are (Anderson & Mittal, 2000; Arthur, 1994, Ittner & Larcker, 1998) and ((Steven, Dong, & Dresner, 2012)

In conclusion, many of the authors we made mention of talking about the relationship that exists between service quality and customer satisfaction agreed on so many levels. Some agreed there indeed is an existing relationship between the quality of service and customer satisfaction and did have an effect on each other. Some of the authors went a mile extra to say that besides these constructs, there were other factors that affected customer satisfaction but not as a result of quality of service. Some of the authors agreed on the existing relationship between these two constructs but stressed on the need for the relationship to be sustainable and said they were dependent on one another. Some said excellent service quality led to great performance which intend led to customer satisfaction which also led to repurchase and to yielding profits for the organization according to (Banker & Mashrana, 2007; Behn & Riley, 1999: Dresner & Xu, 1995; Sim et al., 2010).

2.4 Theories of Customer Satisfaction

In the past two centuries, organizations and companies have tilted their attention towards satisfying their customers at all levels. As such, many companies train workers on the importance of retaining customers. With the emergence of thousands of companies there is need to stand out from the others. This has led companies to organize so many workshops, conferences and professional courses to first educate customers on the importance of retaining customers, then on how to better their services and lastly on how to track customer feedback in order for the company to determine if they are on the right path. For any company to succeed therefore, they must have a business strategy, review literally the works of others and train themselves in all aspects to be better (White, 1999; Shelton, 2000; Oriola, 2007). There is however need for companies to know customers' expectations. These expectations vary but if companies know these expectations, they will provide service quality that will lead to satisfaction. They equally should have a way of collecting customer feedback that will help them access their performance and make adjustments where necessary. This quest for effective performance and the quest to better understand on what basis the customers form their judgments led to the development some theories of customer satisfaction like the consistency theory, equity theory, paradigm of disconfirmation expectations, theory of perceptual disparity value amongst other theories (Natalisa Diah, 2000: 63).

2.4.1 Assimilation theory

Assimilation theory has its bases from Festinger's (1957) dissonance theory. The dissonance theory states that consumers make an evaluation or a cognitive comparison between expected performance and perceived performance. (Anderson, 1973), however initiated this theory into literature in relation to customer satisfaction.(Hovland et al., 1957) say with this assimilation theory, consumers tend to adjust their outcome performance based on their expectations. As a result of this, satisfaction and not dissatisfaction becomes the result of the post-usage process. As such, tension that would have existed or resulted from disparity or incongruity between expectation and perception would be reduced and satisfaction level heightened (Olson & Dover, 1979). We all know what this means, that they will be a significant relationship between expectation and performance (Anderson, 1973).

The consumer's efforts to narrow the existing gap between expected performance and perceived performance is to avoid dissonance (Anderson, 1973). This helped increase satisfaction by twisting actual perception (Olson & Dover, 1979). This is a twist because what the consumer assumes as perceived performance is not what it really is. If a customer's anticipation for a service or product was higher than performance, the fact that he had greater expectations will make the customer perceive the performance better than what it really is (Festinger, 1957). This theory is contrary to contrast theory. While the customer tries to widen or magnify the gap that does indeed exist between expectation and perception, with assimilation theory, the customer tries rather to bridge the existing gap between expectation and perception to achieve consonance.

2.4.1.1 Assimilation theory – criticism

Payton et al (2003) hammered that this theory had a number of limitations or say weaknesses. They argued that, this theory was based on assumption and not an actual relationship existing between expectation and satisfaction with no peculiarities on how expected disconfirmation could either cause satisfaction or dissatisfaction.

Also, this theory postulates that consumers by fulfillment could attain satisfaction by modifying expectation or perception. Some authors criticized this as not being helpful to performance output. These researchers and authors argued that they found this somehow subjective. They also said this theory is not the best because customer dissatisfaction could be an impossible thing thereby dodging dissatisfaction as a chain reaction of post-usage evaluation procedure. This was strongly in critic of

(Anderson, 1973) work on consumer dissatisfaction where he justified reasons consumers amend perceptions in order to feel satisfied.

3.4.2 Contrast theory

Hovland, Harvey and Sherif (1957) are the initiators of this theory. Dawes et al (1972) viewed contrast theory as the ability to exaggerate the discrepancy between expectation and performance. This theory portrays a consumer as being exaggerative. This is so because the consumer turns to magnify the outcome of performance. The consumer magnifies the disparity existing between expectation and outcome (Yi, 1990). For example if perception was less than expectation, the consumer will exaggerate the disparity rate making the situation seem worse or if say expectation exceeded expectation he will exaggerate making the services seem excellent. They turn to grade performance higher or lower than what it really is (Oliver & DeSarbo, 1988).

Going by rating, (Oliver, 1977), the consumer rates the outcome of performance worse or better than it actually is. Where perception is low, they could rate worse instead of bad and where perception is high, they could rate best instead of good. An example is a customer rating a hotel for being the best or having excellent services because he was served breakfast in bed and his room kept tidy on time. It is therefore important that before these theories be applied, they be tested to confirm they have the ability and credible for testing customer satisfaction (Olshasky & Miller, 1992).

2.4.2.1 Contrast theory – criticism

Several studies in the marketing literature have offered some support for this theory. The contrast theory of customer satisfaction predicts customer reaction instead of reducing dissonance; the consumer will magnify the difference between expectation and the performance of the service.

2.4.3 Assimilation – contrast theory

The contrast theory was later formulated into assimilation-contrast theory by Anderson (1973). The essence of this theory is to better explain the existing relationship amidst variables in the disconfirmation model (Hovland, Harvey &Sherif, 1957). This theory merges both the assimilation and contrast theories because they both deal with disparity between expected performance and perceived performance. Authors like (Peyton, et al., 2003) affirmed that with regards to assimilation, customers could amend their perception performance given that the disparity or discrepancy gap is not wide. While on the other hand with regards to contrast, they could amend their perception performance by widening it given that the disparity has indeed a wider gap. Assimilation will be conformed reasons being it has a smaller discrepancy gap while contrast will be termed unacceptable reasons being that the disparity gap between expectation and actual performance is wide.

This theory was found as the ideal one to explain the relationship that exists among variables in the disconfirmation model. This theory confirms that assimilation and contrast theory patterns or prototypes are relevant as far as the study of customer satisfaction is concerned. The magnitude of expectations will predict whether assimilation or contrast will be acceptable depending on the discrepancy gap between expectation and perception.

2.4.3.1 Assimilation – contrast theory – criticism.

Anderson (1973) criticized Cardozo's (1965) methodology which he used in reconciling the two theories as relatively weak. There more authors tried to test this theory, they differ they became from one another with their findings. This theory had so many limitations. Oliver (1980) criticized the works of Anderson (1973) as well as that of Olson & Dover (1979) for limiting their findings for limiting their measurement or test only to expectations thereby neglecting other variables of the disconfirmation model. (Cadotte, Wodruff& Jenkins, 1983) not forgetting (Peyton, et al., 2003) who also found the Oliver's (1980) findings as lacking credibility.

2.4.4 Negativity theory

This theory was propounded by Carlsmith and Aronson (1963) and still falls under disconfirmation. Carlsmith& Aronson said any disparity from expectation and perception irrespective of the degree of disparity will be termed negative. To him, consumer's response will have a negative response to disconfirmation. This is because as a result of the changes or the adjustments the individuals or consumers try to make to expectations. He finds this energy a rather negative one. (Peyton, et al., 2003) equally was in support of this theory saying consumer's response is seen as a negative one given that adjustments were made to expectations they had prior to performance.

2.4.5 Disconfirmation theory

This theory was proposed by (Oliver, 1977; 1980) when previous theories on customer satisfaction didn't turn up well with so many criticisms. This theory is usually abbreviated as (EDP) meaning Expectancy-Disconfirmation Paradigm. This theory states that when perceived performance exceeds expectations, there is satisfaction or positive disconfirmation. When perceived performance meets or equals expectation there is confirmation and when perceived performance is lower or below expectation, there is dissatisfaction or negative disconfirmation. This theory has a way it is being accessed or judged. Given before purchase a customer had an expectation of what the outcome of the service will be before purchasing the service, his outcome, his perception therefore becomes our criterion on which he is being accessed. This standard of course is an acceptable standard. If expectation = perceived performance, then there is confirmation. And if expectation is < or > perceived performance, then there is disconfirmation which could either be positive or negative.

This theory tries to explain that before customers purchase a service or a product they have a picture of what they end results or performance will look like. This conception is known as expectation. When they eventually do the purchase, they then consume the product or services then judge from actual performance if it deed reflect what they were rooting for. These results would either confirm or disconfirm positively or negatively (Beardon& Teel, 1993; Cardozo, 1965; Day, 1977, Oliver, 1980).

This theory has existed from time immemorial in customer satisfaction literature (Porter, 1961; Howard &Sheth, 1967). This theory has not only existed for long in customer satisfaction literature but remains one of the most renowned theories (Mattila, A & O'Neill, J.W., 2003) where customer attains satisfaction by making a comparison between expectation and performance to determine if perceived performance matches what he expected prior to purchase. Several factors however influence or account for their decision. Since this disparity in disconfirmation, (Locke, 1965) suggestions we use these disparity as an approach to determining how satisfied customers are.

There are several or say two most populous ways of measuring disconfirmation which could be inferential (Meyer & Westerbarkey; Prakash & Lounsboury, 1992) or the direct Churchill & Surprenant, 1982). This theory being one of the most popular theories of customer satisfaction has been adopted and used by many researchers from all fields and works of life as to tool to analyze products and services. (Oliver, 1980; Bearden & Teel, 1983; Cadotte, Woodruff & Jenkins, 1987; Swan & Trawick, 1981, Oliver & DeSarbo, 1989; Churchill & Surprenant, 1982, Barsky, 1992; Barsky & Labagh, 1992; Tribe & Snaith, 1998) just to name a few. This theory will be presented on a table below.

Summary demonstration of the disconfirmation theory.

Expected performance → **perceived performance**

Comparison of perceived performance and expected performance

P>E	P=E	P<E
↓	↓	↓
Positive Disconfirmation	Confirmation	Negative Disconfirmation
↓	↓	↓
Satisfaction	Neutral	Dissatisfaction

Figure 2.3 Disconfirmation Theory Model

P>E means perceived performance exceeds expectation which signifies positive disconfirmation and means satisfaction. This simply means that performance was above customer expectation.

P=E means perceived performance was as expected signifying confirmation and meaning neutral. This means that performance was what the customer expected it to be.

P<E means perceived performance was below expectation signifying negative disconfirmation meaning dissatisfaction. Here, the customer is dissatisfied with the services reason being that performance was below or worse than they expected.

2.4.6 Cognitive dissonance theory

Cognitive dissonance is a situation that comprises opposing or clashing conducts be it attitude or believes which makes you feel uncomfortable causing you to make adjustments to strike a balance. This theory is credited to Festinger (1957). He believes that as humans we have a conscience that causes us act rationally. That is to say, this conscience causes us to unify our beliefs in a harmonious way in a bid to escape dissonance. The essence or purpose of Leon Festinger's (1957) theory was to enable consistency where inconsistency seems to emanate. Given that we leave in a world that at times seems to have beliefs or values that are opposing to ours, we are bound to rationalize our ideas to not be caught up in the middle and to attain consonance too. The process involved in achieving internal consistency is known as dissonance reduction. This is believed to be important in that it reduces stress. An example is a smoker who smokes heavily convincing himself it has no negative impact in his system or eating junk food and dismissing the belief that it can make you gain weight. This could be because the smoker values the cigarette much better than his health or he has doubts if it really has damaging effects to his health.

Resolving dissonance can be done by either changing your beliefs, an example is a thief who has a belief cheating is not bad. The next dissonance is taking actions. You will have to decide here to either continue with stealing or quit because it is morally wrong. The third dissonance will be changing perception of action. This deals with rationalizing your actions. I will continue to steal because I need to make end's mate. Or you say it was the worst thing to have done and quit.

However, in 1959, Festinger & Carlsmith, 1958) decided to make an experiment in which hypothesis had to tested at the end of the results. From psychological view point, students had to participate in this of which they had to claim they were given a boring task and paid money to say it was rather an interesting one. Of the 100 participants, 50 were given 1$ to say the task was interesting while the other 50 were given each 20$ to say the task was interesting. Festinger's aim according to cognitive dissonance theory which predicted those with 1$ would feel the more dissonance was to see if those paid 1$ each would be indeed more confused as they would be caught in the dilemma if their collecting 1$ and making belief the task was indeed exciting an evil act or whether they lied in exchange for only a single dollar?. This will create more dissonance making them rationalize their actions that the task was indeed fun.

It is interesting to know that Festinger's predictions turned out to be correct. This is because they were those with a higher dissonance and did all to adjust or rationalize their actions.

2.4.6.1 Cognitive dissonance theory – criticism

Despite being an important theory in the literature of consumer or customer satisfaction, this theory did come under scrutiny and criticism from some authors who wondered if the obtained results were as a result of motivation or impression. (Wicklund & Brehm, 1976) looking at how far this theory had evolved for almost 20year, attributed this theory to egoism since people make adjustments to suit their selfish aims. (Aronson, 1968) was part of those who partially disagreed with Festinger's (1957) cognitive dissonance theory.

2.4.7 Adaptation – level theory

Harry Helson (1964) is the author of this theory. This adaptation level theory was however explained further by Brickman & Campbell (1971) in their book entitled *"Hedonic Treadmill"*. Adaptation level means a drift from a static ideology to a neutral one. It is the ability for humans to respond to stimulus expecting future stimulus to remain same. It is the ability to respond to new changes and they relatively become normal. This change could be exciting at first but then becomes normal. Humans become adapted to their environment or certain habits that they tend not respond to stimuli after a while. Events in one's life tend to give them a feeling of excitement but returns to normal after a while. An example is someone excited for the purchase of a new car but that excitement feeling lasts only for a while and the feeling becomes neutral again.

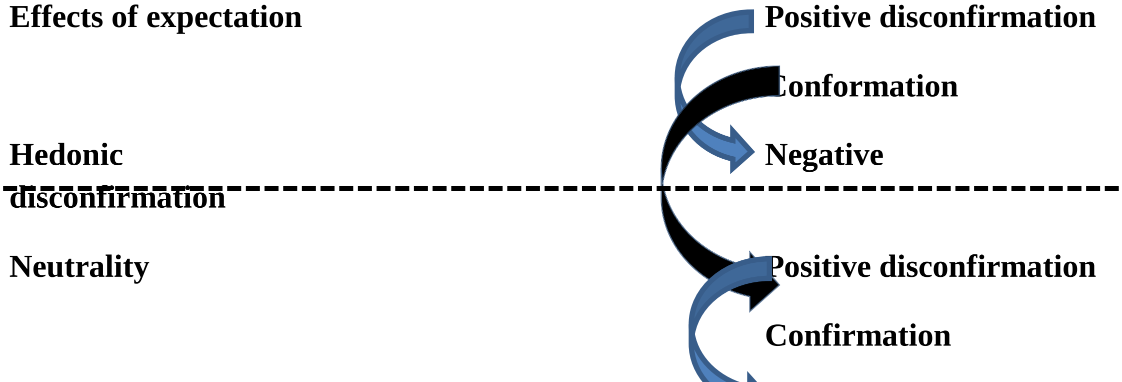
Harry Helson (1947) portrayed Adaptation Level Theory as one's perception of an aftereffect is as a result previous occurrences or aftereffects. This theory is analyzed from a psychological perspective because it deals with human perception. In other words, the degree of one's response was as a result of the gap above or below the adaptation level. This theory portrays the human capacity to respond to stimuli by adapting themselves to environmental changes amongst other forces. Certain factors determine the adaptation level. This drift in adaptation level depends on the perceptual knowledge of stimulus. This stimulus could be above or below adaptation level.

Some psychologists argued that shock as a result of change in stimulus did have effects on reinforcement appraisal (Boe & Church, 1967). Adaptation level can be attained considering shock as a stimulus rating it from very weak to very strong (Bevan & Adamson, 1960).

The Adaption Level Theory was introduced in the literature of customer satisfaction by Oliver (1980) where he drew his understanding of customer expectations from Helen's (1947) adaptation level theory. This theory says an individual perceives stimuli as *"The standard of a function of the stimulus itself, the context, and psychological characteristics of the organism"*. Comparing this theory to customer satisfaction while using stimulus as the base for adaptation level, Oliver (1980) said the customer based his expectations on former service performances. Where if present performance is lower than the previous, there is said to be dissatisfaction or negative disconfirmation while a better performance than the previous one is said to be satisfactory or to have a positive disconfirmation. This will be illustrated on a table below.

2.4.7.1 Adaptation – level theory – criticism

This theory came under serious scrutiny by authors like Stevens (1958) saying the theory had no basic intuitive steps but rather used a scaling method. Stephen suggested Helson redefined his classification labels. (Fillenbuam, 1963: Weiss, 1963: Braud & Holborn, 1966) were all supported Steven's (1958) idea which was semantic. Di Lollo (1968) also criticized Helen's adaptation level theory's classification scaling techniques. John (1971) said Helson's adaptation level theory had inappropriate scaling technique rendering the theory vulnerable.



Effects of low expectation **Negative disconfirmation**

Figure 2.4 Expectation and Disconfirmation Effects on Satisfaction Consistent with Adaptation- Level Theory
Source: Oliver (1981, p.28)

2.4.8 The attribution theory

This theory is a psychological theory which explains why humans attribute explanations to their behaviors or attribute blame to another person (Fritz Heider, 1958). Basically, this theory is about why humans justify the reasons for using "why". The reason something happened that led to a certain outcome be it as a result of external factors like other parties or internal factors which could be their mood, effort, personality which triggered a particular behavior. This theory in order words attempts an explanation of causal-effect. That is to say justifying the reasons certain events occurred. It is the process of drawing inferences in the words of the author of the theory of attribution Fritz Heider (1958). This theory attempts to explain why people justify themselves when satisfied or dissatisfied. For example, a student who performs poorly in an exam attributes the blame to the teacher or the nature of the question. This shows the student is dissatisfied and decides to shift the blame to an external party justifying it as the reason for his poor performance. On the other hand this student performs well in another subject and because he is satisfied with the results, praises himself as the brain behind this great performance. Heider's (1958) main purpose was to emphasize the need to sensor information before coming to a conclusion. Fritz Heider (1958) gave three factors common in attribution studies. These factors are the actor- observer bias, fundamental attribution error and self-serving bias.

This theory was however reformulated by Jones & Davis (1965) who focused their attention on the effects of behavior as a result of attribution and Kelly (1969) who saw this theory as ambiguous threw more light to this theory in his model of attribution theory. Some authors found this theory as a representation to explain customer satisfaction. Customers use to theory to explain reasons for dissatisfaction according to Folkes (1984). From a consumer point of view, when performance does not match expectation and dissatisfaction occurs, there are bound to make attributes to make sense of the outcome of performance (Bitner, 1990). This theory rather explained consumer’s behavior when there is negative disconfirmation than the process (Huang & Smith, 1996).

2.4.9 Equity theory

This theory was propounded by Adams (1963). The equity theory is that theory where an employee compares his input if it is equitable to his output and to those both within and outside the organization rendering similar services. The employee does this in a quest to validate if he did obtain equity. For a better understanding, input is the employee’s qualification, skills, delivery at workplace while output refers to what the employee gets as reward which could be salary, promotion or even bonuses. Equity is when an employee’s output when compared to input is considered fair. Inequity on the hand is when there is an imbalance. This could be due to over payment where compared to others the employee perceives he is paid more than co-workers and under payment where the employee’s ratios when compared to others proves he is paid less than others.

Adams (1963) remarked that where there is equity for employee both within and out of his place of work, the employee works at that pace to maintain equity. However, this employee also takes certain things into considerations like the fact that another employee with a better experience than him can receive more pay or reward than him. They could perform same tasks but he is willingly to accept this employee be paid more than him because the employee is more qualified or skillful than he is. Walster, Traupmann & Walster (1978) categorized input as time, effort, loyalty, qualification, tolerance, determination, enthusiasm and personal sacrifice and output determined by the employee’s delivery in his workplace.

As humans we like to make comparative analysis of situations around us and organizations are not exempted. Workers compare themselves with other workers in relation to outcome versus input to judge if they are fairly treated. In situations where workers feel neglected, cheated upon, unfairly treated, this could lead to demand in increment for salary, resignation, lateness in place of work and absenteeism where workers perceive their output is less than their input and where the employee feels his payment ratio is higher than those of others, this makes him feel uncomfortable and as such he has to work harder to deliver more, perfect his skills, acquire better education, put in more time and efforts in order to attain equity. Walster et al., (1978) said equity could be attained by distorting either input or output. This view was supported by (Folger & Cropanzano, 1994) where they saw cognitive dissertation as a means to attain equity. Greenberg (1999) said iniquity could lead to absenteeism and resignation from the organization.

