

ST JOHN'S UNIVERSITY OF TANZANIA

**EVALUATION OF THE IMPACT OF CUSTOMER CARE ON CUSTOMER
RETENTION: CASE OF DODOMA HOTEL IN DODOMA MUNICIPALITY**

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MASTER OF BUSINESS ADMINISTRATION (MBA)

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**EVALUATION OF THE IMPACT OF CUSTOMER CARE ON CUSTOMER
RETENTION: CASE OF DODOMA HOTEL IN DODOMA URBAN**

EUGENE MALLEY

**A Dissertation Submitted in Partial Fulfillment of the Requirements for
the Degree of Master of Business Administration (MBA) of the St John's
University of Tanzania**

2014

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CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the St John's University of Tanzania a Dissertation entitled: Evaluation of the impact of customer care on customer retention: The Case of Dodoma hotel Dodoma Urban, in partial fulfillment of the requirements for the degree of Master of Business Administration of the St John's University of Tanzania.

.....

Dr. John Ham

(Supervisor)

DECLARATION

I, **Eugene Malley**, declare that this dissertation is my own work. It has not been and will not be presented for any other course of study. I confirm that appropriate credit has been given where reference has been made to the work of others.

Signature

Date.....

DEDICATION

This dissertation is dedicated to my beloved family friend (parents) Mr & Mrs Johns Williams and my beloved late mother Mrs.Fabiola Lazaro who apart from being my parent she has always been a mentor and most importantly my best friend. My parents have educated me on how to be the best and it is because of this appreciation that I dedicate this work to them and my beloved daughter Christa Eugen Malley

Dr. Ham is another encouragement body with whom this work goes to him. He is simply a friend who believed in me and my potentiality.

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LIST OF ABBREVIATIONS

SPSS-	The Statistical Package for Social Sciences
SJUT-	St John's University of Tanzania
MBA-	Masters of Business Administration
MEGS-	Manufacturing Engineering, Goteborg, Sweden
UNIDO-	United Nation Industrial Development Organization

ABSTRACT

The main objective of the study was to evaluate the impact of customer care on customer retentions. To achieve this objective, a sample size of 100 Dodoma hotel customers and 8 more Dodoma hotel staff was used. Both qualitative and quantitative research approaches were used using a cross sectional method of data collection in the form of questionnaires, interviews and documentary review. Data were processed and analyzed using Statistical Packages for Social Sciences (SPSS) computer program. The analyzed data were presented by the use of Tables. From the analyzed data it was found that Dodoma hotel has good customer care and customer retention strategies which include: security, hotel guides, front desk services, ensuring that customer care is continuously treated and maintaining knowledgeable staff in place. This implies that the management of Dodoma hotel is continuously working hard to ensure customer care and retention and that implies more customer satisfaction. From the findings, the level of customer care is good, hence more customer retention. This implies that there is positive relation between customer care and customer retention. Hence Dodoma hotel needs to ensure customer care so as to increase customer retention.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Worldwide and locally operating organizations, specifically in the service sector, are focused on customer care and retention. Customer care services in organization include reliable services, security, parking space, front desk services, attractive environment, speed in service delivery, after sales services, customer attention and sensitivity to their needs, honesty, and good attitude towards customers. Customer cares to be focused on making the customer comfortable, creating memorable interaction in the minds of the customers and making them feel better, therefore satisfied than they were before the transaction and stimulate customer retention (UNIDO, 2006).

The motive of any business is to create and serve their customers, but the biggest challenge is how to care and retain them for the life time of a business. Businesses should always look for ways to care and serve their customers more than they expect. In doing so, it helps them to know that the business care and it will leave them with the feeling of being satisfied “Feel Good Factor” (Beverly *et al*, 2002).

Customer care plays an important role in an organization’s ability to generate income and revenue through retaining the satisfied customers, therefore customer care should be included as part of an overall approach to systematic improvement. A customer service experience can change the entire perception a customer has of the organization. Customer care includes putting systems in place to maximize customers’ satisfaction with the business. It should be a prime consideration for

every business because sales and profits depend on keeping customer happy. Customer care is more directly important in some roles than others, for receptionist, sales staff and other employees in customer facing roles, customer care should be a core element of their job description and training a core criterion when you are recruiting new customers and when you need to retain them (Kruse *et al*, 2010).

1.2 Statement of the Problem

The hotel industry is characterized by the presence of many hotels which present a wide range of customer care services with the aims of retaining customers. Customer care is considered as a major tool for customer satisfaction which is the best step towards customers' retentions. Currently the concept of customer retention is applicable to all types of businesses such as financial firms and hospitality industries like hotels which are in the forefront of studying the impact of customer care on customer retention for the profitability of the operating business organizations. This research aims at evaluating how customer care is handled in various hotels in Tanzania and how it helps in retaining customers.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this research study was to evaluate the impact of customer care on customer retentions at the Dodoma Hotel.

1.3.2 Specific Objectives

The study objectives were three-fold:

1. To examine customer care and retention strategies used at the Dodoma Hotel.

2. To measure the customer care and retention levels at the Dodoma Hotel.
3. To assess the relationship between customer care services and customer retention at the hotel.