Given the fact that this theory deals mainly with organizational behaviors, equity theory is an important theory for Human Resource Managers who try to understand the behavior of their workers, what causes them to behave as such and what can be done for merit to prevail in their organizations while at same time thinking on how to motivate workers who truly merit it. Understanding equity theory helps Human Resource Managers to better determine who to motivate (Berkowitz, 1965). Adams (1965) said the result of inequity is dissatisfaction. This is because they are either unhappy because they deserve better payment or they are paid more than what they deserve compared to input and what other coworkers receive.

2.4.9.1 Equity theory – criticism

This theory received positive criticism from a handful of authors who said the theory made a comparison between an employees' input to his output and that of other referents which to them was very clear and could be understood by many managers, economists and those in social science as a whole unlike like other theories (Rice, 1993). Equity theory is a precise theory as it clearly states how employees attain equity and inequity and what can be done to motivate workers and correct or better still avoid inequity thereby avoiding dissatisfaction. Miner (1980) said this theory is the best motivational theory. The theory explains human behavior in a coherent manner.

This theory was however found to have certain limitations like, no accountability for varied cultures, the theory was not distinguished as to whether it was occupational or not and the theory too had so many constructs. There also was a problem with the way workers perceived input and output. That is to say what an employee considers an input could be an output to another employee (Campbell & Pritchard, 1976).

2.4.10 Cue utilization theory

"Cue utilization theory argues that services consist of several arrays of cues that serve as surrogate indicators of service quality. There are both intrinsic and extrinsic cues to help quests determine quality, where the intrinsic and extrinsic cues to help guests determine quality, where the intrinsic cues provide information on the physical attributes of the service, whereas extrinsic cues are product related to provide information such as brand and price".

2.4.11 Stimulus – organism – response theory

The concept behind this theory is that "one of the basic frameworks that help to understand how behavior is impacted by the physical environment is the stimulus-organism-response theory, which in a hospitality environment states that the physical environment acts as a stimulus, gests are organisms that respond to stimulus, and the behavior directed towards the environment by guests is a direct response to the stimulus".

3 RESEARCH METHODOLOGY

Research methodology is all about the approach used by the research to arrive at a conclusion or to attain his research objectives. This methodology follows a process which acts a guide designed by the researcher to enable him attain his objectives. The approach chosen is that which the research deems fit for his research and best when compared to other approaches. This chapter will focus on the following topics. Research philosophy, research approach, research design, measurement and scaling techniques, data collection, sampling design, data collection, and data analysis will be elaborated on as stated .Our aim in this chapter 3 will be on impacting the reader with knowledge as far as research is concerned as well as choosing the approach that suits our research objective. A well mapped out research methodology makes research easy as the researcher has already designed everything before going into the field. A researcher may well take time in determining which methods to adopt in research from philosophy, to approach, to design, what measurements and scaling techniques to adopt, what sample would be considered representative to render the work valid and reliable. Once the researcher figures out all of these and maps it out, he is set to embark on his research. Subsequently, we will explain the processes involved in research methodology giving reasons we choose them over others.

3.1 Research Philosophy

Research philosophy is relevant to the development of knowledge and the nature of that knowledge. Research philosophy however has various aspects or ways of thinking. This could be epistemology, ontology and axiology. Research philosophy does influence the researcher's strategy and adopts methods to be used in the research work. Several reasons can account for the choice to gain more knowledge, clarify an issue at hand or better still solve a problem as well as make an argument that will enable other schools of thought contribute their views to the topic at hand and the manner in which this knowledge is developed. Among the various aspects of research philosophy, the researcher decided to adopt epistemology but will briefly define all of them and state the reasons for the choice of epistemology.

Epistemology deals with knowledge that is acceptable in the research field. It endeavors and makes sure the data to be collected is an objective one. It is also more concerned with not only studying the social world, but also studies aspects or areas of the social world like management and business structures or say organizations. Epistemology further has various schools of thoughts like; positivism, realism and interpretivism. The research found the realism to be more précised critical realism more and interpretivism more appropriate for our study in that, realism as a sort of scientific enquiry assumes an approach that data can be collected and further analyzed. With critical realism, the researcher researches further to know the actual situation of what goes on in the social world understanding too its structure. Bhaskar (1989) buttressed this assertion arguing that we can only identify what we can't see by seeking more knowledge through practical and theoretical processes of social sciences. Interpretivism supports the critical realism too by emphasizing the necessity for researchers to know the difference between humans and social actors. Research should be carried out and human action interpreted and adjustments made to suit the societal or organizational context.

Ontology on the other side is interested in the nature of reality. Here, researchers are bound to dig more knowledge laying emphasis in the manner in which the world operates. Schools of thoughts such as objectivism and subjectivism are used in this context. Objectivism states that social entities exist separately from social actors. Subjectivism says social phenomena are created from perceptions. Axiology is that branch of philosophy that examines judgments about value.

3.2 Research Approach

Research methodology also encompasses a research activity that is applicable to a model with specificities in relations to or with reference to concepts that have related statements. Research methodology does not have a unique pattern. This is because various types of research questions could require different types of approaches. Survey methodology for example should be able to gather the information needed through a random or representative of samples collected from customers while at same time ensuring that the samples collected meets our resource constrains in respect to allocated time and budget limit. That is to ensure that we collect the data at the estimated time and budget.

The nature of the research will determine if the researcher will adopt an inductive or a deductive approach to the research. The researcher will determine the type of data needed to respond to the research question. Does he need numerical data or textual data? The one that answers the research question is that which will be chosen as the research approach. A question also like how relevant a hypothesis is to a research will aid the research determine which research approach is best or suits the research context.

Inductive approach examines the aim of research by investigating research problem through various research methods with aim of generating a theory. This research approach helps the researcher to gain an understanding of the meaning humans attach to life and how they reason and why they reason way they do. This research approach carries out research relating to an organization, business problem or an economic issue investigated by using various research methods to obtain theory from the research. The study is observed and further formulates theory (Bernard, 2007.p.7). This form of approach has neither theories nor hypotheses in the beginning of the study. This research approach or reasoning moves from a part to a whole, from specific to general or say from individual to universal or stems from observations to generalization. Careful observation is vital as it guides us to obtain reliable theory or better still reliable results. This research approach uses an argument that intends to provide a problematic support for its conclusion. This shows that, if its premises are true, the conclusion could be possibly true, likely true but not necessarily true. The probability that the conclusion could be true is however high. This research approach uses an argument which probably supports its conclusion. The sort of support this argument gives is however probabilistic and not logical. Here, the conclusion goes beyond the premises. A strong argument must be provided to justify the conclusion.

It is mainly associated with a qualitative method of research. Here, the researcher collects data relevant to his study, examines the pattern and then develops a theory by explaining the patterns. The researcher here is known to fully involved in the research process by collecting qualitative data. The research seeks to understand the context of the research and the meaning humans attach to events.

Deductive approach is a social theory with scientific principles. It should be noted that is approach is highly structured and the research is usually independent of what is being researched. This research approach starts from theory. This theory then formulates hypotheses in relation to the research questions, tests the hypotheses or propositions about an existing relationship between two or more variables, and explains how they are to be measured, techniques used in testing the hypotheses and results of the hypotheses is then interpreted and either affirmed or rejected. This approach moves from a general to a specific. That is to say reasoning stems from general to particular or from universal to individual. With a deductive argument, the conclusion follows from the truth of the premises which shows that if the premises are true the conclusion therefore must be true. Deductive approach uses a valid argument to provide logical support to arrive at a conclusion. This approach makes sure you don't start an argument by diving into a conclusion. An evaluation must be made in order to arrive at a conclusion.

Deductive approach has various characteristics such as, the search to explain causal relationships that exist between variables. Another characteristic of deductive approach is generalization. Here, statistics are generalized by selecting samples of sufficient numerical size. Operationalization is also another characteristic of deduction approach. Here, concepts are operationalized to enable facts to be measured quantitatively.

The author has therefore decided to use the deductive approach to our study for several reasons. The primary reason is that, the deductive approach collects quantitative data, applies controls to make sure the data collected is valid by selecting a sufficient and greater sample size. Our researcher decided to adopt the quantitative method of research reasons being that a quantitative method suits perfectly the context of our research problem with the researcher's main aim to tackle the issue at hand properly and from a larger perspective with emphasis being laid. It is therefore important to note our answers by coding them numerically in a bit to make the research advanced. A quantitative study is best for our research study as it enables the researcher to gather more information from the source. Thus, the obtained results are further interpreted and analyzed to have a better understanding of the problem being researched (Bryman & Bell, 2007:169). To buttress this analysis we decided to use the regression and correlation analysis. Contrary to the qualitative method where information is collected from a few respondents who dish out information through interviews, focus groups the researcher preferred to use a deductive approach which is a quantitative method where data or information is collected from a wider scope through surveys with different perceptions that will further analyzed without generalizing the results.

3.3 Research Design

When we hear of design the term process, steps, and stages comes to mind. Research design is an outline that makes available methods and procedures for researchers to use to collect data and to further analyze the data collected (Zikmund, Babin, Carr & Griffin, 2012). Research design means planning ahead of time. Before going to the field, the researcher has to be clear and specific about what his interest is. This then aids him to map out what information he wants to gather, his target group and how to go about. This is all to help the researcher gather relevant information in the shortest possible time. Thus, this will help him minimize cost and time. If for example the researcher wants to gather information about livelihood amongst the Fulani. He has to map out which of the Fulani indigenes he will target to carry out his research, which aspects of their livelihood he is interested in. he has to design the time frame. That is to say, how much time he will spend there to have the results he wants. He has to draw his daily activities. Prepare tools, equipment and materials he will need to carry out his research. By so doing, the researcher will be answering the questions of what, where, when, how much it will cost to carry out research. This saves the researcher's time as he has his guide with him in the course of the research process. He can easily make amends where need be and start brainstorming in the field as how to go about the research. By so doing, the research would have taken into account the importance of the research, the type of data suitable for our research, and how the researcher intends to gather the data not leaving out cost and time frame for the research to be carried out. Research design also takes into account population to be sampled, measurement and scaling techniques to be applied, appropriate method for collecting data and how to test and analyze the results. Whatever method the researcher adopts, he should endeavor this approach is flexible, efficient, appropriate and less costly.

Having stated the above reasons we need to examine the research design carefully, in this chapter the researcher has chosen to use the descriptive research over exploratory and causal research designs because he believes this research method will best answer the research question and will test and interpret the hypotheses appropriately. Notwithstanding all research methods will still be explained for our readers to have a clue about the other research designs and why we had to choose descriptive research design over the others

3.3.1 Types of research design

With regards to social sciences, there exist many designs a researcher can adopt in conducting research. Several of these designs exist like descriptive research, exploratory research, experimental research or experimental research. We however decided to adopt the descriptive research reasons being the research intends to present his results statistically by tabulating to make it easy for the readers to understand. This research approach suits our research objective best given too that it will test our hypothesis. Notwithstanding, the researcher will explain the various types of research design and advance reasons why he choose descriptive design over other designs.

3.3.1.1 Descriptive research

Descriptive research portrays an accurate profile of persons, events or situations. That is to say this research describes the characteristics of variables which are of interest to the research problem. This research type could be undertaken to describe the characteristics of a group of employees. The approach to this research design is deductive and it is usually quantitative in nature. The researcher decided to adopt this research design because it suits perfectly the research objective. The reasons for which this research design has been chosen over the other ones will be explained below. It is important to call to the attention of the readers that this research design is not chosen because it is superior over the other designs but because it suits best the research problem and has the various steps that will guide the researcher to obtain reliable data while at same time minimizing bias.

Descriptive research design presents data in a meaningful and coherent manner. This design aids the researcher to think systematically in order to improve the instrument of analysis and offers him ideas to aid him further in his research. The data obtained is quantitative in terms of frequencies, mean and standard deviations which are necessary steps in descriptive research. These steps make it easier and convenient for the researcher to assess and collect large amount of data easily from a sizeable population in an economical way through questionnaires. Data collected through surveys ensures data standardization which facilitates the specific research questions of how, who, what, why and when. Social science researches most often fall under descriptive research reason being that it focuses mainly in describing characteristics of a particular individual or groups.

Descriptive research design is usually rigid. That is to say, the researcher ought to find out what he intends to measure and what methods he will use in measuring it. This is in order to minimize bias and maximize reliability. The data collected is processed and analyzed. This is usually done by say tabulating the data and or performing several statistical computations. Planning before embarking on data collection saves time and ensures accuracy in tabulating. With descriptive research probability and sampling will be used .The findings are reported in an efficient manner. We therefore decided to use descriptive research design since we will be dealing with a survey and it has all the necessary steps a survey needs. Survey enables the researcher collect quantitative data that can be analyzed quantitatively using descriptive and inferential statistics. This design also enables the use of samples that are representative of the entire population at a minimal cost. Descriptive research design suit perfect the objective of our research hence the decision by the researcher to choose this research design.

3.3.1.2 Exploratory research

This research design is qualitative, inductive and divergent in nature. Exploratory research formulates a problem for further research. This research design identifies and or clarifies a problem. That is to say, it entails a lot of brainstorming given that less information is available prior to research and the researcher has to do a lot of findings to have more insight on the area of research. This research design is divergent in nature. The researcher in seeking more knowledge to better understand the nature of the problem by carrying out his research in the form of extensive interviews, observation or the search for literature to gain familiarity before developing a model. From the material collected, the theories can be developed and hypotheses formulated and tested.

It is important to note that this research design is advisable where little information is available about a research area and to avoid assumption, the researcher can adopt this research design model to enable him acquire relevant information in order to have relevant variables. This research model aids the researcher to advance in knowledge as well as renders the obtained data more useful, relevant and less narrow. This research model should however be flexible. That is, there should be room for opportunity to consider divergent aspects of the problem. It is however important to note that if you are conducting a research for the first time in an organization that does the research exploratory. It is only exploratory where information is insufficient or say almost unavailable and a deeper understanding to the research problem needs to be sought. Then can it be termed exploratory.

3.3.1.3 Causal or experimental or explanatory research

This research design explains why something happens. That is cause and effect relationships. The purpose of causal or experimental research is to study causal links. That is to say study causal relationship between variables. Does a change in an independent variable cause or provoke change in the other dependent variable? It tests hypotheses mostly concerning scientific investigations. This research design requires procedures that permit the drawing of inferences about causality. It is a design of experiments.

This design has three main principles. The first is the principle of replication where experiments are repeated more than once. That is to say, each treatment is applied more than once in various experimental units. The second is the principle of randomization which provides protection and the third which is the last one is the principle of local control. Here, the experiment is planned in a way that a two-way analysis can be performed.

3.4 Measurement and Scaling Techniques

Scaling and measurement are basic tools used in the scientific research method and are mainly used in marketing research case studies. It looks at the intended measurement and what values the indicator can take. The aim of this is to enable us understand better the concepts of measurement and scaling and choosing which scales best suit our research problem. We then will proceed to define the concepts.

Measurement can be defined as the process of describing and or assigning numbers or symbols to certain characteristics of the objects of interest in a valid and reliable way. That is to say, following pre specified rules. Or better still, observing and recording information gathered in the course of the research where numbers are assigned to characteristics. It deals with numbers given that mathematical and statistical analysis performed on numbers for easy understanding and communication with no translation needed. Measurement should be noted is an integral part of business research and vital aspect of research design because it facilitates the testing of our hypotheses and provides concrete answers to the complex research issue.

Scaling can be defined as a device that provides a range of values which correspond to different values of the concept being measured. It is the process of creating indicators. Scaling assigns numbers accordingly and these numbers convey information of the value of what is being measured. In our subsequent subtitles we will describe the measurement scales or say types of scaling which are nominal, ordinal, interval and ratio scales. Thereafter, will be the scaling construction techniques where we will expatiate on the chosen scale of measurement. We will also look into the measurement accuracy which will reliability, validity and the relation that exist between them.

3.4.1 Measurement scales / types of scaling

In Stevens (1946) words scaling is the assignment of objects to numbers according to a rule. Published in (1946), Stanley Smith Stevens a psychologist in his book entitled "On the theory of Scales and Measurement" defined four generic types of rating scales for scientific measurements which later became widely used. These four types of scales are nominal, ordinal, interval and ratio scales as will be further explained below.

3.4.1.1 Nominal scales

Nominal scale also known as categorical scales or a label is a variable with two or more categories with no numerical values. These variables are mutually exclusive as they have no relationship with each other. It could be job occupation, gender, political affiliation just to name a few. Given that these variables have no numerical values, they can therefore be classified in no particular order. The frequency of this variable is determined by mode. That is to say mode of classification. Note should be taken that a nominal variable cannot be quantified given that it cannot be calculated mathematically. As such any numbers assigned to this is for simple comprehension not that the number has any value. It is used to name or label a series of values. The appropriate measure of central tendency for nominal scale is mode. The appropriate statistics used in nominal scales is cross tabulation.

Example 1; what is your gender? 1= Male & 2= Female. These number are assigned to ease statistical analysis not that the numbers have any value. 1 most not necessarily be male. It could be male or female which ever number the researcher wants to assign to these numbers he is free to do so.

Example 2; A team is also a typical example of nominal variables. A player wearing jersey number 2 does not mean he plays better than the player with jersey number 9. The numbers do not signify which player plays best.

Example 3: Occupation too is another example illustrated as such. 1= Accountant, 2= Technician, 3= Engineer, 4=Doctor. This does not mean jobs are ranked in order of importance. Thus, the numbers assigned to these variables have no value. As such 1 could be assigned to engineer, accountant, doctor or technician. It doesn't matter.

3.4.1.2 Ordinal scale

When we hear of ranking, ordinal scale comes to mind. Ordinal scale unlike nominal scale is ranked in a particular order. This scale tries to rank non-numeric variables. Humans and items can be ranked or scaled following a particular order. Height is an example where we rank men as tall, taller, tallest. Short, shorter, shortest. Another example of ordinal scale is the ranking of students by merit where the best student in class is ranked first till the least performing student who is ranked as last in class. There indeed exist a difference between the student that came first in class and the student that came 2nd or 3rd or 4th or 5th. However, the difference exist between them is not even. The gap between the student that came fist in class and the student who came second may not be same as the gap between the 2nd student and the 3rd. the first student may have an average a GPA of 4 while the second student had a GPA of 3.8 and the 3rd student a GPA of 3 while the 4th student has a GPA of 2.6 and the 5th

student a GPA of 2.5 We that there indeed is a difference but the difference between them is not even. Our interest therefore is in the ranking and not the difference that exist between variables. The statistical analysis performed uses analysis like median, mode or mean, correlation statistics and Friedman ANOVA.

3.4.1.3 Interval scale

Interval means gap, space in between, difference. With this scale, the difference between variables is clear, even and meaningful. While nominal and ordinal scales see no reason in measuring the mean and modes of its variables, interval scale not only measures the mean and the mode but also measures the median and calculates the standard deviation of the variables. The even nature of these variables makes it easy for the researcher to interpret the gap between these scales. There is no true zero in interval scales. This scale permits the researcher to make a comparison of how much more an attribute is when compared to another. It compares differences between attributes or distance and usually in numeric or semantic formats where not only the value is known but the exact difference that exist between them is known. It is defined by metrics such as logarithms. This scale measures differences in distances along the scale.

Example; temperature the difference in the distance between 40-50 degrees Celsius is same as the difference between 60-70 degrees Celsius and measurable too.

The interval scale gives us the order of values and the ability to quantify the differences that exist between them. The standard survey rating scale is used here. It could be the *likert scale* which is usually a five point scale or seven points ranging usually from

1= strongly disagree to 5 = strongly agree or the semantic scales. The case of our research is a seven likert scale ranging from 1= strongly disagree to 7= strongly agree.

Statistical techniques used for analyzing ordinal scale data are mean and standard deviation analysis, correlation analysis, regression analysis, analysis of variance (ANOVA), factor analysis and t-tests.

3.4.1.4 Ratio scale

Ratio scale possesses properties of nominal scale; ordinal scale and an interval scale with an actual zero point. This zero means lack of underlying construct. It is the highest measurement scale. This scale aids the researchers to compare the differences in scores as well as the relative magnitude of the scores. When we talk of ratio scales, it includes weights, lengths and time. We are informed about the order as well as the existing value between units. The absolute zero this scale has makes it possible for a wide range of both descriptive and inferential statistics to be applied. Its variables can be meaningfully added, subtracted, multiplied and divided (ratios). With ratio scales, central tendency can be measured by mode, median or mean and the standard of deviation and coefficient of variation can be calculated.

The statistical techniques used for analyzing ratio scales are same as those of interval scales plus logarithmic statistical method.

3.4.2 Scaling Techniques

Scales mainly used in business or marketing research falls into two categories. Namely, comparative and non-comparative techniques

3.4.2.1 Types of scaling techniques

Comparative scaling technique compares a brand, product, service to another. This is to determine the most important factors of demand for a product. The results or data obtained is then arranged in a matrix form. When this is known from the results the researchers will know what features of the product to delete and if to add a new product line. Here, an ordinal scale is mainly used.

Non-comparative scaling technique on the other hand, respondents are asked to evaluate a single brand, product or service independent of the other. The results are analyzed and interval; scaled. The scales used here mainly are the semantic or likert scales. Since our data is dealing with customer satisfaction and a quantitative approach with a descriptive design approach we decided to opt for the likert scale techniques with a 7 points scaling. We equally opted for the choice of likert scale because it falls under interval scaling which possesses the necessary attributes the researcher needed for this approach with statistical technique approach regressive analysis which we will be using to analyze our data.

3.4.2.2 Appropriate Scaling Technique

The technique we will be using for our research is none but the likert scaling technique.

3.4.2.2.1 Likert scale technique

Likert scale is a non-comparative scaling technique. Likert scale is a collection of set of items. It is used in questionnaires to obtain participants degree of agreement with the set of questions or statements. These questions are usually coded as

1= strongly disagree,

2= disagree

3= neutral

4= agree

5= strongly agree

It uses a, five, seven or nine likert scales with the 5 likert and 7 type likert types of scales being the most commonly used to measure the degree of agreement or disagreement of participants. We decided to choose a seven likert scale because of its broader spectrum to give our respondents more answer choices for them to make a choice of preference. This is to aid us understand customers perceptions on the relationship between quality of service and customer satisfaction. Dr. RensisLikert, a sociologist in New York University propounded this theory in a report entitled “A Technique for the Measurement of Attitudes” published in 1932 aimed at measuring traits of character and personality scientifically and provide solution with problems associated with the study of social behavior. These problems were as a result of the difficulty involved or encountered in transferring character and personality traits into quantitative measures for data analysis. This scale is good in that it aids the respondents to read the questionnaire and provide responses with ease as answers are already provided for them to choose which one they concur with. It is important to note that theses scales are to measure nothing order than what the various statements included in them contain. It can be analyzed as an interval scale data with mean as measure of central tendency. With respect to our analysis, mean, standard deviation, Pearson's correlation analysis, ANOVA and multiple regression analysis will be used. This measuring technique method is widely used today with many organizations using this scaling technique to sample opinions of their customers.

3.4.3 Measurement Accuracy

Quantifying human behavior is an integral path of human comportment in social science. This is done by using measuring instruments to predict human comportment. These measuring instruments are validity and reliability. Reliability differs from validity in that it measures the agreement between two measures the same trait through maximally similar methods, while validity is concerned with the agreement between two attempts to measure the same trait through maximally different methods (Churchill 1987). Scales will be tested to ensure that they measure the unobservable construct we wanted to measure to ensure their validity. Secondly, measure the intended constructs consistently and precisely to ensure they are reliable. Reliability and validity measures are jointly called psychometric properties of measurement scales. It is however pertinent to note that a construct can be reliable not valid if it measures something consistently but measures the wrong construct. On the other hand, a construct can be valid but not reliable if it measures the right construct but not in a coherent manner.

3.4.3.1 Validity

Validity refers to the accuracy of a measurement or observation. It is the extent to which the measurement process is free from both systematic and random error. That is to say, the extent to which a score truthfully represents a concept. It is the ability of an instrument to measure what it is designed to measure. Validity is a measure of compassion really measuring compassion and not empathy? According to (Barbie, 1989:133) "Validity is the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration.

Validity can be improved through sampling, instrumentation, and statistical treatment of data with quantitative research. Validity establishes a logical link between questions and objectives with questions relating to tangible matters.

Two approaches to establish validity of a research instrument is used in social science researches. Logic which underpins the construct of the instrument and statistical evidence which gathers evidence using information generated through the use of the instrument. Evidence provided is by calculating the coefficient of correlations between the questions and the outcome variables.

There exist several types of validity as some of them will be described in our subsequent sub titles.

3.4.3.1.1 Types of validity

3.4.3.1.1.1 Translational or representational validity

It consists of two sub types of validity. Face validity and content validity.

Face validity. It examines whether a measure is a good reflection of its underlying construct. It is analyzed using a panel of judges or experts who rate each item on how well they fit the conceptual definition of the construct. Face validity establishes a logical link between research questions and objective of study. An example of face validity is a student's frequency in class attendance which indicates the students' academic interest without further explanation. The non-researcher or lay person can broadly see that this is a valid research method. Face validity face limitations like judgment is based on subjective logic and no concrete conclusion is drawn. Different people may interpret it differently. Another limitation is the extent to which the questions reflect the objectives of the study may differ.

Content validity

It is an assessment of how well a set of scale items matches with the relevant content domain of the construct the researcher is trying to measure. It is a concept of how well the dimensions and elements of a concept have been delineated. It involves subjective judgment by the experts as to the appropriateness of the measurement included in the concept (Barbie, 1992; P133). This validity ensures that the measures include an adequate and representative set of items that tap the concept. The more the scale items represent the domain or universe of the concept being measured, the greater the content validity. Content validity is judged on the basis of the extent to which statements or questions represent the issue they want to measure.

3.4.3.1.1.2 Criterion-related validity (concurrent and predictive validity)

It is assessed based on a given measure in relation with a current or future criterion called concurrent and predictive validity respectively. It is established when the measure differentiates individuals on a criterion it is expected to predict.

In situations where a scale is developed as an indicator of some observable criterion, the scale's validity can be investigated by seeing how well and indicator is (Moser and Kalton, 1989; 356). It instruments validity is determined by comparing it with another assessment and if similar, then the instrument is used to make the assessment at the time of selecting is assumed to have high validity. These comparisons establish concurrent and predictive validity.

Concurrent validity

It is judged by the degree to which an instrument compares with the second assessment concurrently done. This is easily expressed in terms of the correlation between predicted status and criterion.

It is the relationship between the predictor and the criterion variable when both are assessed at the same point in time. If the results of the correlation are sufficiently high, then it might be possible to conclude that the measures have concurrent validity.

It examines how well one construct relates the other concrete criterion presumed to occur simultaneously. Rarely used in social science research.

Predictive validity

It is the degree to which a measure successfully predicts a future outcome theoretically easy or expected to predict. An example is a college grade point where assessment correctly predicted.

This validity shows how constructs theoretically relate each other. It indicates the ability of a measuring instrument to differentiate among individuals with reference to a future criterion.

This validity refers to the ability of a measure at a certain point in time to yield relatively similar results for the same phenomenon at a future time.

Judged by the degree to which an instrument can forecast an outcome.

3.4.3.1.1.3 Construct validity (convergent and discriminant validity)

This is a more sophisticated technique for establishing the validity of an instrument. It is based on statistical procedures and determined by ascertaining the contribution of each construct to the total variance observed in phenomenon. An example is determining factors indicator for customer satisfaction and construct questions to predict the degree to which people consider each factor important for job satisfaction. The greater the variance attributes to the constructs, the higher the validity of the instrument. This construct is important for questionnaires.

Convergent Validity

It is established when scores obtained with two different instruments measuring the same concept are highly related. It refers to the closeness which a measure relates to or converges on the construct that it is purported to measure. It can be established by comparing the observed values of one indicator of one construct with that of other indicators of the same construct and demonstrating correlations between values of the indicator's strong correlation between measures that one expects to have a strong relationship.

It is the extent to which scale items assure to represent a construct that converge the same construct. It reflects the degree of cohesiveness among the scale items thus an indirect indicator of the convergent validity as measured by the coefficient alpha.

Discriminant Validity

It is the degree to which a measure does not measure or discriminate from other constructs that it is not supposed to measure. It is established by demonstrating that indicators of one construct are dissimilar from other constructs. Weak correlations between measures are expected not to have a strong relationship. According to (Brown et al, 1993), discriminant validity is the degree to which measures of theoretically unrelated constructs do not correlate highly with one another.

It is established when, based on theory, two variables are predicted to be uncorrelated and the scores obtained by measuring them are indeed empirically found to be so.

3.4.3.1.1.4 Internal validity

It is the degree of an ambiguity with which one can draw conclusions that the set of observations were external. It has authenticity of cause-and-effect relationships.

This method must actually measure what you think it measures. It testifies how well the results obtained from the use of the measure fit the theories around which the test is designed.

Indicates the degree to which an instrument measures its variables .it is the relationship between a construct and what it measures.

3.4.3.2 Reliability

It is the degree to which observations are consistent or stable (Rosental and Rosnow 1984). In order words it can be define as the extent to which the measurement is free from random error. It is an indicator of a measure's internal consistency. Reliability measures the extent to which it is without bias and thus ensures consistent measurement across time and across the various items in the instrument. It is the degree to which the measure of a construct is consistent or dependable. In order words, same results are acquired every time a scale is used to measure the same construct multiple times assuming the underlying construct remains constant. An example is your weight in which the scale tells your actual weight and it remains same every time you clime the scale except your weight changes between measurements.

Refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings. Reliability implies consistency not accuracy. Another term for reliability is consistency or repeatability over time. Its purpose in research is to design research which is transparent and clear for the reader is convinced that the results are clear and not fudged. Reliability does not mean validity but at same time, measurement and observation cannot be valid if the study isn't or wasn't reliable. Qualitative and quantitative researches both have different meanings to the definition of the term reliability. With regards to quantitative research, reliability is synonymous to dependability, consistency and replication over time, over instruments and groups of respondents. That is to say when we say someone or a thing is reliable we mean the person or thing is dependable, consistent, predictable, stable and honest. It is more concerned with precision and accuracy. With reference to research, if a research tool is consistent and stable, predictable and honest, it is said to be reliable. The higher the degree of consistency and stability an instrument is, the higher its reliability.

3.4.3.2.1 Types of reliability

The three principal types of reliability are stability, equivalence and internal consistency.

3.4.3.2.1.1 Reliability as stability / stability of measures

This part talks about securing consistent results with repeated measurements of the same person and with the same instrument. We usually determine the degree of stability by comparing the results of repeated measurements. It is the ability of a measure to remain the same over time despite uncontrollable testing condition or the state of the respondents which is indicative of its stability low vulnerability to changes in the situation. This concept is stably measured, no matter/ in spite when it is done. Two tests of stability are test-retest and parallel-form reliability.

Test-retest reliability

Its coefficient is obtained with a repetition of the same measure on a second occasion called test-retest reliability. This happens when a questionnaire containing some items that are supposed to measure a concept is administered to a set of respondents severally to the same respondents it could be for a span of six months and the correlation between the scores obtained differently severally from these same respondents is called/ termed test-retest coefficient. The higher it is the better the test-retest reliability and subsequently it stability of the measure across time.

Parallel-Form Reliability

When responses on two comparable sets of measures tapping the same construct are highly correlated, we have parallel-form reliability. Both forms have similar items and the same response format, the only changes being the wordings and the order or the sequence of the questions. What we try to establish here is the error variability resulting from wording and ordering of the questions. If two such comparable forms are highly correlated, we may be fairly certain that the measures are reasonably reliable, with minimal error variance caused by wording, ordering, or other factors. With this sort of reliability, it is a measure of consistency over time and other similar samples. A reliable instrument for a piece of research will yield similar data from similar respondents over time.

In addition to stability over time, reliability as stability could be stability over a similar sample. That is to say, assume we were to administer a test or questionnaire simultaneously to two groups of students who were very closely matched on significant characteristics like age, gender. Whatever characteristics have a significant bearing on the responses, similar results on the test or responses to the questionnaire would be obtained. The correlation coefficient on this form of test method is calculated using the Pearson statistics or a t-test. When using questionnaires is calculated using either the Pearson statistic or the Spearman statistic or better still t-test. It should be noted here that the statistical significance of the correlation coefficient can be found and should be 0.05 or higher if the reliability can be guaranteed. This sort of reliability over a sample is commonly used in piloting tests and questionnaires.

3.4.3.2.1.2 Reliability as equivalence

This aspect considers how much error may get introduced by different investigators or different samples of the items being studied. A good way to test for the equivalence of measurements by two investigators is to compare their observations of the same events. Reliability can be improved in the following two ways:

i. By standardizing the conditions under which the measurement takes place. That is, we must ensure that external sources of variation such as boredom, fatigue, etc. are minimized to the extent possible. That will improve stability aspect.
ii. By carefully designed directions for measurement with no variation from group to group, by using trained and motivated persons to conduct the research and also by broadening the sample of the items used. This will improve equivalence aspect.

Two sorts of reliability exist in this type of reliability. That which can be achieved using equivalent form also known as alternative form of a test or data-gathering instrument. If this form of the test or instrument is devised, and yields similar results, then will the instrument be said to demonstrate this form of reliability. This form of reliability predicts the pretest and post-test via an experiment using alternate forms to measure the same issues. This type of reliability is also used simultaneously to match samples. It is measured through a t-test demonstrating through a high correlation coefficient and through the demonstration of similar means and standard deviation between two groups.

Secondly, reliability as equivalence may be achieved through inter-rater reliability. If more than one researcher is taking part in a piece of research, then, human judgment being fallible, agreement between all researchers must be achieved through ensuring each researcher enters data in the same way. This could be important for researchers gathering structured observational or semi- structured interview data where each member of the team would have to agree on which data would be entered in which categories.

3.4.3.2.1.3 Reliability as internal consistency/ internal consistency of measures

The idea behind this internal consistency is that items or questions measuring the same phenomenon, if they are reliable indicators, should produce similar results irrespective of their number in an instrument. Even if you randomly select a few items or questions out of the total pool to test the reliability of an instrument, each segment of questions thus constructed should reflect reliability more or less to the same extent. Its based on the logic that if each item or question is an indicator of some aspect of phenomenon, each segment constructed will still reflect different aspects of the phenomenon even though it is based upon fewer items/questions. Hence, even if we reduce the number of items or questions, as long as they reflect some aspect of a phenomenon, a lesser number of items can provide an indication of the reliability as an instrument.

Demonstrating internal consistency demands that the instrument or tests be run once only through the split-half method. If for example the test is to demonstrate a split-half reliability, the marks obtained on each half should be correlated highly with the other half. This can be calculated using the Spearman-Brown formula:

$$\text{Reliability} = \frac{2r}{1 + r}$$

Where r = the actual correlation between the halves of the instrument.

This calculation requires a correlation coefficient to be calculated.

An alternative measure of reliability as internal consistency is Cronbach alpha often referred to as the alpha coefficient of reliability or simply alpha. It provides a coefficient of inter-term with the sum of all the other relevant terms and is useful for multi-item scales.

This measure is indicative of the homogeneity of the items in the measure that tap the construct. That is to say, the items should “hang together as a set” and be capable of independently measuring the same concept so that the respondents attach the same overall meaning to each of the items. This can be seen by examining if the items and the subsets of items in the measuring instrument are correlated highly. Consistency can be examined through the inter-item consistency and split-half reliability tests.

3.4.3.2.1.4 Inter-item consistency reliability

This is a test of the consistency of respondents’ answers to the items in a measure. To the degree that items are independent measures of the same concept, they will be correlated with one another. The most popular test of inter-item consistency reliability is the Cronbach’s coefficient alpha which is used for multipoint-scaled items and Kuder-Richardson formulas used for dichotomous items. The higher the coefficients, the better the measuring instrument.

3.4.3.2.1.5 Split-half reliability

It reflects the correlations between two halves of an instrument. The estimates would vary depending on how the items in the measure are split into two halves. Split-half reliabilities could be higher than Cronbach’s alpha only in the circumstance of there being more than one underlying response dimension tapped by the measure when certain other conditions are met well. It is usually considered a perfectly adequate index of the inter-item consistency reliability.

3.4.3.2.2 Threats to reliability

Robson (2002) asserts that there may be four threats to reliability. The first is subject or participant error. This type of error studies the degree of enthusiasm employees have for their job with their employer. Here, the questionnaire completed at different times of the week could produce several output or say results. Early days of the week results could have a different result from work days approaching weekends. As workers or respondents during these times could have different mood swings. So it’s best to choose a middle day like Wednesday which workers could be neutral.

Subject or participant bias is another threat to reliability. Here, the interviewees say what they believe their boss wanted them to say. This is particular with organizations with an authoritarian management body or says structure. Researchers should be aware of these threats when designing research. This awareness guards them to analyze data correctly.

The third threat to reliability is observer error. This threat is a particular research type with several researchers conducting interviews with various ways of asking questions for a common problem. A structure of questions to be used by the interviewees can be put in place to reduce threat to reliability.

The last threat to reliability here is observer bias. This deals with different ways of interpreting data.

3.5 Sampling

Sampling with respect to our research has to do with selecting the number from our research population that is considered to be representative. This is because due to time constraint and cost, the researcher cannot collect data from the entire population. As such, the necessary to select a representative sample. Using an example of our case study which is to determine customer satisfaction derived from the services offered by Turkish Airlines Company, a representative sample of 200 questionnaires was used to collect data from customers of this said Airline. The researcher has to endeavor that the respondents selected are representative of the company's entire population in relation to the case study. The selected respondents represent the population while the process is called the sampling technique. It is important for the researcher to agree and plan on how the sample will be selected and its size. It is important to state that the purpose of sampling in quantitative research is to draw inferences about the group from which we would select the sample. In this section we will look at the sampling process as well as the sampling techniques which will be explained in details for the readers to have a better understanding of the subject matter.

3.5.1 Sampling process

It is worth noting that the sampling process has several stages like the target population, the sampling frame and the sampling size. The objective here is to identify the characteristics of the population being researched as well as agreeing on the number of people to be sampled.

3.5.1.1 Target population

Population is group of people that make up a unit or an entity. With respect to our subject topic, population refers to the total number of people that make up our area of concern which is Turkish Airlines passengers. It is therefore from the total number of passengers that make up this airline that the researcher will determine what number of the entire airline population is representative. Looking at the population of Turkish Airlines as a whole in 2014, it stood at 7million passengers. Conducting research and collecting data from 7million passengers will not only consume time and money but will make the research process of data collection cumbersome and complex. As such, the researcher decided that a sample of 200 was representative of the entire population. To collect this data from the sampled population, the researcher formulated research questions where he handed to customers at this Airline to be filled. Given that our case study is Turkish Airlines and the researcher was carrying out the research in Istanbul where the Airlines is headquartered, it was a bit easy for the researcher to reach out to the respondents to fill the questionnaires. These questionnaires were filled by passengers traveling via Istanbul Ataturk Airport. This airport is an international airport linked with the domestic airport. This airport is one of the biggest in Europe after Frankfort Airport and Charles Des Gualles with flights landing every 5 minute. My targeted population was passengers travelling via the departure terminal. Questionnaires were prepared in both English and Turkish but only the English version made up 200 copies was distributed. English was preferred because aside it being the language the researcher used to carry out his research; most passengers of the airline understand and speak English than any other language.

3.5.1.2 Sampling frame

When we see the word frame what comes to mind is map out, shape, draft, sketch. With respect to population, frame is the individual selected from the target population to be sampled. All the researcher needs to do is to ensure that the population units selected is representative of the entire Turkish Airlines Passengers population. Given that everyone could not be selected neither did the researcher have a list of passengers in this airline, the researcher had to look for an option on how to select the population frame. With regards to our case study, the researcher decided to choose customers who were travelling at the Istanbul Ataturk Airport using Turkish Airlines. We decided to use passengers travelling from the departure terminal as many were considered they will have the time to spare and concentrate in filling the surveys given that those from the arrival terminal would have been tired after a hectic journey and will rush over the questionnaires without taking time to read through thoroughly. This was to ensure that the respondents targeted will provide relevant information.

3.5.1.3 Sampling size

Sampling size is an important part of the research design processes. It is the number of items selected from a group to be sampled. Sample size normally should equate the population size. With respect to our case study our sample size was to be the entire population of the Turkish Airlines company. Most people carrying out census target the entire population. Given that our case is for research purposes, we will limit ourselves to a certain number but this size of the population we are limiting ourselves to should however be representative of the entire population. It is believed that the larger the size of the sampling the more accurate the data collected would be. The reason the researcher is limiting himself to a sample size due to a number of factors like financial and time constraints. He should however endeavor that the sample size selected is statistically significant. It should be noted that the selected sampling size will be generalized to the entire population. Sample size is usually denoted with N. We decided to choose 200 people as our sampling size. However in the end of our research we will generalize our results and not refer it to the 200 people we choose as our sample size reasons being that this number is representative of this Airlines passenger population. After which the researcher will then choose the sampling technique he deems appropriate for his research. Is it non-probability technique or probability technique?