1.4 Research Questions

The study was guided by the following research questions:

1. What are the customer care and retention strategies used by the Dodoma hotel?
2. What are the customer care and retention level at the Dodoma Hotel?
3. What is the relationship between customer care services and customer retention?

1.5 Definitions of Terms and Concepts

1.5.1 Customer care concept

Kumar (2004) described customer care as a service in any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. According to Nadiri *and Hussain*, 2008, customer care can be defined as any good service rendered to a customer in the process of selling a product or service. Nadiri further explained customer care as the “activities” which are offered to sale or are provided in connection with the sale of goods. According to Bowen *et al*, (2001) any service rendered to a customer is the one referred to as customer care. Indeed so many scholars have attempted to describe customer care but the gist of the whole concept of customer care from such definition above is that

any one in business must not only concentrate on the product he or she is offering, but must accompany it with great service to the targeted customers.

1.5.2 Customer satisfaction

Customer satisfaction refers to the customer's perception that his/her expectations have been met. If the customer's expectations are met, then he/she is satisfied, and if the expectations are surpassed, then the customer is delighted. On the other hand in the event that the expectations are not met, the customer is dissatisfied (Silvestro & Low 2006). Chavan (2003) categorically states that customer satisfaction is largely influenced by the value of customer care provided by the organization (Chavan, 2003) states that in the service- profit chain, greater service delivery, which results in satisfied and loyal customers who make repeat purchases and refer other customers to the organization.

1.5.3 Customer Retention

Customer retention implies a long term commitment of the part of the customer and the firm to maintaining the relationship. The development of the mutual commitment is the same process as creating a long term buyer-seller business relationship. The main difference may be in situations where there is not intense personal component and high degree of personal interaction that is present in many buyer-seller relationships (Bastos *et al*, 2008).

1.6 Significance of the study

This study contributed to the addition of knowledge in growing literature on customer care, satisfaction and retention particularly in the hotel industry. Of particular concern, the study highlighted not only the current weaknesses/flaws in customer care and retention but also proposed designs that would positively influence

customer satisfaction. This knowledge shall be vital to practicing professionals in customer care and services and shall also provide reference for future researches in the area.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter overview

This chapter presents the review of literature relevant to this research and provides theoretical and conceptual framework that guided the study. The review of literature also focused specifically on the study objectives, policies and theories relevant to the research.

2.2 Customer care

According to Dean (2007) customer care is defined as a service in any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. To Griffin (2002) on the other hand, customer care is conceived as any good service rendered to a customer in the process of selling a product or service. A simplistic conceptualisation of customer service is provided by Ball *et al*, (2004) who take it to refer to any service rendered to a customer. Or Customer care relates to the set of the best practices that are aimed at satisfying the needs of the customer thus retaining them to the business (Martha,2003) A business task is to learn the art of attracting new customer to serve customer with quality to gain profit.

Indeed a number of scholars have attempted to describe customer care but the gist of the whole concept of customer care from such definition stresses on the need not only concentrate on the product or service offered/sold, but also to accompany it with

great service to the targeted customers. Balunywa (1995) observed that the concept of customer care is still new and most managers are yet to embrace it.

Gale (2001) noted that Customer care is more directly important in some roles than others. For receptionist, sales staff and other employees in customer-facing roles, customer care should be a core element of their job description and training and a core criterion when recruiting.

Pitta *et al*, (2006) wrote that there is need to make customers satisfied since they help business to earn. In most offices, customer care starts with the front office clerks. The secretaries at the front office should be made to appreciate the importance of customer care because this is the best chance for any business to create the first impression of good service to its customers. Liu *et al*, (2010) observed that customer satisfaction depends on the extent to which customer's expectations about the services are fulfilled and these expectations are not static. Kotler further noted that good customer service among other things entails keeping the promises made to customers, and not guaranteeing things that cannot be possible given the nature of the operating environment. To provide an excellent service to customers, the organization should deliver beyond the expectations of the customers.

Brady & Corin, (2001) argues that, to provide good customer services, an organization in designing its services must focus wholly on the customer. This brings us to who actually is the customer. Flack *et al* (2010) identifies customer creation as one of the major objectives of the business. Without a customer, other components

of organization will not be viable for long. Organizations therefore design customer care programs seeking to acquire new customers, provide superior customer satisfaction and build customer loyalty.

2.2.1 Customer

A customer is a person who enables people to earn a living and also enables government to exist and function. Customers, according to are individual persons or organizations that willingly enjoy buying the goods or services offered by a firm or organization Shankar (2003). Solomom, Bamossy and Askegeard (1999) indicate that customers may be individuals, groups, organizations, communities or nations.

2.3 Justification for quality customer service

According to Back & Park (2003), the only reason for businesses to exist is to serve a customer. Therefore, there is need to have quality customer service to satisfy the customers. Quality customer care is associated with an attitude; a way of thinking and a philosophy of doing business that emphasize a strong commitment and sincere dedication to satisfying customers, and thus Nadiri & Hussein (2005) advocated on the need for making customer satisfaction a priority of the company. This shall lead to an adoption of a customer centred orientation and practice. Ding & Xing (2009) agree that, the main reason customers choose one product over another is probably because it better meets their need in such a way as ease of use, service, or ability to do what it promises to do.

Another reason to become customer driven is the need to build a company's market share (Flynn *et al*, 2002) and also ensure more effective market penetration (Hanno & Christian 2009). This is because maintaining market share with unique features

alone is inadequate, as competitors shall imitate the features to the detriment of the organisation. Sustainable market share growth is achieved through loyal customer and excellent service. To be customer driven means to position customers at the heart of your operations and to let their needs guide all your decisions, policies and strategies.

On the other hand, a study by Giese & Cote(2002) that sought to appraise why and how excellent performing companies remain successful even in an increasingly changing environment found out that all high performing companies share a set of basic operating principles, some of which emphasized customer driven service that ensured both quality and reliability which was unparalleled.

Customer orientation is reflected in the quality that customers get at all levels of the company (Back & Park 2003).Customer care helps to enhance the corporate image, customer relations, operational efficiency, competitive advantage and profitability. Moreover, it enables to cope with a rapidly changing environment and highly demanding customers. These are realized because the company that is customer oriented emphasizes the provision of what customer's need that is quality and efficiency in service. This was similarly reiterated by Karatepe *et al* (2004) who observed that high quality customer services is the major strategy to attract and retain customers, and ultimately creating not just delighted customers, but also loyal ones.

However, companies often fail to recognize the importance of staff care, who are also company customers (Tore & Kumar 2003). He identified two types of customers

who enjoy the organizations services that is, the external people who buy from the business and those internal to the organization, who are the employees, those that can make things happen in the organization and deal with the external ones. He called the first type “kings” and the second type as “royalty”. He said that the winning organizations are characterized by a committed customer base, healthy profits and happy people. He further noted that customers are likely to receive good service if the staff delivering them are happy with their work. Employers who treat their staff like kings are more likely to have a motivated and committed workforce that is interested and willing to deliver quality service.

2.4 Facts about customer care

The critical role of good customer care was explicitly highlighted in a study by Manufacturing Engineering, Goteborg, Sweden MEGS (2007). It was shown that, it costs six times to attract customers than it does to keep an old one. A typically dissatisfied customer will tell between eight to nine people about his problem with the organization. Further to this it was revealed that seven out of ten complaining customers will do business with you again if you resolve the complaint in their favour. If the complaint is resolved on spot, 95% will do businesses with you again (MEGS, 2007).

Khaksar *et al*, (2010) says that growth and profits are stimulated primarily by customer satisfaction which has a large bearing on customer loyalty. Customer loyalty is a direct result of customer satisfaction that is largely influenced by the value of customer care provided along or with product or service to the customer. A satisfied customer is one whose expectations have been met and with such a customer organizations tend to benefit in the following ways:

Positive word of mouth: customers are more likely to recommend a high service to their friends, relatives and colleagues. The business will thus thrive on credible and positive image.

Creates a competitive edge: Excellent customer care offers a much greater competitive edge than competitors largely because positive service differentiation entails improving all the people aspect of business like training, and motivation which are all difficult to copy and achieve.

Monigaba (1995) wrote that there is need to make customer satisfied since they help business to earn. In most office, customer care starts with the front office clerk. The front office should be made to appreciate the importance of the customer care because this is the best chance for any business to create the first impression of good service to its customer, Kotler (1998) observed that customer satisfaction depends on the extent to which customer's expectation about the service among other things entails keeping the promises made to customers and not guaranteeing things that cannot be possible given the nature of the operating environment. To provide an excellent service to custome, the organization should deliver beyond the expectation of the customer. Santon (1999) argues that to provide good customer service the organization in designing must focus wholly on the customer. This brings us to actually be the customer. A customer is an individual or organization that makes a purchase decision. Drucker (1994) identifies customer creation as one of the major objectives of the business. Without customer other components of the organization will not be viable for long. Organizations therefore design customer care

programs seeking to acquire new customers, provide superior customer satisfaction and build customer loyalty.

2.5 Benefits of giving staff customer care focus

Organizations rely on human resources to perform and thus be able to compete with others. Where human resource is poor, the performance of the organization may also be poor (Sivadass & Baker -Prewitt 2000). To take care of customers, organizations must take care of those (staff) that take care of customers and this can be achieved by giving staff customer focused training.(Sivadass.ibd)further studies have shown that behaviour of a worker in an organization is very important. Organizations need to get persons who know their attitudes, behaviour and experience over a period of time. The person can conduct a job analysis of the organization which can enable him to isolate bad attitudes, behaviours and experiences and promote good ones that are customer focused. Some attributes tend to be repetitive through a person's life.

2.6 Customer retention

Retention has been defined differently by a number of studies. Hanno & Christian (2009) for instance defined retention as the continuity of the business relations between the customer and company. In this regard Ding and Xing (2009) see retention as a vital issue in relationship marketing research as it affects the relationships and quality on customers.