3.5.1.4 Sampling technique

Sampling technique can be further divided into two broad categories namely; probability or random sampling technique and non-probability sampling technique. However, whichever sampling technique the researcher chooses, he should make sure it is in conformity with his research objective and dependable upon the statistical analysis methods he will be using. The researcher therefore has as obligation the right to carefully choose the appropriate technique to have valid results. We should keep in mind that when researchers choose to use sampling in research due to certain constraints they make sure the results obtained are valid and reliable and in turn generalized to the general population. To be able to select the participant who will take part in this research process, the research uses a technique to choose the sample size. The aim of this is to minimize cost and same time attains generalizability. We opted for probability sampling as every passenger had equal chance of being selected. Never the less, we will explain both sampling techniques.

3.5.2 Sampling design / process / technique

There exist two types of sampling techniques namely, probability sampling technique which deals with randomization and non-probability sampling technique which deals with convenience. These sampling techniques are further divided into sub types as they will be explained subsequently.

3.5.2.1 Probability sampling

With this method, the researcher knows each individual in the targeted population list with each individual standing the chance of being selected. Selection is by randomization. No passenger has upper chances of being selected over the other passenger. However, selected passengers should be representative of the entire Turkish Airline passenger population because obtained results will be generalized to the Airline's entire passenger population. The researcher should however make sure that this target samples will be of significance to the research outcome and void of errors. This sampling technique is best for large size samples. It is for this reason that our researcher decided to select this probability sampling technique given that the results obtained will be representative of the entire population of our case study. Probability sampling is further ramified into sub parts as will be expounded below.

3.5.2.1.1 Simple random sampling

Here we catalyze a list that contains names of the general population of the target group and do an arbitrary selection. This means the researcher has no preference. This eases the work of the researcher has it makes him unbiased. Every participant has an equal chance of being selected. This is a good and popular research technique mainly used in probability sampling technique. However, it is better to use this technique if you aim to carry your research online, via email or over the phone where the machine will randomly do the selection and forward to the selected addresses. Where the researcher has to go out and face the respondents, this probability technique is not apt for that.

3.5.2.1.2 Systematic sampling

With systematic sampling, after determining the sample size, we determine the equivalence of K by dividing the size of the population into desired units. We then do a random selection and the first to be picked tells us which location we have to commence our research. This random picking should be noted can be done manually by writing down our choices on pieces of papers and doing a random selection or by computer, where the computer does the random selection. Randomization usually takes place with the first choice and the rest selection could be done at intervals. This sampling technique is considered convenient as it partitions the sample frame into segments where the researcher progresses from segment to segment.

3.5.2.1.3 Stratified sampling.

When we hear of strata, words like grouping, classification come to mind. Stratified sampling will therefore be breaking the population size into units or stratum. We can then proceed to do our selection from these units that make up the strata or better still these strata could be used in systematic sampling to randomly select our participants. If the researcher has to choose this sampling technique he should be sure that he has a grip of the heterogeneity of the population he is studying. He then tries to break this population into homogenous units. An example could be stratifying the sampled size population into ethnic units.

3.5.2.1.4 Cluster sampling

Cluster means grouping. These are groups of individuals that had existed prior to the researcher's research. All he needs do is access these preexisting groups of individuals to collect required data. Sampling technique is quite easy for the researcher as it saves him the stress of figuring out how to classifying these target population being sampled into groups. with the availability of these already existing groups which are in line with his research, all he needs do is to assemble the various existing groups and randomly choose which of these preexisting groups will be sampled.

3.5.2.2 Non – probability sampling

With this sampling technique, the entire population to be sampled is not really known. That is why the researcher has to apply reasoning in selecting the population to be sample without being bias while at same time making sure the selected population sample is representative of the entire population. However, this sampling technique is void of the principle of generalization. This is because this is not the aim of the researcher. He seeks to find knowledge concerning a group or topic of interest. The more reason consults experts and intellectuals or group of people who possess ample knowledge in the field he is researching.

3.5.2.2.1 Convenience sampling.

This sampling is also known as opportunity sampling or accidental sampling usually drawn from the population sector that is convenient. It can be defined as collecting of information from respondents who are willingly available to respond to the researcher's questions or interview. It is common with exploratory type of research. The sampling method has no visible characteristics. The type of sampling pertinent to this convenience sampling is data collected usually for pilot testing.

3.5.2.2.2 Quota- sampling.

Here, we divide the population into mutually-exclusive sub groups. What the researcher takes into consideration with this non-probability sampling method is his ability to access the sample population easily. This involves characteristics like gender of the researched population. The location should be convenient to the researcher where accessibility to respondents is easy for him to collect the required data. Here, respondents are merely given quotas to be filled from the various strata and guidelines on how to fill it. Quota sampling is a cheaper and simpler technique for obtaining data that is representative of the entire research population. In marketing research, demographics like gender and income are popular quota measures. This sampling technique costs less as interviews are mainly conducted in the streets but at same time making sure the sample is reflective of the researched population.

3.5.2.2.3 Purposive sampling.

This is also known as judgmental sampling. This type of sampling method provides the best information for the researcher to achieve the research objectives. The researcher approaches those he believes have the required knowledge and will be willing to participate in the survey. Important when the researcher seeks for more knowledge from a field where little or no information is available. This type of sampling is mostly used in qualitative research.

3.5.2.2.4 Expect sampling.

The respondents participating in this research method most be expects in the field of research. That is to say, they must possess ample knowledge about the field from which the researcher is seeking knowledge from. This research is common in qualitative research though it is used too in quantitative research but rarely. The researcher identifies individuals with required expertise, seeks their consent to be part of this survey and then decides whether to collect the information needed from individuals or collectively.

3.5.2.2.5 Snowball sampling.

With this non probability sampling technique, the researcher searches those with ample knowledge in his field of research. He then uses them as liaisons asking them to link them to others they know have knowledge or experience in his field of interest. This is because the researcher prior to research has no defined population target but aims at meeting experts that will be relevant to his research studies. The researcher intends to keep up with this method until he gathers enough data needed for his research work.

3.6 Research Methods / Data Collection Methods

The objective of this part of the research process is to examine the various methods of collecting data and then decide which one is best to adopt for the research purpose and why. This part of the research talks about practicality as it takes the researcher into the field after having done the design for the survey.

Approaches to gathering data can either be primary or secondary. The primary research methods could be either quantitative method or qualitative methods while the secondary research method deals with documents that had been in existence like archives, government publications, census, personal records as well as service records. Secondary research is usually found either in libraries or in the internet. The main methods of primary data collection are interviews, questionnaires, focus groups and observation. Given that our data will be focused on the primary methods for reasons which will be explained in the course of this chapter, the various primary research methods will be briefly explained and the best method to be obtained for this research which will be the administrating of questionnaires and why the choice will also be explained.

After having stated the research problem and objectives, the researcher then decided on how to go about data collection. Here, the researcher is obliged to choose a research method that meets the objectives of his research so as to avoid bias answers. This research method acts like a guide to the researcher on how to collect data that will provide concrete answers to his research problem. The researcher has to be versed with the various research methods to be able to choose which one is suitable for him. Does his research require originality? Or all he needs is to compile an already existing data?

3.6.1 Qualitative research method

To begin with qualitative research is a primary source of data collection. This research method deals with attitude and feelings. That is, how the participants feel first about themselves and secondly their attitude towards good and services. It is common with exploratory research. It is most often used in a research type where little or no information is available about the existing field of study. It is a research method applied in research where experts are interviewed to get more knowledge about the research topic. It lets the researcher to know the emotion and the language of the participants. This research method is used mainly in small segments of people who are of interest to the researcher. This research method helps the researcher identify certain aspects like behavioral patterns, beliefs, attitude and opinion of the people. To in the end provides more knowledge and information in an area of study where little or no information existed prior to your research.

With this research type, the researcher is fully involved from collecting data to analyzing and interpreting the results. Few respondents take part in the research through interviews, focus groups and observation. The research techniques applicable to this type of research method are focus groups, interviews and observation.

3.6.1.1 Focus groups.

With this type of research method, participants consist usually of group members who usually range from 6 to 10 persons per group. This number is to enable or allow everyone the opportunity to contribute towards the subject matter at hand and at same time to provide diversity of expertise. These persons are usually experts in the field of research who possess the required knowledge and skills sought for by the researcher. This group usually has a moderator who usually is the researcher. He designs the questions, as well as records or jots the responses of the respondents. His aim is to have deeper understanding towards the research topic as well as study the feelings, emotions and attitudes of the participants towards the subject matter; this type of information obtained is qualitative.

3.6.1.2 Interviews

This is a very popular research method of grapping information. This could be face-to-face or over the phone. It is an oral-verbal method of collection data from the researcher to the participant. This research method is both qualitative and quantitative depending on the approach and the structure of the questions.The researcher decides to use which method he thinks is appropriate for him. The researcher still has the liberty to decide on the form of the interview either structured or say rigid format where he formulates questions and stick to them throughout the interview or unstructured or better still flexible interview where he decides on what next question to ask depending on the response of the person being interviewed or what information he intends to seek. That is to say, the researcher decides on the format as well as the content of the questions to be asked.

3.6.1.3 Observation

Here, the researcher watches and listens to a phenomenon live. With this type of research with researcher as participant, he does not only observes what goes on but takes part which gives him a feeling of what the participant live and permits him partake too in participants experience. However, this research method is rarely used in management, business and marketing research. The researcher here is more interested in participants' behavior than perception. The researcher can achieve this by taking part in the activities but without the participants knowing they are being observed which is known as participant observation or he watches, observes and listens to the participants without taking part and still without their consent known as non-participant observation. In this process, the research could either jot notes or records the activities.

3.6.2 Quantitative research method

With this type of research numerical measurements are taken. That is to say, measures are taken, data gathered and the results analyzed and interpreted. It is a primary method of data collection. It is a practical type of research where the researcher has to collect data, analyze data as well as test the hypothesis. Quantitative research method collects numerical data and analyzes them statistically to attain the objective of the study. The most common quantitative methods of collecting data is through questionnaires and interviews.

3.6.2.1 Interviews

Interviews have already been explained under qualitative research method. However, it is also a quantitative method of data collection. Interviews become quantitative when the interview follows a rigid and structured form. By this, we mean to say that, questions that cannot be altered are set and the researcher grants interviews either face-to-face, through internet which could be via email, Skype or other mediums acceptable for research standards. The researcher follows rigidly the questions stated and are not permitted to ask other questions not administered on the questionnaire.

3.6.2.2 Questionnaire

This is a type of well written and organized set of questions typed out for the respondents to fill. It could be open-ended questions where the participants type out their own answers or close-ended questions where answers are provided and the respondents only tick the ones they agree with. This type of research is efficient as the researcher knows exactly how to measure the variables which are of interest to him. It is a popular method of data collection especially when dealing with a larger sample. It is good as it saves cost and time and the data obtained can be easily coded.

These questionnaires can be carried out personally, through mails or emails. The researcher adopted this research method for the following reasons.
The researcher decided to adopt the quantitative research method because his research is of descriptive nature coupled with the fact that the aim of his research is to verify the relationship between independent and dependent variables. As such, the data collected needs to further be analyzed and hypothesis tested. The best option to achieve this is through questionnaires that will be administered to customers to obtain reliable feedback. This research method is best as it exposes or gives the researcher fresh and firsthand information that is relevant to the research objectives and problems.

It was adopted given that the data collected needs to be statistically analyzed in order to be representative of the samples collected. Since the objective of the research was to determine service quality as well as customer satisfaction, the results obtained from the respondents needed to be tabulated for better understanding. Hence, the choice of a quantitative research method or approach. (Bryman & Bell 2007: 169). The research was conducted by distributing questionnaires to the respondents to be filled. The author opted for this to obtain a wider response where the results obtained could be further analyzed and generalized. This method is ideal as it saves time and money too as compared to qualitative method as the questionnaires can be handed to many respondents at the same time.

Given that the researcher wanted to obtain massive results at a given time, he opted for the quantitative research method which is less time consuming and reliable too at same time. The researcher prepared closed-ended questions following the likert scale of seven which made it easier for respondents to answer as answers were provided to aid them in their responses. This method permits many customers to partake in filling the questionnaires at shorter time than interviews or focus groups which interviews individuals or small groups of people. Since the objective of this research to is to obtain reliable results from a larger sample size, the quantitative method suits best our research objectives. The questions are coherent and easy to read and understand given there is no one to explain the questions to the respondent. The questions are designed in such a way that the respondents feel involved as if there were engaged in a discussion with someone. These questions should be visible enough to the respondents' eyes too.

It is important to note that we distributed our questionnaires all at hand to be filled by the respondents. Given that our focus was on how satisfied customers of Turkish Airlines were satisfied with the quality of service offered by this airlines, it was easier for the researcher to research out to as many customers as possible reason being that the research was carried out in Istanbul Turkey where there main Airport is Ataturk Airport with thousands of customers flying through Turkish Airlines using this airport on a daily bases either those flying nationally, internationally or on transit through Turkish Airlines. Our questionnaires were therefore distributed at the said airport where participants filled the questionnaires. 250 copies of these questionnaires were distributed 200 in English and 50 in Turkish language.

Participants had the choice of participating. Instructions on how to fill the questionnaires was given to them and most of them took part as all was needed was their opinion about the service quality of the airlines. We needed not to know their names. This was carried out for two months. That is, for the months of September and August 2016 as it was summer versus school resumption one of the busiest moments at the airport with students travelling back to school and parents returning from vacation? It was the best period to participant from all age groups involved.

The questions designed in the questionnaire were carefully selected to make sure they meet the purpose and objectives of the research. A total of 67 close-ended questions were designed for participants divided into three parts.

Part one dwelled on customer service and contained a total of 31 questions. This part was further divided into two sub topic which was the pre-flight services and the onboard services. The Pre-flight services contained 18 questions further divided into reservations, airport services flight scheduling and image while onboard services contained 13 questions divided into cabin-staff services, food offered by the airlines and other aspects like cleanliness, comfort ability and entertainment.

Part two of the questionnaire focused on customer satisfaction with 27 questions. The aim of these questions was to rate or measure the degree of customer satisfaction with the Turkish Airlines. These questions were all close-ended questions with a 7 *likert* scale dimension.

Part three which is the last part of the questionnaires contained demographic information. That is to say, this part contained personal information of customers like age range, sex, income, type of class they fly with, how many times they have used the airline in the past 1year, where they heard about the airline, purpose of their trip, where they obtained their tickets from and their proximity or frequency of using the airline. This section contained 9 questions. It is therefore important to note that participants were explained the purpose for the research and only those who had used the airlines in the past 1 one year were allowed to participate in the survey. This is because the researcher wanted information that is current with the airlines which will be useful for him and aid him to limit errors during data collection process.

3.6.3 Pilot test.

Pilot tests are usually conducted before the researcher embarks in the field to start collecting data. The purpose of this pilot test is for the researcher to make sure that the questions to be printed contain little or no errors before these questions can be handed out to the respondents to fill. During this pre-test, the researcher prints some samples of questions and distributes them out to be filled by potential customers or experts. The researcher then does the necessary corrections from the feedback he gets before embarking in the survey.

The researcher printed 20 of such questions and handed them for pilot testing. The researcher then corrected and upgraded the nature of his questions based on the feedback obtained. These questions were distributed in the month of July 2016 for pilot testing. The results were obtained. Necessary corrections made and the questionnaires were then designed and in August-September 2016, the researcher embarked on distributing the questionnaires. The questionnaires were all collected within this time frame where the researcher set out on a face-to face distribution of questionnaires where the customers filled the questions and returned them immediately after filling them.

3.7 Data Processing

After having collected data from the respondents, the next step is to analyze the data collected. This data has to be edited, coded, checked, categorized, analyzed and tested to see how valid and reliable the data is. This process is usually the most tedious part for the researcher to handle. Note be taken that if the data tested is not valid, the results of the data will have to be rejected. As a matter of fact, to make descriptive analysis a little easy on the part of the researchers, software programs are available like Excel spreadsheet as well the SPSS software. Before analyzing, the data collected goes through a series of checks, screening and editing before being analyzed. Brief explanations and graphing of data processing will be presented and explained subsequently.

3.7.1 Steps in data processing

Data processing is necessary steps for data analysis. These steps are data editing, transcribing, data coding, data entry and data tabulation, as well as data cleaning which are guidelines that lead to data findings and interpretation.

3.7.1.1 Data editing

Data editing could be in the field or after collecting data. Data editing is very important as it enables the researcher to correct the errors or discrepancies made when collecting data. Data editing is necessary to sort issues like unanswered questions which makes the researcher to wonder over problems like if the respondent skipped the question unknowingly, did not understand the question, or was it the researcher who omitted entering the answer into the codebook. The researcher fishes out questions where the respondent provided more than 1 answer, data from correspondents with inconsistent values. This data is scrutinized to be corrected before being coded.

At this stage, the researcher has to assemble all the questionnaires he distributed out to respondents to be filled. He should validate how many questionnaires were distributed and how many were filled. He also should verify if all the answers were filled by the respondents before proceeding onto the next step of the research.

It is important we state that the statistical data used here for analysis in our research is the SPSS statistical technique. Data was entered into the SPSS software and missing data checked as well as the reliability and validity of the data before proceeding into analyzing, testing and interpreting the data. Reasons for missing values vary ranging from the questions asked not being valid to the respondent, to respondent deliberately denying answering certain questions or not having an idea about the question being asked or maybe you the respondent forgot to enter the respondent's response. However, to fish out these missing values we used 99 to represent missing data. After this the consistency of the data is then checked, frequencies used to determine the impossible values. For example out of 200 respondents how many were female and how many were men and missing variable. Cross tabulations are used to find values that shouldn't be there that is to say, fishing out numbers that do not exist. An example is finding a number 8 in our 7 likert scale values. When all of this is done, a data file is then created. It is this data file that the researcher will use to analysis data using any of the techniques that suites his research best. In our case, we will use reliability of alpha Cronbach, correlation analysis, multiple regression analysis and ANOVA analysis which will be analyzed and explained further in our next chapter.

3.7.1.2 Transcribing qualitative data

This is writing down verbal expression expressed by respondents during data collection. This could be from individual respondents, focus groups or interviews taken down by jotting or recoding. This collected information is then written down when the collected information is still fresh in the researcher's mind.

3.7.1.3 Data coding

It is the process of organizing and giving meaning to data whether it is qualitative or quantitative.
To code means to convert data from a collection format into a numeric data base, giving numeric representations to ordinal, interval, ratio and nominal variables. An example is gender which can be classified as a nominal or categorical variable with 1 representing female and 2 representing male and 99 representing missing value.

An example of our research questions that needed coded in regard to our research questionnaires were;

Where was your ticket obtained? The following responses were coded
1= Travel Agent
2= Airport Ticket Counter
3= Airline Ticket office
4= Others

How frequently do you use our services?

1= Monthly

2= Every 2-3 Months

3= Every 4-6 Month

4= Once or Twice a Year

5= At least once every 2-3 Years

What class do you fly?

1= Company or business

2=government business

3=visit family/friend

4=tourism

5= studying

6= others. This makes data entry very easy

The aim of data coding is to ease data entry into the codebook. This is done by giving it a numerical or symbolic code. The raw data collected from the field has to be transcribed into numerical data for data analysis. The type of questions coded before data entry are mainly open-end questions.

3.7.1.4 Data Entry

When data is collected, it is recorded be it in a handbook or in a computer. The advancement in technology has rendered computer data entry popular in today's research world. This data is computerized in tabulation form using different software or spreadsheets like SPSS Software or Excel spreadsheet. By hand it is often tabulated using checklists and or reports. We decided to use the SPSS software for our data entry given that our data was of larger magnitude.

Data matrix is coding obtained responses using nominal variables in place of words to facilitate statistical data entry. If the researcher has to enter data by hand, then he has to create a data matrix. In our research we need not create a data matrix reason being that, we will be using the SPSS software to analysis our data which already has the data matrix.

3.7.1.5 Data Cleaning

This is the process where data collected is thoroughly checked and corrected where there is error. In our case study, we used the SPSS software which is software that checks errors automatically. This software helped us check missing data as well as entry errors.

3.7.1.6 Tabulation of data

Tabulation of data is entering data in such a manner that make comprehension of presented data easy presented in the form of rows and columns. On the part of the researcher, presenting in a tabulated form also help him in drawing the inferences. Tabulation should be known takes different forms. It could be presented in the form of uni-variate, bi-variate, or multi-variate tables. Either of the above forms used to present the table that same form will be used for data analysis. A uni-variate table merits uni- variate analysis.

3.7.1.7 Classification of data

Here, responses are arranged with the aid of statistical techniques by assigning scores or weights classified as high, medium or low. However, categories must be mutually exclusive.

3.7.1.8 Categorization of data

The data was coded using the SPSS software version 24 in which the data view and variable views were entered. 67 variables were entered. Under variables like name, type, width, decimals, label, values, missing, columns, align, measure were all entered and described in a way that will facilitate data entry. For example the 7 likert scales with numbers 1 representing very dissatisfied to very representing very satisfied while for the data, 200 of the collected questionnaires were entered into the software with each column representing a variable and each row representing a case.

4 FINDINGS AND DISCUSSION

When we talk of data analysis we mean converting quantitative data from a collection format into a numeric data base. This can be done by hand or machine. However our case will be done using a machine and SPSS software to be precise. The collected data goes through editing, coding and analysis processes already examined above.

Before we go into data finding and interpretation proper, we will mention the source of the questionnaires as well as present the set of questionnaires we distributed in the field to the respondents.

The questionnaire was extracted from an article titled "***AN INVESTIGATION OF AIRLINE SERVICE QUALITY PASSENGER SATISFACTION AND LOYALTY: THE CASE OF ROYAL JORDANIAN AIRLINE BY FASHED SALIM KHATIB. SHEFFIELD UNIVERSITY MANAGEMENT SCHOOL. SHEFFIELD UNIVERSITY 1998"***

Below is the set of questionnaires that was handed out to our respondents to fill.

This questionnaire focuses on the airline passengers' opinions with regard to the quality of service offered by Turkish Airlines.

The purpose of this Research is to collect information from passengers about Turkish Airlines services that will help the Airline improve on the quality of service they offer

Part One

Customer Service

Strongly Disagree			neutral			strongly agree
1	**2**	**3**	**4**	**5**	**6**	**7**

(a) Pre-flight Services

(i) Reservation

1	Turkish Airlines employees show a friendly response to reservation calls and helpful	1	2	3	4	5	6	7
2	Turkish Airlines shows good flexibility in changing reservations.	1	2	3	4	5	6	7
3	Reservation of flight is quick and easily Accessible on Turkish Airlines web page.	1	2	3	4	5	6	7

(ii) Airport services

4	Ground staff is very helpful	1	2	3	4	5	6	7
5	Turkish Airlines employees are consistently courteous	1	2	3	4	5	6	7
6	Turkish Airlines employees show sincere concern when there are delays	1	2	3	4	5	6	7
7	Check-in procedures are efficient	1	2	3	4	5	6	7
8	Baggage handling is quick	1	2	3	4	5	6	7
9	Flight departures are punctual	1	2	3	4	5	6	7
10	Security procedures (for persons & Luggage) are efficient	1	2	3	4	5	6	7

(iii) Scheduling

11	Turkish Airlines provides reliable schedules (e. g., unchanging flights schedule)	1	2	3	4	5	6	7
12	Turkish Airlines has convenient flight schedule	1	2	3	4	5	6	7
13	Turkish Airlines offers many non-stop flights	1	2	3	4	5	6	7
14	Turkish Airlines offers competitive ticket prices	1	2	3	4	5	6	7
15	Turkish Airlines offers discount prices for children	1	2	3	4	5	6	7

(iv) Image

16	Turkish Airlines has a good reputation among passengers	1	2	3	4	5	6	7
17	Turkish Airlines has modem looking planes	1	2	3	4	5	6	7
18	Turkish Airlines offers different flight classes (e. g., first, business, economic classes)	1	2	3	4	5	6	7

(b) On-board services

(i) Cabin-staff services

19	The cabin crew members are very courteous towards passengers and give them special attention	1	2	3	4	5	6	7
20	Cabin crew can speak foreign languages	1	2	3	4	5	6	7
21	Cabin crew show an awareness of different cultures	1	2	3	4	5	6	7
22	Cabin-crew have a smart appearance	1	2	3	4	5	6	7
23	Cabin announcements are clear	1	2	3	4	5	6	7
24	Turkish Airlines offers appropriate services for children	1	2	3	4	5	6	7
25	Turkish Airlines follows acceptable smoking regulations	1	2	3	4	5	6	7

(ii) Food

26	Turkish Airlines offers good quality meals	1	2	3	4	5	6	7
27	Turkish Airlines offers a sufficient quantity of food	1	2	3	4	5	6	7
28	A menu selection is available	1	2	3	4	5	6	7

(iii) Others

29	The aircraft interior is very clean	1	2	3	4	5	6	7
30	In-flight entertainment (e. g., Videos and Reading materials) are very interesting	1	2	3	4	5	6	7
31	Turkish Airlines planes have comfortable seats	1	2	3	4	5	6	7

Part two

Customer Satisfaction

Overall, how would you rate the quality of service provided by Turkish Airlines? Please indicate your assessment by circling one of the points on the scale below:

Extremely Poor	Very Poor	Poor	Acceptable	Good	Very Good	Excellent
1	**2**	**3**	**4**	**5**	**6**	**7**

32	Overall what is your impression of airport services	1	2	3	4	5	6	7
33	Overall impression of on-board service quality	1	2	3	4	5	6	7
34	Overall impression of all services offered by Turkish Airlines	1	2	3	4	5	6	7

The following statements relate to your satisfaction with the service on your flight. For each statement, please indicate the extent to which you agree or disagree with the statement

Strongly Disagree **neutral** **strongly agree**

1 2 3 4 5 6 7

35	The next time I need to fly, I would certainly fly with Turkish Airlines	1	2	**3**	**4**	**5**	**6**	**7**
36	My decision to fly with Turkish Airlines was a wise one	1	2	**3**	**4**	**5**	**6**	**7**
37	In general, I am satisfied with Turkish Airlines services	1	**2**	**3**	**4**	**5**	**6**	**7**

The following statements relate to your overall satisfaction with the services offered by Turkish Airlines. For each statement please indicate the extent to which you are satisfied.

Very Dissatisfied **Very satisfied**

1 2 3 4 5 6 7

38	Based on all your experiences, how satisfied are you with overall airport services	1	2	3	4	5	6	7
39	Based on all your experiences, how satisfied are you with overall on-board services	1	2	3	4	5	6	7
40	Compared to other, similar airlines you have flown with before, how would you rate your satisfaction with Turkish Airlines	1	2	3	4	5	6	7
41	How did you feel about your service experience after flying with Turkish Airlines	1	2	3	4	5	6	7

The following statements refer to how you feel about Turkish Airlines. Please indicate your response to each statement according to the following scale:

Not at all likely **Extremely likely**

1 2 3 4 5 6 7

42	Turkish Airlines will be my first choice to buy a ticket from	1	2	3	4	5	6	7

43	If I had to do it again, I would feel differently about flying with Turkish Airlines	1	2	3	4	5	6	7
44	I will recommend Turkish Airlines to anyone who seeks, my advice	1	2	3	4	5	6	7
45	I will buy a ticket from any airline which offers me attractive prices.	1	2	3	4	5	6	7
46	I will continue to fly with Turkish Airlines even if its prices increase	1	2	3	4	5	6	7
47	I will switch to another airline if I experience a problem with Turkish Airlines services	1	2	3	4	5	6	7
48	I will complain to Turkish Airlines employees if I find any problem with Turkish Airlines services	1	2	3	4	5	6	7
49	I will complain to external agencies if I find a problem with Turkish Airlines services	1	2	3	4	5	6	7
50	My preference to fly with Turkish Airlines is my own decision, freely chosen from several alternatives	1	2	3	4	5	6	7
51	My preference to fly with Turkish Airlines will not change	1	2	3	4	5	6	7
52	I am fully responsible for the decision to fly with Turkish Airlines	1	2	3	4	5	6	7
53	I don't really know that much about Turkish Airlines	1	2	3	4	5	6	7
54	Even if close friends recommended another airline, I would not change my preference from Turkish Airlines.	1	2	3	4	5	6	7
55	I consider myself to be a loyal customer of Turkish Airlines.	1	2	3	4	5	6	7

Strongly Disagree **Neutral** **Strongly Agree**

1 2 3 4 5 6 7

56	I carefully compare prices before buying a ticket	1	2	3	4	5	6	7
57	Convenience of flight schedules is of major importance in selecting an airline to buy a ticket from	1	2	3	4	5	6	7
58	Advertisements and other promotional tools have been the main influences on my choice to buy a Turkish Airlines ticket	1	2	3	4	5	6	7

Part Three

Demographic Information (Travel and Basic Information)

59- Where was your ticket obtained?

☐ Travel agent ☐ Airport ticket counter ☐Airline ticket office

☐ Others (please indicate) ______________________________

60. How frequently do you use our services?

☐ Monthly

☐ Every 2-3 months

☐ Every 4-6 months

☐ Once or twice a year

☐ At least once every 2-3 years

61- Number of air trips you made during the last 12 months?

☐ None ☐ () 1-3 ☐ More than 3

62- What was the main purpose of your trip?

☐ Company business or professional practice ☐ Government related business

☐ Visit family or friends ☐ Tourism ☐ Studying

☐ Others (please indicate) ______________________________

63- You became aware of the airline through?

☐ Newspaper advertisements ☐ TV or radio commercial ☐ Travel agent

☐ Others (please indicate)

64- Which most closely describes your age?

☐18 to29 ☐30 to39☐40to49 ☐50to59

☐60to69 ☐70 and above

65- Please indicate your sex

☐Female

☐Male

66- What is your approximate monthly family income?

- ◯Below 9999 USA dollars
- ◯100,000- 249,999 USA dollars
- ◯250,000- 499,999 USA dollars
- ◯500,000-999,999 USA dollars
- ◯ 1,000,000- 1,499,999 USA dollars
- ◯1,500,000- 1,999,999 USA dollars
- ◯2,000,000 upwards USA dollars

67- What class do you fly?

◯ First class ◯ Business class ◯ Economic class

The research questions were divided into three sections. The first section had the independent variables which measured the quality of customer service offered at the Turkish Airlines through a 7 likert scale with 31 items. the first section tackles pre-flight services which is subdivided intoi) reservation which was made up of 3 questions, ii) airport services made up of 7 questions. That is questions 4 to10, ii) flight scheduling made up of five questions. Questions 11 to 15 and iv) was on image of airlines made up of three questions, questions 16-18. Part two of section one dwells on on-board services which is further divided into three subsections. i) cabin-staff services comprised of seven questions. Questions 19-25 ii) Food made up of three questions, 26-28 and iii) others which has three questions too. Questions 29-31 talked about the cleanliness, entertainment and comfortability of planes.

After having assembled the filled data from the field, the researcher will explain and present on a table or chart which of the item measures has the highest mean score as well as which of them has the lowest mean score with their standard deviation scores using SPSS software. The item importance and levels will be indicated too in the chart. Detail interpretations about these charts should be noted will be elaborated upon in this chapter. We will like to reiterate that if the mean is .60 to .80 as regards our case study at hand then the reliability of our data is high and thus acceptable.

Section two which contains both the dependent and independent variables measures customer satisfaction on so many levels like overall customer expectation, overall customer satisfaction, feeling and customer behavior on future purchase. This section comprises 27 set of questions and still measured on a 7 likert scale. Questions 32-34 tackle customers overall impression about the quality of services offered. Questions 35-37 measures are still related to impression. Questions 38-41 measures overall customer satisfaction. Questions 42-55 measures customers feeling and questions 56-58 talks on factors influencing customer behavior towards future purchase.

The last part of the questionnaire which is on demographic variables used closed – ended questions with a 9 item factors namely, where ticket was obtained, travelling frequency, number of yearly trips, purpose of travelling, how you got to know about the airlines, age, sex, income and flying class. This section has 9 questions. That is, questions 59-67.

We will commence our data analysis by profiling the respondents' details in a figure. The descriptive sample will be illustrated on a table below where respondents' variables, distribution, frequency and percentage as per item will be presented. The table that follows will explain per item the mean, mode, median, standard deviation and variance. Followed an explanation of Passenger's demographic representation will be illustrated on tables thereafter with illustrative figures and chats that explain the demographic results better.

Table 4.1: Respondent's Profile

variable	Distribution	Frequency	Percentage
Location where ticket was obtained	Travel agent	39	19.3
	Airport counter	70	34.7
	Ticket office	63	31.2
	Others	28	13.9
	Missing value	2	1.0
Frequency of flying	Monthly	14	6.9
	Every 2-3 months	20	9.9
	Every 4-6 months	40	19.8
	Once a year	121	59.9
	Once every 2-3 years	5	2.5
	Missing value	2	1.0
Number of trips per year	None	16	7.9
	1-3	132	65.3
	More than 3	52	25,7
	Missing value	2	1.0

Purpose of trip	Company business Government business Family/friends visits Tourism Studies Others Missing value	45 15 56 34 42 8 2	22.3 7.4 27.7 16.8 20.8 4.0 1,0
Awareness of airline	Newspapers adverts TV/radio commercial Travel agent Others Missing value	10 30 136 24 2	5.0 14.9 67.3 11.9 1.0
Age group	18-29 30-39 40-49 50-59 60-69 70+ Missing value	50 63 29 29 16 12 2	24.8 31.2 14.4 14.4 7.9 5.9 1.0
Sex	Female Male Missing value	96 104 2	47.5 51.5 1.0
Family income	Below 9999 $ 100,000-249,999$ 250,000-499,999$ 500,000-999,999$ 1,000,000-1,499,999$ 1,500,000-1,999,999$ 2,000,000$ upwards Missing value	99 54 29 14 0 4 0 2	49.0 26.7 14.4 6,9 0.0 2.0 0.0 1.0
Flying class	First class Business class Economy class Missing value	0 77 123 2	0.0 38.1 60.9 1.0

N= 200

Statistics

		location ticket was obtained	frequency of using airline services	number of trips per year	purpose of trip	awareness of airline was through	age description	sex category
N	Valid	200	200	200	200	200	200	200
	Missing	2	2	2	2	2	2	2
Mean		2.4000	3.4150	2.1800	3.1850	2.8700	2.6900	1.5200
Median		2.0000	4.0000	2.0000	3.0000	3.0000	2.0000	2.0000

Mode	2.00	4.00	2.00	3.00	3.00	2.00	2.00
Std. Deviation	.95633	.95779	.55601	1.52394	.67482	1.52167	.50085
Variance	.915	.917	.309	2.322	.455	2.315	.251
Range	3.00	4.00	2.00	5.00	3.00	6.00	1.00
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	4.00	5.00	3.00	6.00	4.00	7.00	2.00

Figure 4.1 Demographic Profile

Here, each demographic factor will be presented with a table and figure or charts where necessary to explain the results in details for a better understanding.

Table 4.2 Location where ticket was bought

		Frequency	Percent
Valid	travel agent	39	19.3
	airport ticket counter	70	34.7
	airline ticket office	63	31.2
	others	28	13.9
	Total	200	99.0
Missing	System	2	1.0
Total		202	100.0

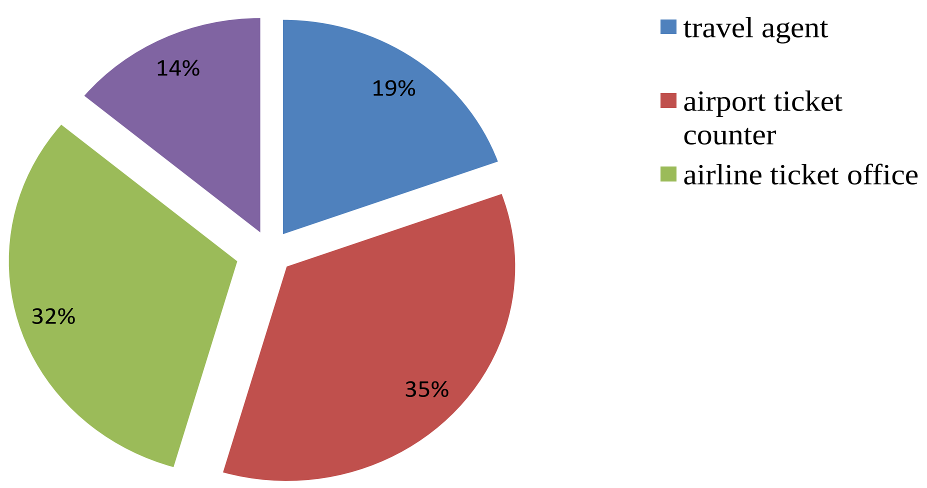


Figure 4.2 Location Where Ticket Was Bought

Looking at the above figure, we see that 35% of the 200 respondents bought their ticket from the airport, 32% from the airline ticket office, and 19% from the travel agency while 14% of the 200 respondents bought their tickets from elsewhere other than the above mentioned places. It has a mean of 2.4 and a standard deviation of .956.

Table 4.3 Frequency of Using Airline

		Frequency	Percent
Valid	monthly	14	6.9
	every 2-3 months	20	9.9
	every 4-6months	40	19.8
	once or twice a year	121	59.9
	at least every 2-3years	5	2.5
	Total	200	99.0
Missing	System	2	1.0
Total		202	100.0

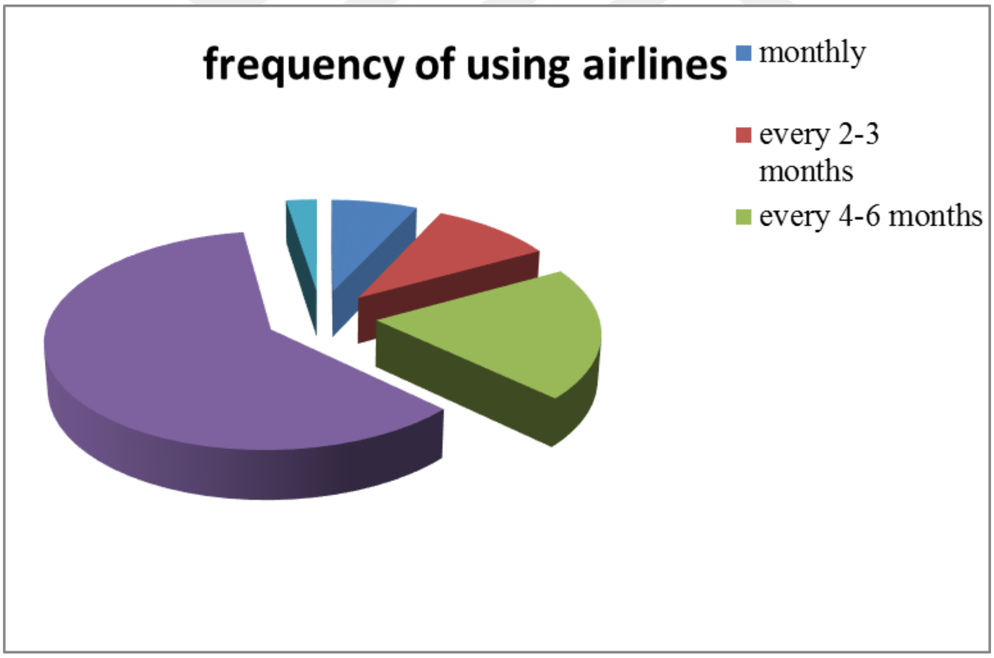


Figure 4.3 Frequency of Using Airline

Looking at the above table we see that 6.9% of the respondents travel on a monthly basis shaded in blue, 9.9% on a 2 to 3 months basis shaded in green, 19.8% travel every 4 to 6 months shaded in grey, 59.9% travel once or twice a year shaded in purple, 2.5% every 2 to 3 years shaded in yellow and 2 missing values. It has a mean of 3.42 and a standard deviation of .958 which indicates that the reliability of our data is highly acceptable.