Retention and attraction of new customers are used as drivers for increase in market share and revenues (Nadiri & Hussein 2005). In the retention of customer it is important for a firm to know who and how to serve their customers. Post sales

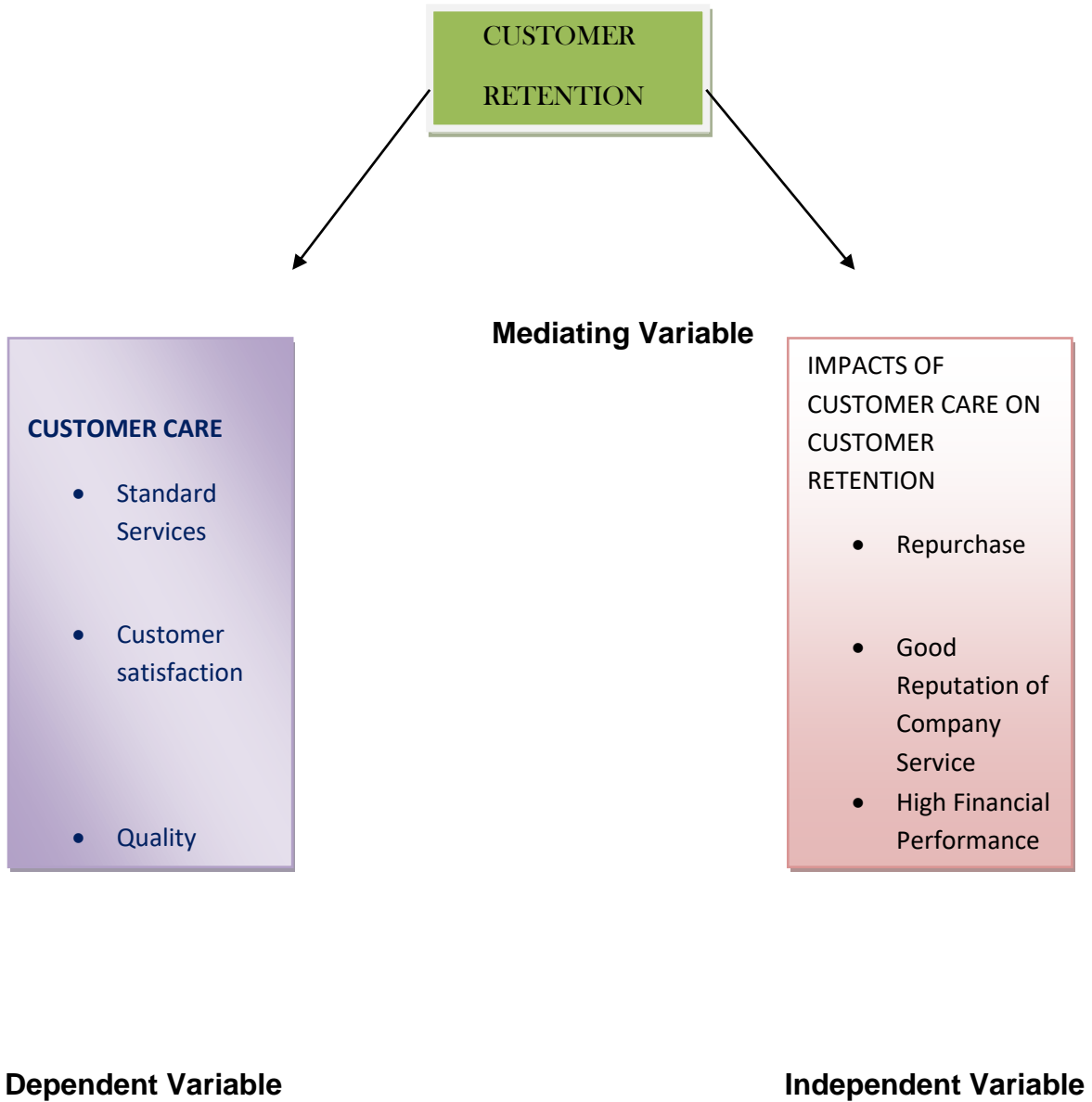
services are therefore an important driver for customer retentions (Pitta *et al*, 2005) as it is important for product/service provider to emphasis on the quality of product and service. As it is stated by Liu *et al* (2010), there is statistically significant relationship between quality commitment, trust and satisfaction and customer retention and future use of product, as retention is influenced by future use of product.

Organizations must therefore teach employees that they are all service providers and emphasize their vital role in customer retention. Customer receive the best service under two conditions when the service provider are empowered to act on behalf of customer in a timely manner , and when the organization has a system in place to listen and respond to customer information gathered by the closest to the customer the service provider (Liu *et al*, 2010).

Conclusion

There is positive relationship between customer care and customer retention based on Martha 2003 customer care the best practices that are aimed at satisfying the needs of the customer, thus retaining them to the business.

CONCEPTUAL FRAMEWORK



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods, techniques and procedures that were used in conducting the study particularly in gathering data. The chapter covers mainly research design, the area of the study, study population, sampling techniques, data collection methods, data analysis techniques and validity and reliability.

3.2 Areas of Study

This study was conducted in Dodoma urban at Dodoma Hotel located. The choice of the study area or organization is based on the reason that Dodoma Hotel in Dodoma Urban represents other hospitality based organizations which receives both foreign customers and Local customers in the country. Additionally, Dodoma Hotels has been chosen due to convenience in terms of accessibility, affordability following the limitation of financial resources and time.

3.3 Location

Dodoma Hotels are located in Dodoma urban. This study is conducted in Dodoma Urban area. This area was selected because of Dodoma being a capital city of Tanzania it is expected that government offices, embassies and other institutions will be established. Thus the hotels have to customer care services that will go hand in hand with it being labelled a capital city.

3.4 Research Design

Research design explains all practical details which will be followed in undertaking the research study including methods to be used for data collection, how many people will take part, how they will be chosen, what tools will be used for data collection, how the data will be analyzed (Kumar, 2005). This study is going to use a cross sectional study so as to learn the problem and make fully examination on the impact of customer care and customer retentions. This design will be concentrating on one of the selected case study area for in-depth study. Cross sectional research design will be used in analyzing the problem in regard to the research objectives. This method is going to allow the researcher to study different groups of respondents from one point to another at a time. However, different techniques of data collection will be used based on research objectives.

3.5 Target Population

A population consist of all the subjects you want to study(Rick, 2006)Its the total of all individuals who have certain characteristics and are of interest of researcher.A research population refers to an entire group of pesron or elements that have at least on thing in common.It refers to the largest group from which the sample is taken (Kombo and Tromp 2006)The target population studied will include Dodoma Hotels employees and customers available during the period of data collecting.

3.6 Sampling Techniques

Both the probability and non-probability sampling techniques will be used to select the appropriate respondents from the selected organization to be studied. According to Kothari (2005) probability samples with the use of simple random sampling assumes that every member of the population has a known and equal chance of

being selected. While for non-probability sampling is said as convenience sample where by the researcher selects the easiest population members by picking from which to obtain information. Therefore, with probability sampling, this study will use simple random sampling to pick respondents for interview at Dodoma Hotels. But with non probability sampling, purposive sampling will be used to get response from key informants such as officials and heads of departments.

3.6.1 Sample Size

Using the total of 450 customers from Dodoma Hotels the formula below as described by Rwegoshora, (2006) will be used to estimate the sample size. Precision level will base on 1-10%.

$$n = \frac{N}{1 + N(x)^2} \dots\dots\dots(1)$$

Where by n = Sample size,

N= Total population 350=0

x = Precision (10%)

1= constant

450

n= -----

1 + 450(10%)²

450

$$1 + 450(0.1)^2$$

n = 82

From the calculation the study will use the sample size of 75 respondents who will include Dodoma hotel customers. This is an adequate number of representatives that possess all characteristics of the target population.

3.7 Data types and Sources

The researcher will collect mainly primary data from the employees and customers who will be selected using simple random sampling and for key informants such as heads of departments from Dodoma Hotels will be picked purposively for interview. Secondary data also will be collected that are relevant to the objectives of the study. Secondary data will be obtained by reviewing relevant reports and various publications such as books, journals from libraries and internet surfing.

3.7 Methods of Data Collection and Tools

3.7.1 Questionnaire Survey

Questionnaire is the single most widely used method in educational research (Omari, 2011). These methods gather data over a large sample, it saves time and confidentiality is maintained (Kombo and Tromp 2006). In this study structured questionnaire will be used to collect data. The expected information to be collected from employees and clients is on the impact of customer care in customer retention

3.7.2 Documentary Review

Documentary review involves locating reading and evaluating written materials or documents like public records, books, journals, diaries and mass media (Brog & Gall 1989). This study is going to use sources of information from reports, professional journals and books. These will be obtained from higher learning institutions including universities and surfing from the internet

3.7.3 Reliability

Omari (2011) define reliability as the extent of reproducibility of the result by the same instrument. It seeks to establish consistency and stability of the phenomenon. Social phenomena are too complex to yield similar result over time. Reliability like validity depends on how transparent the narrative is to ensure reliability in this study the research will carefully report the methodology which will be used (interviews, questionnaire and documentary review) in data collection and interpret the findings carefully. Therefore the research will depend on making logical inferences from data and being precise in describing phenomena.

3.7.4 Validity

The extent to which the instrument accurately and comprehensive capture the phenomenon under microscope (Omari, 2011). Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are (Babyegeya, 1998).

3.8 Data Processing and Analysis

Processing and analyzing of data involves a number of closely related operations which are performed with the purpose of summarizing the collected data and

organizing the data in a manner that they answer the research questions (objectives).

3.8.1 Data Processing

The Statistical Package for Social Sciences (SPSS) Computer program will be used in data processing. The collected data will be processed and verified prior to analysis. Data processing is going to begin with editing to detect errors and omit them. Data classification also will be done and coded into numerals to make them ready for analysis.

3.8.2 Data Analysis

Data will be analyzed by establishing frequencies and percentages to get the proportions of respondents in the main issues regarding to each research objectives. This means both objectives will be analyzed by commanding an analysis, descriptive statistic for frequency and percentage computation. This will be done to closed ended nature of questions. On the open ended nature of questions commanded on multiple responses, define variable sets for frequency and percentage computation.

3.9 Research Ethics

According to Cohen and Marrison (2000) when people talk of ethics they think of rules for distinguishing between right and wrong. They point out that ethical observation during research is critical to ensure research norm are followed and consideration are followed in order that knowledge and truth are kept to avoid errors. The research will make the use of research clearance which will be obtained from Deputy Vice Chancellor of St John's University of Tanzania. In the course of conducting the research the researcher should inform clearly the participants of the purpose and use of the study at the beginning. Besides, the research should put into

consideration issues like informed consent that the participant should have the right to participate voluntary in the study and right to withdraw at time so they are not coerced into participation. It is also important for the research to put into consideration vulnerable groups if any and should make sure that the language and approach that will be used in the study will not harm any of the participants. Moreover, the research will have to assure the respondent confidentiality of the information that provide as well as protecting the privacy of the participants.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Chapter overview

In this chapter, results of findings have been displayed and the number of respondents is disclosed. Discussions on the findings were mainly based on the three specific objectives. The last part of this chapter summarizes the main findings.