Table 4.4 Number of Trips per Year

		Frequency	Percent
Valid	none in 1year	16	7.9
	1-3 times a year	132	65.3
	more than thrice	52	25.7
	Total	200	99.0
Missing	System	2	1.0
Total		202	100.0

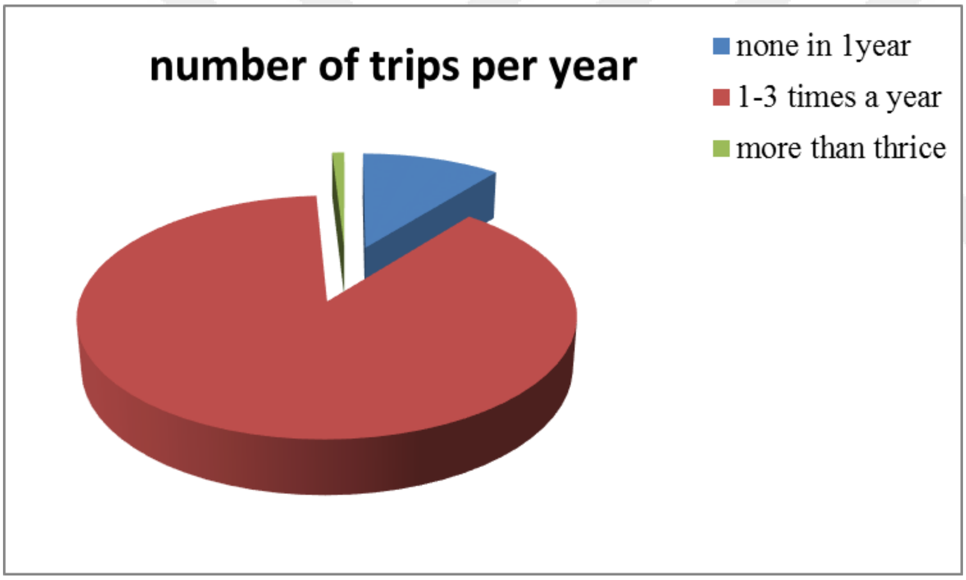


Figure 4.3 Number of Trips Per Year

7.9% of the respondents said they haven't travelled in the past 1 year shaded on the above table in yellow, 65.3% answered they have travelled at least 1 to 3 times in a year shaded in green. 25.7% said they have travelled more than 3 times in 1 year shaded in orange while 2 values were missing shaded in blue. Our mean is 2.18 and .556 is the standard deviation.

Table 4.5 Purpose of Trip

		Frequency	Percent
Valid	private business	45	22.3
	government business	15	7.4
	family/friends visit	56	27.7
	tourism	34	16.8
	studies	42	20.8
	others	8	4.0
	Total	200	99.0
Missing	System	2	1.0
Total		202	100.0

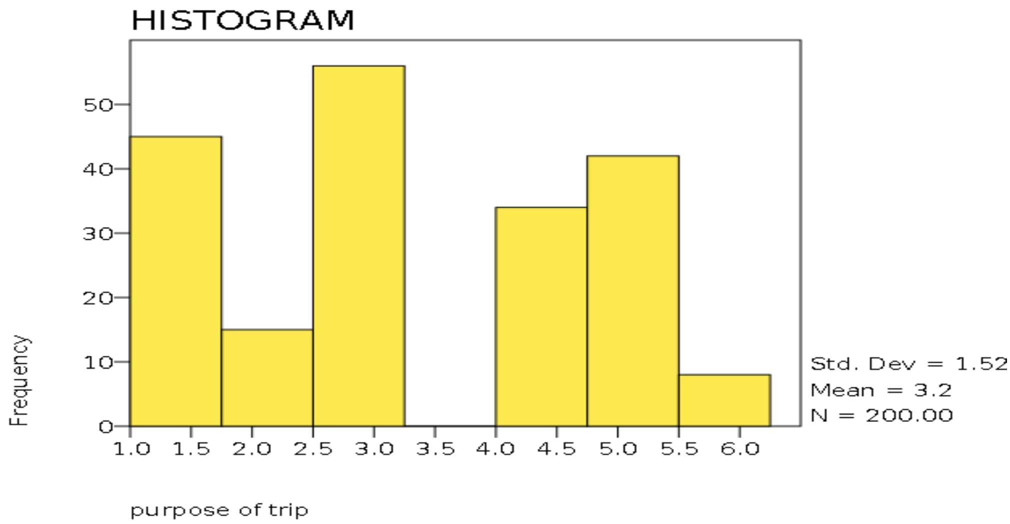


Figure 4.4 Purpose of Trip

22.3% responded the purpose of their travel was for private business, 7.4% said they travelled for government businesses, 27.7% majority of the respondents who said they travelled for family or friends visits, 16.8% for tourism, 20.8% for studies, and 4.0% for other reasons other than the above stated reasons. 2 values were missing. Mean is 3.19 and standard deviation is 1.52 as indicated on the statistics table.

Table 4.6 Awareness of Trip

		Frequency	Percent
Valid	news adverts	10	5.0
	TV or radio commercial	30	14.9
	travel agent	136	67.3
	others	24	11.9
	Total	200	99.0
Missing	System	2	1.0
Total		202	100.0

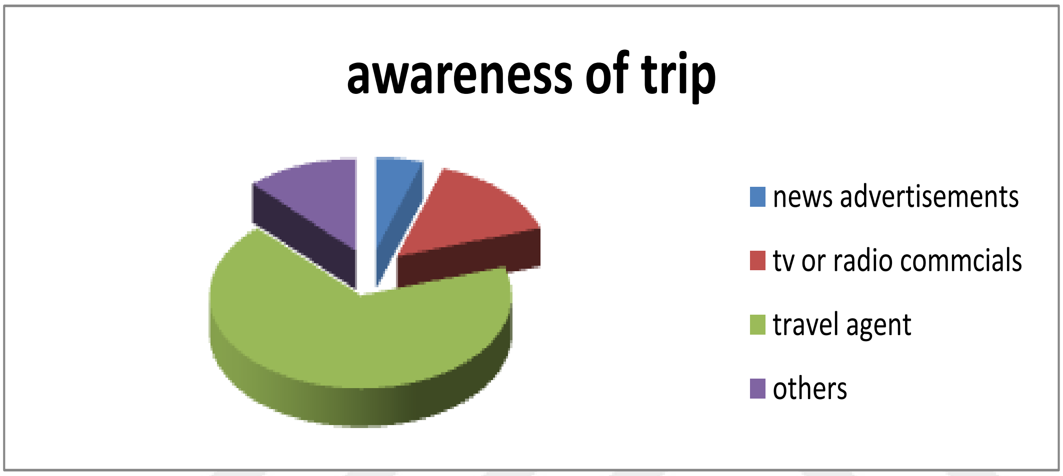


Figure 4.5 Awareness of Trip

5.0% responded they knew about the airline through news and advertisements, 14.9% through TV or radio commercials, 67.3% more than half the respondents said they knew about the airlines through a travel agent and the remaining 11.9% was through other means and the remaining 1% accounted for the remaining 1%. We have 2.07 mean and .675 standard deviation

Table 4.7 Age Distribution

		Frequency	Percent
Valid	18-29	50	24.8
	30-39	63	31.2
	40-49	29	14.4
	50-59	29	14.4
	60-69	16	7.9
	70 upwards	12	5.9
	7.00	1	.5
	Total	200	99.0
Missing	System	2	1.0
Total		202	100.0

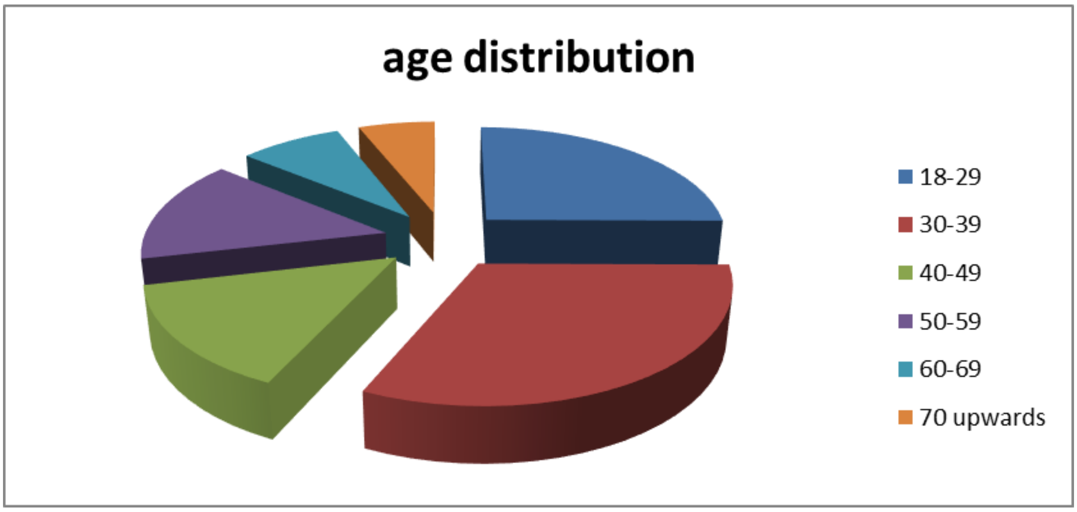


Figure 4.6 Age Distribution

24.8% of the respondents were between the ages of 18 to 29, 31.2% were between the ages of 30 to 39 years, 14.4% were both between the ages of 40 to 49years and 50- 59, 7.9% ranges from 60 to 69 and 5.9% were 70 years and above and the remaining 1% for 2 missing values. 2.69 for mean and 1.522 standard deviation.

Table 4.8 Sex category

		Frequency	Percent
Valid	female	96	47.5
	male	104	51.5
	Total	200	99.0
Missing	System	2	1.0
Total		202	100.0

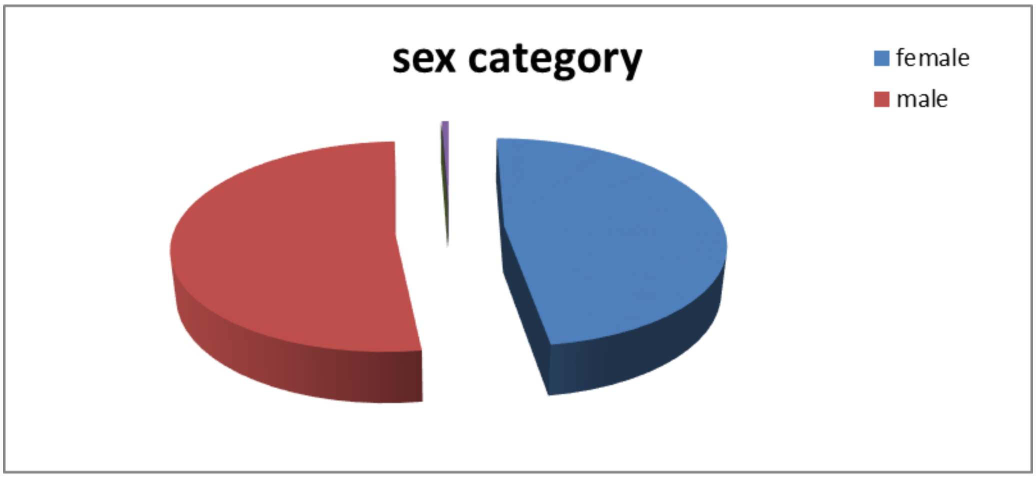


Figure 4.7 Sex Category

47.5% of the respondents were females and 51.5% were males as illustrated on the figure below with a mean of 1.52 and .501 for standard deviation.

Table 4.9 Monthly Income

Valid Values	1.00	100.000-249,999 $	99	49.0%
	2.00	250,000-499,999$	54	26.7%
	3.00	500,000-999,999$	29	14.4%
	4.00	1,000,000-1,499,999$	14	6.9%
	5.00	1,500,000-1,999,999$	0	0.0%
	6.00	2,000,000$ upwards	4	2.0%
Missing Values	System		2	1.0%

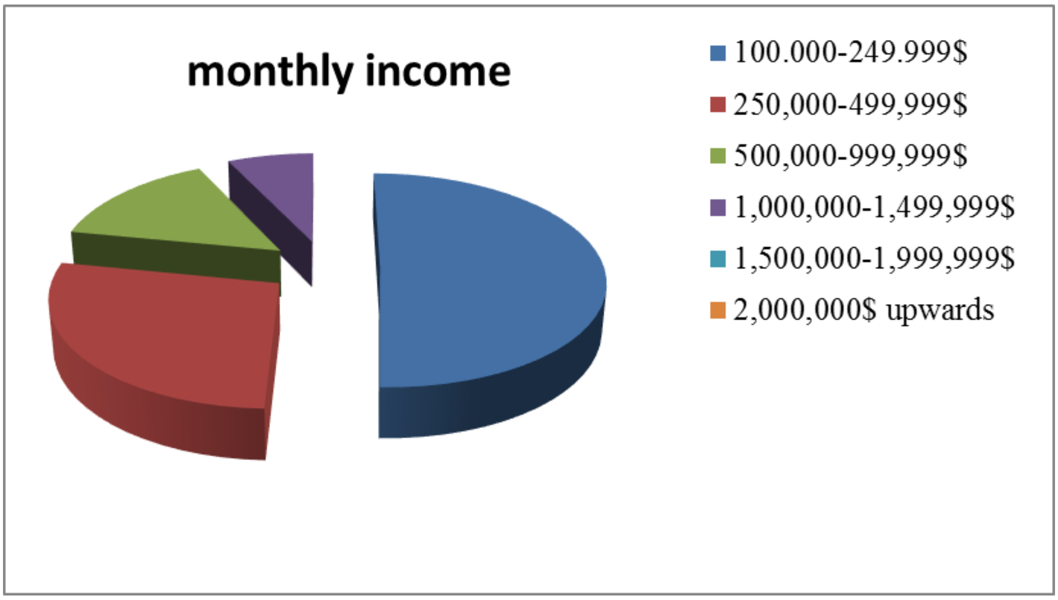


Figure 4.8 Monthly Income

Looking at the above figure we see that 49.0% of the respondents earn between100, 000-249,999 $ shaded in blue, 26.7% earn between 250,000-499,999$ shaded in red, 14.4% earn 500,000-999,999$ monthly shaded in army green color, 6.9% earn 1,000,000-1,499,999$ shaded in purple, no body earned between 1,500,000-1, 999,999$ and 2.1% earned 2,000,000$ upwards. There were 2 missing values making 1.0%. Standard deviation was 1.11and mean was 1.9.

Table 4.10 Class you flew with

		Value	Frequency	Percent
Standard Attributes	Position	67		
	Label	class you fly with be it economy or business		
	Type	Numeric		
	Format	F8.2		
	Measurement	Nominal		
	Role	Input		
Valid Values	1.00	business class	77	38.1%
	2.00	economy class	123	60.9%
Missing Values	System		2	1.0%

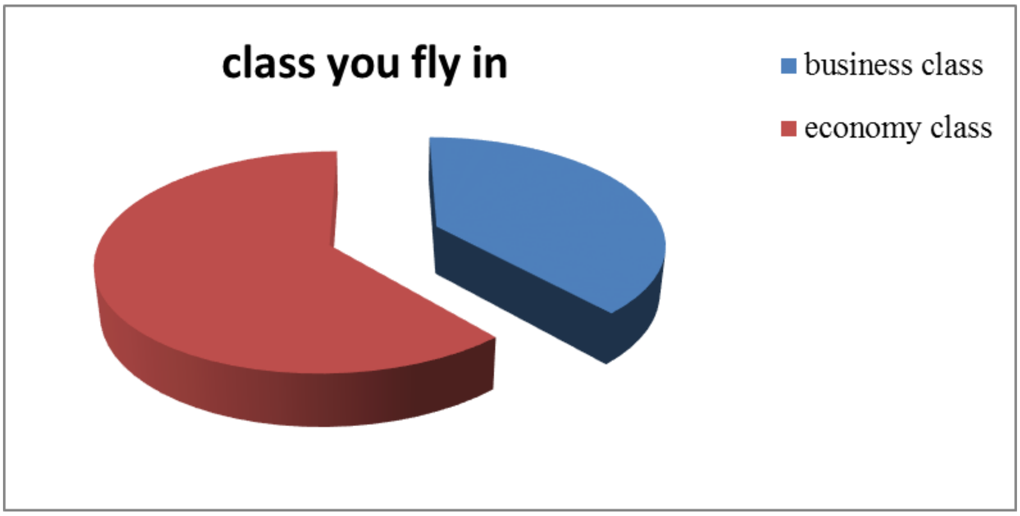


Figure 4.9 Air plane Class You Flew With

Looking at the above figure we see that out of the 200 respondents 38.1% of them fly first class while 60, 9% of the passengers fly economy class. It is important to note hear that Turkish Airlines does not offer first class seats. They only have business class and economy class. It has a mean of 1.6 and a standard deviation of .49.

4.1.1. Statistical treatment

Using SPSS version 24 for data analysis, we used various statistical methods like frequencies already examined above for profiling demography and subsequently we will be looking at the Cronbach Alpha reliability, correlations, multiple linear regression, and ANOVA analysis to measures how valid our data is as we will see in hypothesis testing.

Before we dive into reliability of Cronbach Alpha analysis, we will do a presentation of customers overall impression of airport services, onboard services, overall impression about Turkish Airlines, versus customers experience with airport services, onboard experience and general feeling after flying with the Airlines and overall satisfaction level. This is in a bit to sample customers' expectations and perceived performance. If the services they got was what they envisaged. That said we will commence with overall impression of airport services.

Customers overall impression of airport services will be presented on a table below for us to see what percentage of the respondents confirmed their expectations of overall airport services as great.

Table 4.11 Turkish Airlines Airport Services

airport services

		Value	Count	Percent
Standard Attributes	Position	32		
	Label	overall impression about airport services		
Valid Values	1.00	Extremely Poor	8	4.0%
	2.00	Very Poor	0	0.0%
	3.00	Poor	9	4.5%
	4.00	Acceptable	8	4.0%
	5.00	Good	23	11.4%
	6.00	Very Good	107	53.0%
	7.00	Excellent	45	22.3%
Missing Values	System		2	1.0%

Of our 200 respondents, 107 of them expected overall airport services to be great and 45 of them expected it to be excellent giving us a percentage total of 75.3% of the respondents who expected great quality of service at the level of the airport. We will sample this with expectation or experience of customers overall airport services to see if their perception was equal to, above or below expectation.

Customers overall satisfaction on airport services

Table 4.12 Overall Airport Services

		Value	Count	Percent
Standard Attributes	Position	38		
	Label	experiences with airport services impressive		
Valid Values	1.00	Very dissatisfied	0	0.0%
	2.00	Somewhat dissatisfied	0	0.0%
	3.00	Dissatisfied	10	5.0%
	4.00	neutral	13	6.4%
	5.00	Somewhat satisfied	22	10.9%
	6.00	Satisfied	100	49.5%
	7.00	Very satisfied	55	27.2%
Missing Values	System		2	1.0%

It is interesting to notice that customers' expectations were met as 76.7% of the respondents confirmed that the overall airport services were great. 27.2% of the respondents responded to be very satisfied with the airport services contrary to 22.3% who expected the services will be excellent. This shows that perception was slightly greater than expectation with a 4.9% difference. This goes a long way to confirm the fact that service quality does have an effect on customer satisfaction proving that there exists a relationship between them.

The next thing we will look at is customers overall impression of onboard services on the one hand and their experience or satisfaction level with overall onboard services after flying.

Customers overall impression of onboard services

Table 4.13 Customers overall impression about onboard services

		Value	Count	Percent
Standard Attributes	Position	33		
	Label	overall impression about onboard services		
Valid Values	1.00	Extremely Poor	0	0.0%
	2.00	Very Poor	0	0.0%
	3.00	Poor	10	5.0%
	4.00	Acceptable	18	8.9%
	5.00	Good	16	7.9%
	6.00	Very Good	73	36.1%
	7.00	Excellent	83	41.1%
Missing Values	System		2	1.0%

Looking at the above table we see 77.2% of the respondents who expected onboard experience to be very good or excellent.

We will now present customers overall onboard experience after flying

Table 4.14 Overall Impression after Flying with Airline

Standard Attributes	Position	39		
	Label	impressive experience with onboard services		
Valid Values	1.00	Very Dissatisfied	10	5.0%
	2.00	Somewhat Dissatisfied	0	0.0%
	3.00	Dissatisfied	0	0.0%
	4.00	neutral	14	6.9%
	5.00	Somewhat Satisfied	21	10.4%
	6.00	Satisfied	55	27.2%
	7.00	Very Satisfied	100	49.5%
Missing Values	System		2	1.0%

Looking at this table we see 76.7% of the customers are either satisfied or very satisfied with onboard services. With 49.5% of them very satisfied as opposed to 41.1% who expected onboard services to be excellent. Initially 83 respondents thought onboard services will be excellent but after experience 100 of the 200 respondents rated onboard services as excellent. This shows still a striking significance between customer satisfaction and quality of service. This is a good indicator for the airlines because this shows they are satisfying their customers via good quality of service.