4.2 Response rate

The response rate of the study shows that there was a high return rate of the questionnaires distributed at 91%. On the other hand, nine percent of the respondents were non-responsive, as shown on table 4.1.

Table 4.1: Response rate

Questionnaires	Number	Percentage (%)
Returned	75	91
Non-response	7	9
Circulated	82	100

Source: Field data (2014)

4.3 Respondent's profile

4.3.1 Gender of respondents

The profile of the respondents is summarized in table 4.2. Whereas the majority of the respondents were males (63%), females constituted the remaining 37% of the

study sample. This proportion presents a fair gender bias and balances in a way the views of both genders on issues of customer care, services and retention at the Dodoma Hotel.

Table4. 2: Gender of respondents

Gender	Frequency	Percentage (%)
Male	47	63
Female	28	37
Total	75	100

Source: Field Data (2014)

4.3.2 Ages of respondents

With respect to the ages of the respondents, a significant percentage of the respondents (i.e. 60%) were aged between 30 -39 years. This age group represents the working class who would frequent more to hotels for a number of reasons. Conversely, just two percent of the respondents were at 50 years of age or above. The other categories of respondents are shown in table 4. 3.

Table 4.3: Age distribution of the respondents

Age	Frequency	Percentage (%)
20-29	16	21
30-39	45	60
40-49	12	17
50 & Above	2	2
Total	75	100

Source: Field data (2014)

4.3.3 Education levels of respondents

Similar to what one would expect, with regards to the ages of the working class and the status of Dodoma Hotel, the study findings revealed that more than half of the respondents had a bachelor's degree or above 83% of the respondents are degree and above. The remaining 17% of the respondents had either a basic certificate or ordinary diploma. It should be noted, that none of the respondents had only primary or secondary education alone (see table 4.4.). Simply the education levels of the respondents in a way defined the socio-economic statuses that they had and thus access to hotels like Dodoma.

Table 4.4: Education level of the respondents

Education	Frequency	Percentage (%)
Primary/Secondary	0	0
Basic Certificate/Ordinary Diploma	13	17
Bachelors Degree & Above	62	83
Total	75	100

Source: Field Data (2014)

4.3.4 Frequency of visits to the Dodoma Hotel

An important part of the study that had ramifications on the wealth/degree of information the respondents provided, had to with the frequency of visits to the Dodoma Hotel.

Table4.5: Showing Frequency of visits to Dodoma hotel

Period	Frequency	Percentage (%)
Everyday	25	33
Every weekend	39	52
Once a month	8	11
Quite rarely	3	4
Total	75	100

Source: Field data (2014)

From Table 4.5 above, 52% of the customers visit Dodoma hotel every weekend, 33% visit the hotel every day, 11% visit it once a month while 4% of the customers

visit the hotel once a year. This indicates that most of the respondents understand and aware with the services offered in Dodoma hotel. This position addresses the problem of ignorant respondents in getting valuable information with regards to quality service was obtained.

4.2.3 Examination of customer care and retention Strategies used

From the interviewed employees, it was found out that the following strategies are applied by Dodoma hotel to ensure customer care and retention of customers. Dodoma hotel ensure customer care and retention through security, hotel guides, front desk services, ensuring that customer care is continuously treated and maintaining knowledgeable staff in place. This implies that the management of Dodoma hotel is continuously working hard to ensure customer care and retention and that implies more customer satisfaction. Therefore, Dodoma hotel needs to maintain the current performance of strategies employed to ensure customer care and retention so as to increase the level of customer satisfaction and retention.

4.2.4 Examination customer care and retention level

Table 4.6: Regular customers at Dodoma hotel get preferential treatment in service compared to new ones.

Period	Frequency	Percentage (%)
Strongly agree	47	62
Agree	26	34
Disagree	3	4
Total	75	100

Source: Field data (2014)

From Table 4.6 above, 62% of the respondents strongly agree that customers at Dodoma hotel get preferential treatment in service compared to new ones. 34% of the respondents agree and the remaining 4% disagree. This indicates that most of the respondents agree that Dodoma hotel get preferential treatment in service compared to new ones. By all standards, these results imply that Dodoma hotel ensure customer care and ensure retention of its customers.

Table 4.7: Complaints are always treated expediently with an apology

Period	Frequency	Percentage (%)
Strongly agree	54	72
Agree	17	22
Disagree	4	6
Total	75	100

Source: Field data (2014)

From Table 4.8 above, 72% of the respondents strongly agree that complaints are always treated expediently with an apology while 22% agree and the remaining 6% disagree. This indicates that most of the respondents agree that in Dodoma hotel complaints are always treated expediently with an apology.

Table 4.8: Would you prefer coming again to Dodoma hotel in the future

Period	Frequency	Percentage (%)
Strongly agree	31	42
Agree	24	32
Disagree	20	26
Total	75	100

Source: Field data (2014)

From Table 4.8 above, 42% of the respondents strongly agree that they would prefer coming again to Dodoma hotel in the future. 32% of the respondents agree and the remaining 26% disagree. This indicates that most of the respondents agree that they would prefer coming again to Dodoma hotel in the future. By all standards, these results imply that Dodoma hotel there is very high customer care and retention of its customers.