The last aspect we will look at in this comparison category will be comparing passengers overall impression about airlines and their experience after using the airlines.

Table 4.15 All Services combined

		Value	Count	Percent
Standard Attributes	Position	34		
	Label	overall impression of both services		
Valid Values	1.00	Extremely Poor	0	0.0%
	2.00	Very Poor	0	0.0%
	3.00	Poor	10	5.0%
	4.00	Acceptable	13	6.4%
	5.00	Good	21	10.4%
	6.00	Very Good	87	43.1%
	7.00	Excellent	69	34.2%
Missing Values	System		2	1.0%

From the above table, 77.3% of the customers expect overall services both in the airport and onboard to be very good or excellent. It means their expectations about this airline services is very high. We will see their satisfaction after experience if it was worth their expectations.

Table 4.16 Customers' After Experience

		Value	Count	Percent
Standard Attributes	Position	41		
	Label	best experience and feeling after using the airline		
	Type	Numeric		
	Format	F8.2		
	Measurement	Nominal		
	Role	Input		
Valid Values	1.00	Very Dissatisfied	10	5.0%
	2.00	Somewhat Dissatisfied	0	0.0%
	3.00	Dissatisfied	8	4.0%
	4.00	Neutral	7	3.5%
	5.00	Satisfied	33	16.3%
	6.00	Somewhat Satisfied	87	43.1%
	7.00	Very Satisfied	55	27.2%
Missing Values	System		2	1.0%

Looking at customer overall satisfaction after having experienced flying with the airlines, their satisfaction rate is 70.3% contrary to 77.3% expectations they had. Here we see that performance was below expectation by 7%. And of the 34.2% of the respondents who had high expectations for overall performance only 27.2% of those customers thought performance was as expected. This is another proof of existing relationship between quality of service and customer satisfaction. Another question was asked to rate customer's general satisfaction with the services and 32.2% contrary to 34.2%. This shows the some factors may have influenced the 5% which may have made them change their mind and rate the services as excellent making the satisfaction level to rise from 27.2 to 32.2%.

4.4 Reliability

Talking about reliability we analyzed our data using Cronbach Alpha (α) used for internal consistency with an acceptable Alpha level of >.60.Going by the rules of

Cronbach Alpha, 0.5 (α) is unacceptable, 0.6, 0.7 acceptable, 0.8 good and 0.9 excellent.

Table 4.17 Reliability Statistics Results of Cronbaach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.809	.820	67

As we can see we have an alpha α of .809 for our overall scale thus indicating consistency and stability.

Table 4.18 Reliability Statistical Analysis

	Mean	Std. Deviation	skewness	kurtosis
employees response to customer calls for reservation	6.1307	1.03133	-.863	-.522
airlines flexibility in changing flight reservations	5.7236	1.89603	-1.546	1.237
accessibility of flight reservations on airlines website	5.9950	1.61589	-1.730	2.089
helpfulness of ground staff	5.8794	1.50270	-1.748	2.764
courteousness of employees	6.0503	1.22164	-1.430	1.792
employees concerns when there are flight delays	5.7487	1.48976	-1.516	2.081
efficiency of check in procedures	6.3367	.95463	-1.291	.512
quickness of baggage handling	5.9950	1.41599	-1.400	1.012
punctuality of flight departure time	4.9397	1.85494	-.574	-.768
efficiency of security procedures for both goods and passengers	6.1407	1.20617	-1.287	.516
reliability of flight schedules	5.9698	1.28672	-1.038	-.186

convenience of flight schedules	5.5980	1.33303	-.606	-.861
most flights are direct flights	5.9749	1.62505	-1.671	1.842
ticket prices are competitive	5.2663	1.65585	-.963	.274
the airline offers discount prices for children	4.8442	1.63635	-.376	-.586
the airline has a good reputation	5.7638	1.37785	-1.785	3.349
planes are modern looking	5.8995	1.11462	-.997	.225
it offers various flight classes	6.1055	.86101	-.685	-.237
cabin crew behavior to passengers onboard	5.8693	1.35327	-1.470	1.719
cabin crew master more than one language	5.6231	1.59344	-1.542	1.849
cabin crew are versed with different cultures	5.6030	1.65089	-1.299	.777
cabin crew have smart appearance	6.0251	.98184	-.796	-.338
cabin announcements are clear	5.5327	1.48313	-1.220	1.391
good onboard services are offered for children	5.2211	1.63341	-.592	-.387
onboard smoking policies are strict and respected	5.7889	1.64399	-1.366	1.055
good quality meal is provided	5.9749	1.55192	-1.824	2.792
food quantity is sufficient	5.8141	1.57011	-1.387	1.269
menu is available	5.6884	1.83496	-1.308	.512
interior of aircraft is clean	5.9849	1.21638	-1.846	3.570
inflight entertainment is great	5.8543	1.24473	-.949	-.063
aircraft seats are very comfortable	5.9849	1.24104	-1.578	2.304
overall impression about airport services	5.6884	1.34968	-1.958	4.083

overall impression about onboard services	6.0000	1.14592	-1.186	.579
overall impression of both services	5.9548	1.07917	-1.205	.997
will stick with the airline in case i want to fly again	5.6432	1.47653	-1.472	2.030
great decision made to fly with this airline	5.9246	1.13233	-1.142	.666
services overall are great	6.0854	.90884	-.823	-.048
experiences with airport services impressive	5.8844	1.04529	-1.191	1.140
impressive experience with onboard services	6.0050	1.46852	-2.082	4.402
better than other airlines i have used	5.7136	1.47825	-1.909	3.776
best experience and feeling after using the airline	5.6683	1.44968	-1.814	3.344
first choice to buy ticket	5.5226	1.71395	-.982	-.029
different feeling if this airline is used again	5.4121	1.69701	-1.104	.491
recommend the airline to others	5.6784	1.36961	-1.076	.802
buy ticket from any airline with attractive prices	4.9799	1.86667	-.375	-1.111
this airline remains my preference despite price increase	4.7035	1.97396	-.514	-.940
switch to another airline in case of problems encountered	4.7236	1.85565	-.310	-1.034
complain to airline employees in case of any issues	5.6332	1.87248	-1.379	.746
complain to external agencies in case of any issues	5.0704	1.97333	-.699	-.748
free choice from passenger to fly with our airlines	6.3317	.99522	-1.303	.404

preferable airline	4.8995	1.89362	-.541	-.765
passengers responsibility and free will to use the airline	6.2814	1.00061	-1.269	.533
passenger knowledge about airline	3.2161	2.30689	.507	-1.311
prefer the airline to others	5.1457	1.71266	-.779	-.239
loyal customer	5.3869	1.75983	-.993	.048
compare prices prior to purchasing ticket	5.9347	1.49097	-1.058	-.388
convenience of flight schedules is important	6.0050	1.65907	-1.712	1.970
advertisements and promotions influence ticket purchase	5.3317	1.90177	-.621	-1.099
location ticket was obtained	2.4020	.95832	.097	-.920
Frequency of using airline services	3.4121	.95930	-1.228	.667
number of trips per year	2.1809	.55726	.048	-.083
purpose of trip	3.1759	1.52230	-.067	-1.098
awareness of airline was through	2.8693	.67645	-.830	1.416
age description	2.6784	1.51660	.744	-.390
sex category	1.5226	.50075	-.081	-2.014
family monthly income	1.8744	1.10978	1.467	2.287
class you fly with be it economy or business	1.6131	.48828	-.476	-1.791

Highest mean was 6.3367 which is the item efficiency of check in procedure. This item has a standard deviation of .95463. The item with the second largest mean is 6.3317 which is passenger’s free choice to fly with the airline with mean of .99522 follow by 6.2814 and a standard deviation of 1.00 and the item is passenger’s responsibility and free will to use the airline. The item with the lowest mean was sex category and the class of flight they fly in respectively with means 1.5226 and 1.61. The class they fly in has lowest standard deviation of .488 followed by sex category with standard deviation of .50075. talking about items with highest standard deviation, we had 1.97396 which is the item this airline remains my preference despite price increase followed by SD of 1.97 which is the item I will complain to external agencies in case of any issues.

4.5 Correlations

Correlation between Turkish Airlines online services and customer satisfaction

Looking at the relationship that exist between online services by Turkish Airlines passengers and its influence or significance with customer satisfaction, we see there is no significance this service has on customer satisfaction. That means other factors other than online services offered by the airlines are significant to them. As such, there is no relationship between online services and customer satisfaction for all mentioned items. As such, this hypothesis will be rejected.

Table 4.19 Correlations between Turkish Airlines' online services and customer satisfaction

		services overall are great	employees response to customer calls for reservation	airlines flexibility in changing flight reservations	accessibility of flight reservations on airlines website
services overall are great	Pearson Correlation	1.000	.026	-.042	-.010
	Sig. (1- tailed)	.	.356	.279	.444
	N	200	200	200	200

Correlation between Turkish Airlines airlport services and customer satisfaction

Looking at the next hypothesis it shows customers are not bordered about many of the items mentioned in our variables. There is little correlation between most of the items named and customer satisfaction. However, these customers are worried about a few items like efficiency of check in and quickness of baggage handling. Factors like helpfulness of ground staff, employees concerns when they are flight delays, courteousness of employees, punctuality of flight departure time, efficiency of security for both goods and passengers, reliability of flight schedules, convenience of flight schedules and most flights are direct had correlation with customer satisfaction. Those variables therefore are not so significant with our case study. Notwithstanding some of the items show that efficiency of check in and baggage handling seemed the most important variables to them as far as airport services with Turkish Airlines is concerned.

Table 4.20 Correlations between Airport services and customer satisfaction in Turkish Airlines

services overall are great	**Pearson-Correlation** **Sig. (2.tailled)** **N**	1
helpfulness of ground staff	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.078 .136 200
employees concerns when there are flight delays	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.068 .168 200
courteousness of employees	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.002 115 200
efficiency of check in procedures	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.112* .058 200
quickness of baggage handling	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.137* .026 200
punctuality of flight departure time	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.063 .186 200
efficiency of security procedures for both goods and passengers	**Pearson-Correlation** **Sig. (2.tailled)** **N**	-.006 .464 200
reliability of flight schedules	**Pearson-Correlation** **Sig. (2.tailled)** **N**	-.015 .416 200
convenience of flight schedules	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.020 .389 200

most flights are direct flights		-.006 .468 200

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation between Turkish Airlines onboard services and customer satisfaction

This hypothesis tested the correlations between onboard services and customer satisfaction at Turkish Airlines. Looking at our results, we see that there exists a relationship between onboard services and customer satisfaction but not for all the items. Items like the airline has a good reputation, planes are modern looking, cabin crew behavior to passengers onboard, cabin crew have smart appearance, onboard smoking policies are strict and respected, interior of flight is clean, food quantity is sufficient, cabin announcements are clear had were correlated while plane offers various flight class, in flight entertainment is great and air seat are very comfortable were highly correlated with great significance of all.000. few items like cabin crew master more than one language, cabin crew are versed with different cultures, good onboard services offered for children, good quality food is provided and menu is available were the few items that showed no significance. We cannot however deny the fact that there exists a relationship with these variables. Some of the items may have been of little or no significance to majority of the passengers.

Table 4.21 Correlations between Turkish Airline's onboard services and customer satisfaction

the airline has a good reputation	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.149* .035 200
planes are modern looking	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.143* 043 200
it offers various flight classes	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.266** .000 200

cabin crew behavior to passengers onboard	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.169* .017 200
cabin crew master more than one language	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.073 .073 200
cabin crew are versed with different cultures	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.100 .159 200
cabin crew have smart appearance	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.179* .011 200
cabin announcements are clear	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.213** .002 200
good onboard services are offered for children	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.085 .231 200
onboard smoking policies are strict and respected	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.160* .023 200
good quality meal is provided	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.109 .126 200
food quantity is sufficient	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.212** .003 200
menu is available	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.119 .095 200
interior of aircraft is clean	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.142* .045 200
inflight entertainment is great	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.181* .010 200
aircraft seats are very comfortable	**Pearson-Correlation** **Sig. (2.tailled)** **N**	.282** .000 200
services overall are great	**Pearson-Correlation** **Sig. (2.tailled)** **N**	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

Correlation between customer expectations and customer satisfaction

Looking at this hypothesis formulated looking if there exist a customer expectation and satisfaction are correlated, we see from our correlation table below that there exist a significant relationship between customer expectation and satisfaction. This is

		overall impression about airport services	overall impression about onboard services	overall impression of both services	services overall are great
services overall are great	Pearson Correlation	.313**	.450**	.543**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

a high significance of .000 for all the items which are overall impression about airport services, overall impression about onboard service and overall impression about the airlines as a whole. This means if quality of service meets or exceeds customer expectation they will be satisfied and vice versa.

Table 4.22 Correlations between Customer Expectations and Customer Satisfaction

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

Correlation between Turkish Airlines customer experiences and customer satisfaction

This hypothesis shows another strong correlation or significance between performance and customer satisfaction. Was the quality of service offered great? If it was worth it then customers will be satisfied as we see it the case here having a correlation of .000 for all the variable items which are passengers experiences with airlines services, onboard services, overall airlines experience and comparing the airline to other airlines. This hypothesis is thus accepted as our results show.

Table 4.23 Correlations between Customer Expectations and Customer Satisfaction in Turkish Airlines

		services overall are great	experiences with airport services impressive	impressive experience with onboard services	best experience and feeling after using the airline	Better than other airlines i have used
services overall are great	Pearson Correlation	1	.457**	.340**	.412	.439
	Sig. (2-tailed)		.000	.000	.000	.000
	N	200	200	200	200	200

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

Correlation between customer behavioral intentions and customer satisfaction

Looking at the correlation that exists between customer satisfaction and their future behavior towards the airlines, we see some items are highly related like the airline will be my first choice to buy ticket, recommend the airline to others; this airline remains my preference despite prize increase and passenger knowledge about the airlines. However, factors like switch to another airlines in case of problems encountered, preferable airlines and customer loyalty seemed to have no correlations. This could be because they saw switching not as an option and didn't consider themselves loyal customers of the airlines yet.

Table 4.24 Correlations between Behavioral Intentions and Customer Satisfaction

		services overall are great	first choice to buy ticket	recommend the airline to others	this airline remains my preference despite price increase	switch to another airline in case of problems encountered	preferable airline	passenger knowledge about airline	loyal customer
services overall are great	Pearson Correlation	1.000	.401	.314	-.309	.088	.069	-.309	.064
	Sig. (1-tailed)	.	.000	.000	.000	.108	.166	.000	.184
	N	200	200	200	200	200	200	200	200

**. Correlation is significant at the 0.01 level (1-tailed).

4.6 Regression and ANOVA Analysis

This is the section where we will be testing our hypothesis using the regression and ANOVA analysis. Six hypotheses were written by the research to test the relationship that exist between quality if service and customer satisfaction as well as the relationship between customer satisfaction and customer behavioral intensions. A number of items were grouped quality of service dimensions like online services offered by Turkish airlines, airport services, onboard services, customer expectation and customer experience and their relationship with customer satisfaction and the last hypotheses of the six was to test the relationship between customer satisfaction and customer behavioral intensions.

1) **Online services offered by Turkish Airlines and its relationship with Customer satisfaction**

The table will be presented below with detail explanations and results to support and prove that our hypothesis was either accepted or rejected.

Table 4.25 Model Summary for Hypothesis 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.050[a]	.003	-.013	.91234	.003	.165	3	196	.920	2.149

a. Predictors: (Constant), accessibility of flight reservations on airlines website, airlines flexibility in changing flight reservations, employees response to customer calls for reservation

b. Dependent Variable: services overall are great

Looking at our above table, we see that our Durban Watson is 2.149 as it is it a good sign. This shows that our findings about the existing relationship between online services and customer satisfaction are void of auto-correlation problem or error. Looking at our results, adjusted R square is negative showing that -1.3% of the dependent variable is explained by these independent variables when grouped together. The overall regression model was insignificant as Adjusted R sqaure= -1.3, F (3,196) = 16.5, p>0.05 thus the P value is insignificant. The three items presented under this dimension had no correlation and significance level with customer satisfaction. For that, hypothesis 1 is thus rejected.

Table 4.26 Multiple Regression Analysis for Hypothesis 1

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.802	.837		5.740	.000
	employees response to customer calls for reservation	.018	.064	.020	.275	.783
	airlines flexibility in changing flight reservations	-.025	.034	-.052	-.729	.467
	accessibility of flight reservations on airlines website	-.002	.041	-.003	-.044	.965

The table above shows a B value for our online services which are .018 for employees' response to customer calls, -.025 for airlines flexibility in changing flights and -.002 for accessibility of flight reservations on airlines website showing that these items uniquely are to a greater extent insignificant to the passengers using this airline with other variables remaining constant. These items have no predictive powers accounting for the reason why this hypothesis was rejected.

2) Airport services and its relationship with customer satisfaction

Our second hypothesis looks wants to verify if there is any relationship between airport services offered by Turkish Airlines and customer satisfaction. A number of items were grouped under this dimension to test the existing relationship between airport quality of service and customer satisfaction. We will see the results on the table presented below and will interpret the results thereafter.

Table 4.27 Model Summary for Hypothesis 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.202[a]	.041	-.010	.91116	.041	.801	10	189	.628	2.182

a. Predictors: (Constant), most flights are direct flights, quickness of baggage handling, employees concerns when there are flight delays, efficiency of check in procedures, helpfulness of ground staff, efficiency of security procedures for both goods and passengers, courteousness of employees , reliability of flight schedules, convenience of flight schedules, punctuality of flight departure time

b. Dependent Variable: services overall are great

Durban Watson still is 2.182 which show the results are void of auto-correlation problem of error term. The results presented still shows no relationship between airport services and customer satisfaction except for a few items like baggage handling and efficiency of check-in. Other factors seemed to have been of minor concern or had little or no significance to the passengers. This explains why our Adjusted Value is negative showing that -1.% of the dependent variable is explained by these independent variables when grouped together . As only two of the 10 items had a relationship with customer satisfaction. With a significant level of .628, this hypothesis is rejected.

Table 4.28 Multiple Regression Analysis for Hypothesis 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.588	.769		5.968	.000
helpfulness of ground staff	.041	.043	.068	.932	.353
courteousness of employees	.053	.054	.071	.975	.331
employees concerns when there are flight delays	.008	.044	.013	.175	.861
efficiency of check in procedures	.106	.069	.111	1.533	.127

quickness of baggage handling	.085	.056	.132	1.502	.135
punctuality of flight departure time	-.013	.044	-.026	-.290	.772
efficiency of security procedures for both goods and passengers	-.019	.058	-.025	-.321	.748
reliability of flight schedules	-.018	.060	-.026	-.308	.759
convenience of flight schedules	.026	.059	.038	.441	.659
most flights are direct flights	-.024	.045	-.042	-.530	.597

The table above shows the B values for our airport services shows that these items uniquely are non significant to the independent variables with other dependent variables remaining constant. These items have no predictive powers accounting for the reason why this hypothesis was rejected.

3) Onboard services and its relationship with customer satisfaction

The next hypothesis to be tested is the relationship between onboard services and customer satisfaction at the Turkish Airlines. Results will be presented below and interpreted if hypothesis is accepted or rejected.

Table 4.29 Model Summary for Hypothesis 3

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.449[a]	.202	.146	.83769	.202	3.621	13	186	.000	2.182

a. Predictors: (Constant), aircraft seats are very comfortable, cabin crew behavior to passengers onboard, good quality meal is provided, interior of aircraft is clean, good onboard services are offered for children, cabin announcements are clear, onboard smoking policies are strict and respected, menu is available, inflight entertainment is great, cabin crew have smart appearance, food quantity is sufficient, cabin crew master more than one language, cabin crew are versed with different cultures

b. Dependent Variable: services overall are great

Looking at the above results we see that Durban Watson is 2.182 void of auto-correlation problem or error term. This dimension shows a significant relationship between onboard services and customer satisfaction significant at the levels (2 tailed) 0<0.05 and 0<0.01. This shows many passengers are concerned with onboard services most compared to online and airport services. With a significant relationship level of .000, hypothesis 3 is thus accepted.