Table 4.9: Would you recommend Dodoma hotel to family and friends

Period	Frequency	Percentage (%)
Strongly agree	36	48
Agree	27	36
Disagree	12	16
Total	75	100

Source: Field data (2014)

From Table 4.9 above, 48% of the respondents strongly agree that they would recommend Dodoma hotel to family and friends. 36% of the respondents agree and the remaining 16% disagree. This indicates that most of the respondents agree that they would recommend Dodoma hotel to family and friends. This implies that Dodoma hotel there is very high customer care and retention of its customers.

4.2.5 Assessment of the relationship between customer care services and customer retention.

Table 4.10: There is a strong relationship between customer care and customer retention at the Hotel

Period	Frequency	Percentage (%)
Strongly agree	59	78
Agree	9	12
Disagree	7	10
Total	75	100

Source: Field data (2014)

From Table 4.10 above, 78% of the respondents strongly agree that there is a strong relationship between customer care and customer retention at the Hotel. 12% of the respondents agree and the remaining 10% disagree. This indicates that most of the respondents agree that in Dodoma hotel there is strong relationship between customer care and customer retention. By all standards, these results imply that Dodoma hotel ensure customer care and ensure retention of its customers. In addition, it is found that 52% of the respondents strongly agree that customers at Dodoma hotel get preferential treatment in service compared to new ones as shown in table 4.6 above, and also 52% of the respondents strongly agree that they would prefer coming again to Dodoma hotel in the future. This implies that customers prefer coming again to Dodoma hotel in the future because of good customer care. Therefore, these results imply that there is positive relationship between customer care and customer retention. Management of Dodoma hotel needs to ensure effective customer care in order to retain existing customers.

4.4 Chapter summary

This chapter provides a detailed analysis of the data collected from field work after the questionnaires were distributed to the selected customers and employees of Dodoma hotel. The distributed questionnaires were intended to find out the relationship between customer care and customer retention in Dodoma hotel. Out of the disseminated 82 questionnaires, 75 questionnaires were returned from both the respondents. This is equivalent to 91% of total questionnaires distributed.

The results show that customer care and customer retention strategies applied at Dodoma hotel are good, leading to high level of customer care and more customer satisfaction. It was found that the Dodoma hotel retain many customer for the reason that there is good customer care. This implies that there is positive relation between customer care and customer retention. Hence Dodoma hotel needs to ensure customer care so as to increase customer retention.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Chapter overview

This chapter presents the conclusions and recommendations from the study and the areas that call for further research.

5.2 Conclusion

The main objective of the study was to evaluate the impact of customer care on customer retentions. From the analyzed data it was found that Dodoma hotel has good customer care and customer retention strategies which include: security, hotel guides, and front desk services, ensuring that customer care is continuously treated and maintaining knowledgeable staff in place. This implies that the management of Dodoma hotel is continuously working hard to ensure customer care and retention and that implies more customer satisfaction. From the findings, the level of customer care is good, hence more customer retention. This implies that there is positive relation between customer care and customer retention. Hence Dodoma hotel needs to ensure customer care so as to increase customer retention.

5.2 Recommendations

From the above findings and conclusion, the followings procedures are recommended in response to customer care and retention activities at Dodoma hotel.

- i. Dodoma hotel should maintain the current strategies applied to ensure customer care and retention such as customer guide, front desk services and. This is because these strategies are good and contribute much to customer

care and retention. Knowledgeable staff also should be improved and maintained by Dodoma hotel administrators to avoid cases of neglect and little attention provided by some customers to some of the workers at the hotel.

- ii. Management should involve the customers while designing customer care service strategies so that a large number of customer protests and areas of interests are taking into considerations.
- iii. Innovations should be encouraged so that a larger experience of staff is put to use in formulating the strategies about customer care services. Management should also use strict strategies to be followed while dealing with customer objections so as to remove negative responses from customers.
- iv. Dodoma hotel should improve the customer care service so as to ensure more retention. This is because of positive relationship between customer care and retention as found from the findings.

5.3 Areas for further research

There are several interesting future research possibilities within this paper's area. For example it would be interesting to see how performance influences customer retention at hotel. Another suggestion would be to see the impact of customer care service on sales volume. Also, since the researcher only considered Dodoma hotel, there is need for further research on other hotels in other parts of the country.

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APPENDIX I: INFORMED CONSENT FORM

Heading;

ST. JOHN'S UNIVERSITY OF TANZANIA

Title of the project;

Evaluation of the impact of customer care on customer retention

Invitation;

Kindly help me please by filling the questionnaire by ticking the appropriate box, or filling the provided score or circling the right answer and then return it in enclosed reply envelope by 15/3/2013. The research is being conducted on anonymous basis, and we do not ask you to provide your name or any other information that will identify you. Thank you for your assistance.

Names of the research team.

Student:

.....

BBA- Marketing

MBA- Marketing

Supervisor:

.....

Purpose of the research:

The general objective of this research study is to evaluate the impact of customer care on customer retentions.

Procedures.

This is a survey study where you will be given questionnaires to fill and will return them.