Table 4.30 Multiple Regression Analysis for Hypothesis 3

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	2.531	.640		3.954	.000
cabin crew behavior to passengers onboard	.196	.069	.292	2.824	.005
cabin crew master more than one language	-.071	.084	-.125	-.854	.394
cabin crew are versed with different cultures	-.157	.092	-.285	-1.702	.090
cabin crew have smart appearance	.237	.121	.256	1.962	.051
cabin announcements are clear	.101	.048	.164	2.115	.036
good onboard services are offered for children	-.053	.043	-.095	-1.236	.218
onboard smoking policies are strict and respected	.031	.041	.056	.746	.457
good quality meal is provided	-.061	.058	-.104	-1.058	.291
food quantity is sufficient	.119	.058	.207	2.064	.040
menu is available	-.026	.037	-.053	-.712	.477
interior of aircraft is clean	.062	.057	.083	1.099	.273
In flight entertainment is great	.023	.057	.031	.405	.686
aircraft seats are very comfortable	.185	.054	.253	3.416	.001

The table above shows the B values for our onboard predictors like cabin crew behavior to passengers onboard, food quantify is sufficient and comfortability of aircraft seats uniquely were significant to the independent variables with other dependent variables remaining constant while the rest of the onboard services were non significant.

4) Customer expectation and its relationship with customer satisfaction.

Here we will be testing this hypothesis to see if customer expectation has any significant relationship with customer satisfaction as will be presented on the table below and interpreted.

Table 4.31 Model Summary Analysis for Hypothesis 4

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.548[a]	.300	.289	.76419	.300	28.023	3	196	.000	2.048

a. Predictors: (Constant), overall impression of both services, overall impression about airport services, overall impression about onboard services

b. Dependent Variable: services overall are great

This table shows a Durbin Watson of 2.048 showing it has no auto-correlation problem of error term. The constant shows the items mentioned in this dimension show there is a significant relationship existing between customer expectation and customer satisfaction as a significant regression equation was found $F(3,196) = 28.023, p = .000$ with an Adjusted R^2 of 28.9% As such, this hypothesis is accepted.

Table 4.32 Multiple Regression Analysis for Hypothesis 4

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.296	.317		10.409	.000
	overall impression about airport services	-.054	.068	-.080	-.790	.431
	overall impression about onboard services	.125	.102	.158	1.230	.220
	overall impression of both services	.393	.078	.468	5.054	.000

5) Customer experience and the relationship it has with customer satisfaction.

This will look into the hypothesis that there exists a positive relationship between customer experience and customer satisfaction. Our table below will present the results and we will further analysis and interpret this hypothesis which will either be accepted or rejected.

Table 4.33 Model Summary of Hypothesis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.594[a]	.352	.339	.73695	.352	26.538	4	195	.000	2.119

a. Predictors: (Constant), better than other airlines i have used, experiences with airport services impressive, impressive experience with onboard services, best experience and feeling after using the airline

b. Dependent Variable: services overall are great

Durbin Watson is 2.119 showing there is no auto- correlation problem of error item. There is greater significance at levels 0<0.01 as all items proved to be correlated to customer services. As such, this hypothesis is considered accepted as it meets the criterion for positive relationship between customer experience and customer satisfaction.

Table 4.34 Multiple Regression Analysis for Hypothesis 5

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.612	.350		7.473	.000
	experiences with airport services impressive	.295	.053	.339	5.589	.000
	impressive experience with onboard services	.070	.040	.114	1.770	.078
	best experience and feeling after using the airline	.109	.047	.174	2.326	.021
	better than other airlines i have used	.122	.047	.198	2.585	.010

Experiences with airport services, best experience with onboard services and better than other airlines i have used predictors were significant while impressive experience with onboard services was non significant.

6) Customer satisfaction and its relationship with customer behavioral intensions

This hypothesis will be tested to see if there indeed exist any positive relationship between customer satisfaction and behavioral intensions. Here we will see if satisfaction has any influence on customers behavior be it for future purchase, recommend the airlines to other, switch to another airline amongst other items as we will examine on the table below

Table 4.35 Model Summary for Hypothesis 6

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics: R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.481[a]	.231	.190	.77625	.231	5.652	10	188	.000	2.280

a. Predictors: (Constant), loyal customer, different feeling if this airline is used again, preferable airline, switch to another airline in case of problems encountered, this airline remains my preference despite price increase, complain to external agencies in case of any issues, complain to airline employees in case of any issues, recommend the airline to others, first choice to buy ticket, buy ticket from any airline with attractive prices

b. Dependent Variable: services overall are great

Table 4.36 Multiple Regression Analysis for Hypothesis 6

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.198	.475		10.932	.000
first choice to buy ticket	.087	.048	.170	1.819	.070
different feeling if airline is used again	-.016	.051	-.030	-.310	.757
recommend the airline to others	.007	.058	.011	.123	.902
buy ticket from any airline with attractive prices	.042	.044	.092	.956	.340
this airline remains preference despite price increase	-.041	.033	-.092	-1.244	.215
switch to another airline in case of problems encountered	.004	.035	.009	.121	.904
complain to airline employees incase of any issues	.098	.037	.214	2.635	.009
complain to external agencies incase of any issues	-.057	.032	-.131	-1.807	.072
preferable airline	.037	.030	.081	1.248	.213
loyal customer	.004	.034	.008	.114	.909

Looking at the table we see Durbin Watson meets the criterion still with a value of 2.119. The results show there is a great significance between customer satisfaction and customer behavior. This means satisfaction determines and influences future purchase significant at levels 0<0.01. This item is thus accepted.

Below we will draw a table that summarizes our hypothesis results.

Table 4.37 Summary of Hypothesis

Hypothesis	**Results**
H 1: online services offered by Turkish Airlines have a significant relationship with customer satisfaction.	**Rejected**
H 2: Airport services offered by Turkish Airlines have a significant relationship with customer satisfaction.	**Rejected**
H3= Onboard services offered at the Turkish Airlines has a positive relationship with customer satisfaction.	**Accepted**
H4= Customer expectations at the Turkish Airlines has a positive relationship with customer satisfaction	**Accepted**
H5= Customer experience at the Turkish Airlines has a relationship with customer satisfaction.	**Accepted**
H6= Customer satisfaction by Turkish Airlines passengers has a significant effect on their behavioral intentions.	**Accepted**

5 CONCLUSION

The purpose of our research was to find out how the quality of customer service affected the customers. Be it in a negative or positive way. Our aim was to determine if there was any significant relationship existing between the quality of customer service and customer satisfaction. To determine this, the researcher had to do his research and ensure he followed the best research methods to obtain desirable results. The research went through a thorough research process in which the objectives, aim, significance, purpose of study and hypotheses in chapters one.

The second chapter which talked about literature review gave us a clearer picture of what customer satisfaction and quality customer service really are. The relationship that existed between this two was elaborated too upon quoting works of renowned researchers who had written articles not only on quality of customer service and customer satisfaction, but wrote books and articles related to our subject matter which was in reference to airlines. This segment of the work made reference to works of authors who wrote books and articles bringing out both the positive and negative effects of customer satisfaction and the quality of service.

Chapter three which was about methodology made us see clearly the research methods and processes the researcher adopted for data collection and why. With our case study talking about how the quality of customer service in Turkish airlines affected customer satisfaction, our researcher decided to adopt a deductive approach given that he had to formulate hypotheses which will be tested at the end of the research to see how valid and . He then went further to adopt descriptive method because he had to in the end analyze data. A quantitative method was used given that there was need for the researcher to go to the field for research. Dealing with a representative sample of about 200 respondents it was but necessary we used the questionnaires to reach out to these 200 respondents. The results collected had to be statistically analyzed. That it, entered numerically into data for easy understanding. It took approximately two months for the researcher to complete data collection. That is from July –September 2016. This period was best for data collection given it was summer holidays and we lots of passengers using the Turkish Airlines. The data collected was processed, coded, checked and we created a data base using the SPSS software. The data collected was then analyzed using various analysis like Cronbach Alpha analysis, correlation and multiple regression analysis as well as ANOVA analysis

After having collected the data, we then proceeded to the next chapter which had to do with findings and discussions, in this chapter results of the analyzed data was processed and the hypotheses checked to determine the validity of the data.

After having carried out our research and analyzed our data, we will give an appraisal to affirm or disagree if the objectives of the research were attained as well as if the hypothesis tested supported the research aims or not. What contributions this research was able to add to social science research will also be explained.

The purpose of this study was to study how the quality of service affects customer perception. Our case was tackling customers in Turkish airlines. The researcher in the search for how satisfied these customers were satisfied with the quality of service received came up with hypothesis to test customer satisfaction which were Online services offered by Turkish Airlines, Airport services, Onboard services, customer expectation, customer perception and customer behavioral intentions as the independent variables used to measure customer satisfaction which was our dependent variable.

We used quantitative approach in which data was collected from Turkish Airlines Passengers. 200 questionnaires were distributed all in English and the results were collected. Analyzed, tested and interpreted. The researcher used Correlations, Multiple Regression and ANOVA analysis to test our data results.

Looking at our 1st hypothesis which was online customer services at Turkish Airlines has a significant relationship with customer satisfaction. When we tested this hypothesis from a set of online questionnaires filled by the respondents, we discovered that with Turkish Airlines, online services were not of great importance to customers. So there was actually no relationship between this two from the results we had. As such this hypothesis had to be rejected.

The 2nd hypothesis was airport services have significant relationship with customer satisfaction. The researcher had to analyze a set of questionnaires about Turkish Airport services. The results collected were tested and analyzed. Looking at the results, we could see there still was no significant relationship between airport services and customer satisfaction except for a few items like baggage handling and reliability of check in process. Other items were not of great importance to Turkish Airline passengers. Thus, this hypothesis had to be rejected because the results did not confirm the statement.

The 3rd hypothesis was Onboard services has significant relationship with customer satisfaction. From the results collected and analyzed, we indeed saw a great significant relationship between onboard quality of service and customer satisfaction. This was in conformity with our literature review and with the works of authors like (Oliver, 1980) in the Disconfirmation Theory who did make mention that customer satisfaction is dependable on the quality of service. Thus, this hypothesis was approved and accepted.

The 4th hypothesis was customer expectation has a significant relationship with customer satisfaction. This takes us back to our literature review where a handful of authorslikeFestinger, 1957 wrote books to support this conception. Looking out our results, we saw that customer expectation had a significant relationship with customer satisfaction. These variables were correlated and greatly significant. As such, our hypothesis was approved given that it was in conformity with our hypothesis.

The 5th analysis being customer expectation has a relationship with customer satisfaction was tested and analyzed from a set of items or questionnaires filled by our respondents. The results proved there indeed is a significant relationship between customer perception and customer satisfaction. Taking a back to our literature review we saw the disconfirmation theory of customer satisfaction by (Oliver, 1980) where many authors like Oliver & DeSarbo, 1989; Churchill & Surprenant, 1982, Barsky, 1992; Barsky & Labagh, 1992 argued that customer perception had a great significance on customer satisfaction. Where perception was equal to or above perception the customer is satisfied and the reverse is true. Looking at our results the variables were correlated and a great significant level of relationship between customer perception and customer satisfaction. Thus, the hypothesis was accepted and approved.

The 6th and last hypothesis which was customer satisfaction has significant relationship with customer behavioral intentions. The results collected were tested and approved for the variables were correlated to each other and significant. As such, this hypothesis was accepted and approved even though not all the items were correlated but most of the items were correlated except for three which showed there was no significant level of relationship between customer satisfaction and these variables.

Looking at our analysis and results of our hypothesis we see that four of the six hypotheses were in conformity with the aim of our results. From our results we see that services that were of great importance to the Turkish Airlines customer were onboard services like comfortability of seats, onboard hostesses approach towards them, food, games, newness of planes while airport services that were of importance to them was effectiveness of check in process and baggage handling. To a greater extent, we saw a significant level of satisfaction not dissatisfaction from the customers. This shows the Airlines service quality is good. Notwithstanding, a lot still needs to be done by the airline to maximize customer satisfaction and why not become the best airline in the world as their sustainable plan for 2021 shows. The airline offers great services the reason for the past five years they have remained at the top as the best Airlines in Europe. The following chapter 6 which is our last chapter will be recommendations for the airlines.

Recommendations will be elaborated upon giving suggestions on what to do to better improve their services and remain competitively sustainable.

6 RECOMMENDATIONS

After having analyzed the quality of services at Turkish Airlines, this research gave us the opportunity for the researcher to find out which of the services offered by the airlines was significant to the customers. It also gave the researcher and opportunity to know what the customers were dissatisfied with so as to bring recommendations or proposed solutions on how such issues can be tackled for the airlines to not only retain its customers but also gain potential customers who should have come to the airlines recommended by another customer because of the quality of service offered by Turkish Airlines.

To begin with, the first thing I will recommend Turkish Airlines to do is try to be time conscious. This is because from the questionnaires distributed many respondents lamented on the airlines not being punctual on flight departure time and the apologetic nature of the staff for the delay. If it is due to the nature of the airport accommodating many flights from many destinations with various flights landing and taking off making the airport congested I will suggest check in time starts 3 hours to the takeoff time so that baggage handling will be quick. This will enable baggage to into the plain on time so that passengers will also board on time and flights take off on time. Passengers complained of checking in on time but sitting for hours at the lounge to board in.

The second thing I will recommend this airline to do is reduce the cost of penalty for those who miss their flights. Many passengers also complained that the Airline taxed them almost same amount of money they initially paid their flights with. They said they found this money too much for penalty for having missed their flight calling on the airlines to be considerate. It is therefore advisable the airline looks into this and considers the plight of their customers if they want their customers satisfied.

Another thing I will recommend the airline to do is to have baggage limit. If not then customers checking in that their baggage cannot get into the plain that day be informed at the check in counter that they won't be able to collect their bags upon arrival. Passengers laid serious complain that they are never informed their baggage will not arrive upon their arrival. They are only informed upon arrival at their destinations. Some of the luggage takes days to arrive causing a lot of inconveniences on the part of the passengers. If Turkish Airlines consider their passengers as important, it will be advised the passengers are informed right at the check in desk or the airline should use cargo planes that can contain bigger quantity of luggage to certain destinations like Africa, Asia. This is because so many passengers from these destinations come to Turkey for business and buy lots of goods to transport to their countries by air.

Furthermore, I will recommend Turkish airline ground staff to be keen to the worries and problems of their customers. This is so because some of the passengers laid complaints on the difficulties of finding their boarding gates but ground staff is never willing to give them directions. They said most of the airport staff shy away from English and often make communication hard. Many passengers with connecting flights complained about the ground staff bitterly. It will therefore be advisable Turkish Airlines alongside other airlines operating at the Istanbul Ataturk Airport see into it that their ground staff is trained probably and thought English too given it is a widely spoken language. This will make communication easy and then will customers be more satisfied.

In addition, staff should be given ample information to passengers using connecting flights where Turkey is not their final destination. Many passengers land in turkey that are transiting because this Airline being a Turkish Airline has to land in Turkey before transferring passengers to other plains heading to their destinations. Most of these passengers complained most at times they land late when the connecting flight has already taken off and are kept at the airport for hours with no one attaining to them to give them any information on what to do. They have to be sent from desk to desk with no ample information being relied to them. Some of them say they have to end up spending the night at the airport before they can finally make it to their destinations. An airport as busy as Turkish Airlines should train the staff probably and let them know who to direct what type of customer to for a particular type of problem. This will change a lot of things as far as airport services are concerned and passengers will be satisfied and stay loyal to the airline. As a result of this many passengers complained not wanting to use Turkish Airlines if they are going to countries that have direct flights from their countries to final destination. Turkish Airlines has to therefore see into it that services at the Airport are effectively managed equipped with knowledgeable staff that can be of help to the passengers.

Looking at the data we gathered we discovered passengers were very comfortable with onboard quality of service offered but many with unhappy with the airport services. One of the things I will recommend Turkish Airlines to do is to assign people who will stand at the various online checking machines at the airport to assist passengers who want to self-check online from those machines. Many passengers complained of the complicity of those machines and lack of ground staff available to grant them the needed help. Assigning someone or some persons to assist those self-checking online will make their work much easier and passengers more satisfied.

I will recommend the Airline positions some of their staff at the airport to collect customer feedback like once in three or four months or text them to get their feedback on what aspect of their services the customers think should be improved aside online data collection. This is because not all passengers fill the online survey. This will help them at the end of each year to better analyze the quality of their service vise-a-vise customer perceptions. It will help them know if customers' expectations were met, how much profit was yielded, if their objective for that year was attained and which aspects of the services needs to be improved upon or introduced to better satisfy their customers, yield more profits as well as attain their objectives.

Looking at Turkish Airlines as a whole we will see that this Airline is the best in Europe or one of the best looking at its records for the best 5years having collected awards conservatively as the best Airlines, best business class and lounge organized by Skytrax. Despite all these the Airlines still hasn't attained its objectives. By 2021 if they want to attain their goal, we will advise they implement the above recommendations, success therefore would be at their door. This airlines goes to all 6 continents and land in more than 190 countries with the airline landing in more than one airport in these countries. They have a wide market and can create a niche themselves.

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Evrak Tarih ve Sayısı: 23/06/2017-3901

T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-044-3901 23/06/2017
Konu : FAISON NKIMBE SIBEN'in Etik Onay
İlk.

Sayın FAISON NKIMBE SIBEN

Enstitümüz Y1312.130057 numaralı İşletme Anabilim Dalı İşletme Yönetimi (İngilizce) Tezli Yüksek Lisans programı öğrencilerinden FAISON NKIMBE SIBEN'in "HOW CUSTOMER SATISFACTION CAN BE ACHIEVED THROUGH CUSTOMER SERVICES: THE CASE OF TURKISH AIRLINES CORPORATION" adlı tez çalışması gereği "Müşteri Memnuniyeti" ile ilgili anketi 12.06.2017 tarih ve 2017/12 İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.

Bilgilerinize rica ederim.

Prof. Dr. Özer KANBUROĞLU
Müdür

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RESUME

PERSONAL INFORMATION

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Email Address: faisonnkimbes@yahoo.com

Skype: sibbyfaison

Sex: Female

Date of birth: 10/01/1988

Nationality: Cameroonian

STUDIES APPLIED FOR

Masters programme

WORK EXPERIENCE

25/09/2010–05/06/2012 Teaching professional

Education Information Services International (EISERVI), CREAMENCAM Yaoundé (Cameroon), Yaoundé (Cameroon)

Fun activities with primary school kids to inculcate the art of reading, writing, drawing, painting, singing and dancing as well as communicating skills using the foreign languages French and English.

I also thought Business professionals Business English.

06/2011 09/2012

Child-care worker

Education information services international (EISERVI), Yaoundé (Cameroon)

Worked with kids aged 2-12years on a summer holidays program meant to inculcate young talents in them be it drawing, singing, dancing, acting, reading and on weekends did follow up to evaluate them.

05/08/2011–23/12/2012 Librarian

Education Information Services International (EISERVI)

, Yaoundé (Cameroon)

Worked as Librarian and was in charge of registering members to the library, issuing their membership cards, lending out books, registering books into the Library software and on Saturdays organized classes with primary school pupils to inculcate reading habits in them.

EDUCATION AND TRAINING

17/02/2014–14/04/2017 Master of Business Administration

Istanbul Aydin University, Istanbul (Turkey)

Financial Markets and Institutions, Modern Approaches in Management and Organization, Strategic Management

01/06/2013–09/08/2013

Istanbul Aydin University, istanbul (Turkey)

Turkish language TOMER classes

09/09/2010–22/09/2012 Transcript of Masters 1 in International Relations

University of Yaoundé 1, Yaoundé (Cameroon)

Peace and conflict resolutions, International trade, bilateral relations and NGO

10/09/2007–08/09/2010 BA in History of International Relations

University of Yaoundé 1, Yaoundé (Cameroon)

Skills on how to maintain and promote peace in the world using diplomatic means, creating bilateral relations and multilateral relations through treaties as well as giving aid to the less developed countries to help them boast their economy

SPOKEN LANGUAGUAGES

English and French

Communication skills Team spirit, good communication skills and excellent contact skills with children were all skills i acquired both in my studies and in the diverted class of people i worked with

Organizational / managerial skills leadership and ownership skills were skills i gained both in my teaching and library fields where i trained some students on internship on how to use and manage library software and how to process books in a library

Job-related skills I acquired teaching skills through CREAMENCAM and EISERVI in Cameroon institutions i thought in

Digital competence good command of office tools (word, publisher, excel) and internet

ADDITIONAL INFORMATION

Memberships

- Public Relations Officer (Association of Students in Central Africa)
- Vice president of the Lyceé de Kumbo ex Students Association (LYKUMEXSA)
- Financial secretary of Anglophone lectors group Chapelle Obili,
- Social coordinator of Nso All Students Union (NASU)
- Vice president of Cameroon Students in Istanbul Aydin University 2015,
- Disciplinarian Nso Student Union Istanbul 2015-2016, Vice President of Nso Student Union Istanbul. 2017
- Vice president of Nso Student Union in Istanbul Turkey, 2016- Present.