Time commitment.

The amount of time you will devote to the study will be 15 minutes for filling in the questionnaires.

Participant selection.

All adults regardless of their sex..

Voluntary participation.

Your participation is purely voluntary and no penalty will be given for non-participation

.

Right to withdraw part way through the study.

You're free to withdraw from the study at any time or refuse to take part in some specific part of the study.

All foreseeable risks.

You may face some risks when participating in the study. The risks you as participant might face include using your time.

Reasonable expected benefits.

If you take part in this study one of the benefit is to understand the importance of customer care.

Reimbursement or compensation.

You will not receive any form of reimbursement or compensation as a result of your participation in the study.

Assurance of confidentiality.

The information that will be provided will be used solely for research purposes and will not be passed on to any other person or organisation. Their confidentiality will highly be protected in that the research records will be identified by numbers and that only group data will be published.

Sharing of results.

Result of this study will be obtained at Post Graduates office of SJUT

Contact information.

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

Declaration.

I have read what is required of me if I take part in this research. I understand what I am required to do. I agree to participate in the research.

Participant SignatureDate

Researcher Signature Date.....

.....

Special Cases

Literacy.

The study is only for literates.

Language.

All potential participants must be familiar with English

Children.

This study is for only adults.

Anonymous questionnaires.

The researcher will not know who has filled the questionnaire. Statements such as "Please do not write your name or any identifying information on this form. Completion of this questionnaire will be taken to indicate your consent to take part in this study" will appear on the questionnaires.

Storage of Consent Forms.

The consent forms will be stored separately from the data and will be available for viewing by the IRC or any other relevant professional person. Each form will be filed using the code number allocated to the participant. This code number is used on the data collection tool.

The Informed Consent Form must be included with the Ethics Application Form.

APPENDIX II: QUESTIONNAIRE FOR CUSTOMERS

I am a student of St John University of Tanzania carry out a research on The Evaluation of the Impact of Customer care and Customer Retention, a case of, Dodoma Hotel.

You are kindly requested to spare a few minutes and fill this questionnaire. The research is purely academic and information provided will be treated with at most confidentiality.

Thank you.

Part A: Bio Data

Please Tick where applicable

- | | | |
|-----------------------|--|-------------------------------|
| 1. Age | | c. Degree [] |
| a. Below 25 | | d. Masters |
| b. 26 – 35 | | e. Others, specify |
| c. 36 – 45 [] | | _____ |
| d. 46 - 55 | | _____ |
| e. 56 and above | | |
| 2. Sex | | 5. Duration working at Serena |
| a. Male [] | | a. Less than 1 year |
| b. Female | | b. 1-5 years |
| | | c. 6-10 years [] |
| | | d. 11 year and above |
| 3. Marital Status | | 6. Employment category |
| a. Married | | a. Top management |
| b. Single [] | | b. Mid-level [] |
| c. Divorced | | c. Operational Staff |
| d. Separated | | |
| 4. Education level | | |
| a. Certificate | | |
| b. Diploma | | |

Part B: Customer Care related questions

7. How do Dodoma Hotel Hotels staff perceive customer care?

8. Why do you think customer care services are important for an organization?

- a. To gain new and retain old customers
- b. To obtain customer loyalty
- c. To enhance organization image []
- d. To beat competition
- e. Others, explain please

9. What are the main customer care services that Hotel provides?

10. How would you comment on the state of customer care services of Hotel?

- a. Very good
- b. Good
- c. Satisfactory []
- d. Poor
- e. Very poor

11. How often do you get customer care related complaints?

- a. Daily
- b. Weekly []
- c. Monthly
- d. Not so often

12. What are the most common customer complaints lodged at the Dodoma Hotel?

13. What strategies have been put in place by Dodoma hotel to deal with customer complaints?

14. How would you comment on the speed with which customer complaints are addressed or dealt with at Dodoma Hotel?

- a. Immediately
- b. Almost immediately
- c. Rather slow []
- d. Slow

e. Others, explain

Part C: Customer Retention

15. How is customer retention perceived at the Dodoma Hotels? Perceived by who?

16. Are there any strategies purposefully put in place by the Dodoma hotel to retain customers?

- a. Yes
- b. No []
- c. I don't know

17. If yes, what strategies are used by the hotel to retain customers

18. Do you think customers are satisfied with the service offered to them?

- a. Yes
- b. No []
- c. Not sure

19. If no or yes to the above question, give reasons

Part D: Relationship between customer care services and retain

20. What are your opinions on the following statements with regards to Serena Hotel (tick (✓) where appropriate)

Statement	Strongly agree	Agree	Disagree	Strongly Disagree
<i>There is a strong relationship between customer care and customer retention at the Hotel</i>				
<i>Good Customer care significantly improves the level of customer retention.</i>				
<i>The management of Serena Hotel regularly organizes training sessions on customer care services.</i>				
<i>Customers come to Serena because of the good service we provide</i>				
<i>Regular customers at Serena get preferential treatment in service compared to new ones.</i>				
<i>New customers are always served in a special way to ensure they return in future.</i>				
<i>We get very few complaints from customers on the quality of our services.</i>				

Part E: Recommendations for improvement

21. What do you think should be done to improve the level of customer care and retention at Serena hotel?

Thank you a lot for your time