



**THE EFFECT OF AFTER-SALES SERVICE DIMENSIONS ON
CUSTOMER SATISFACTION AND LOYALTY IN CASE OF
TAGROW BUSINESS PLC**

By: Abenezer Tamire

**A thesis Submitted in partial fulfillment of the requirement for
Master of Arts Degree in Marketing Management**

Advisor: Belaynesh Tefera (Ph.D.)

Addis Ababa

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ADDIS ABABA UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MA PROGRAM

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Declaration

I Abenezer Tamire, declare that the work presented in this thesis paper entitled “the effect of after-sales service dimensions on customer satisfaction and loyalty in case of Tagrow business PLC” has the original work of mine. It is done and presented under the guidance of my advisor Dr. Belaynesh Tefera. This thesis has not been presented for any scholastic achievement in the University and all other materials used in this study are fully acknowledged.

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Date_____

Endorsement

This is to certify that Abenezer Tamire carried out his thesis on “the effect of after-sales service dimensions on customer satisfaction and loyalty in case of Tagrow business PLC” and submitted in partial fulfillment of the requirements for the award of the degree of Masters of Art in Marketing Management at Addis Ababa University with my approval as university advisor.

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Belaynesh Tefera (Ph.D.), Advisor

Addis Ababa University, Addis Ababa June, 2021

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Table of Contents

Abstract	X
CHAPTER ONE	1
1. INTRODUCTION	1
1.1. Background of the Study.....	1
1.2. Background of the Company.....	3
1.3. Statement of the problem	4
1.4. Objectives	7
1.4.1. General Objective of the Study	7
1.4.2. Specific Objectives of the Study	7
1.5. Conceptual Definition of Terms.....	7
1.6. Significance of the study	8
1.7. Scope of the Study.....	8
1.8. Organization of the Study	9
CHAPTER TWO	10
2. LITERATURE REVIEW	10
2.1. Theoretical Literature Review.....	10
2.1.1. What is after Sales Service?.....	12
2.1.2. Types of After Sales Services	16
2.1.3. Customer Satisfaction	17
2.1.4. Relationship between Customer Satisfaction and After Sales Service	24
2.1.5. Customer Loyalty.....	25
2.2. Empirical Literature Review	32
2.3. Conceptual framework of the study	34
CHAPTER THREE	37
3. RESEARCH METHODOLOGY	37
3.1. Research Approach	37
3.2. Research Design.....	38
3.3. Sampling Design	39
3.3.1. Target Population.....	39

3.3.2. Sample Size.....	39
3.4. Sampling Technique and Procedure.....	40
3.5. Sources of Data Collection.....	40
3.5.1. Research Instrument.....	41
3.6. Data Collection Method and Procedure	41
3.6.1. Data Analysis	41
3.7. Validity and Reliability	41
3.8. Ethical Consideration	43
CHAPTER FOUR.....	44
4. DATA ANALYSIS	44
4.1. Introduction	44
4.2. Response Rate	44
4.3. The Demographic Data of the Respondents.....	44
4.4. The Respondents response analysis	52
CHAPTER FIVE	60
5. FINDINGS, SUMMARY AND RECOMMENDATION.....	60
5.1. Introduction	60
5.2. Findings.....	60
5.4. Recommendation.....	62
Reference	63
Appendix.....	66

LIST OF TABLE

Table 1. Cronbach's Alpha Test Result	42
Table 2. Total Number of questionnaires distributed, returned and unreturned	44
Table 3. Respondents Profile	45
Table 4. Frequency of Customer Visit.....	46
Table 5. Types of Vehicle	46
Table 6. Effect of after Sale Services on Customer Satisfaction and Loyalty in the selected automotive companies	47
Table 7. regression analysis model summary	48
Table 8. Regression analysis ANOVA results	48
Table 9. Regression analysis coefficients for overall after sale service satisfaction in the selected automotive companies.	49
Table 10. Kano Evaluation	49
Table 11. The classification of Tagrow Business PLC sample population requirements according to Kano model.....	50
Table 12. Tagrow Business PLC customer requirements which are closer to the classification of one - dimensional requirements	51
Table 13. Tagrow Business PLC customer requirements which are closer to the classification of must- be requirements	52
Table 14. Tagrow Business PLC customer requirements which are closer to the classification of attractive requirement	52
Table 15. The Response of Respondents on the Maintenance and Repair Dimension.....	53
Table 16. The Response of Respondents on the Spare parts supply Dimension	54
Table 17. The Response of Respondents on the warranty Dimension	55
Table 18. The Response of Respondents on the Delivery Dimension.....	56
Table 19. Customers level of satisfaction with the cleanness and comfort of reception of Tagrow Business PLC	57
Table 20. Customer satisfaction in the competency & professionalism of technicians of Tagrow Business PLC	57
Table 21. Customer's satisfaction on overall Tagrow Business PLCs after sale service performance	58
Table 22. Customers intention towards buying another vehicle from Tagrow Business PLC	58
Table 23. Correlation matrix of customer satisfaction and loyalty (n= 328).....	59

LIST OF FIGURE

Figure 1. Customer satisfaction analysis model (Adapted from Tao 2014.)	19
Figure 2.Kano model customer requirement graph (Mamunur, 2010)	23
Figure 3. Model of customer loyalty (Adapted from the loyalty model 2012.).....	26
Figure 4. Modified conceptual framework for proposed study: source, (Ali Iftikhar Choudhary, 2011 and Mubbsher Munawar Khan, 2014)	34

Abstract

The aim of this study was to investigate the effect of after sale service dimensions provided by Tagrow business PLC on its customer satisfaction and loyalty. Data were collected using questionnaire from 384 questionnaire copies distributed 328 copies were completed and returned making a response percent of 88. The researcher use casual (explanatory) research method. The study considered four after sale service dimensions namely, Maintenance and Repair, Warranty, Spare parts supply and Delivery also customer satisfaction as independent variables and witnessed their impact on the response variable customer loyalty which is the dependent variable. Regression analysis coefficients and Kano model analyses were performed to measure the relationships among constructs with the help of SPSS. After thorough analysis of the collected data the present study showed that, after sale service dimensions and customer satisfaction have a significant positive relationship with customer loyalty.

Keywords: *after-sales services; customer satisfaction; customer loyalty.*

CHAPTER ONE

1. INTRODUCTION

This chapter covers the whole introduction of the research. Background of the study, the practical and theoretical justification for the need of the research, and the objective of the study are included. Likewise scope, limitation and significant of the study are fully disused.

1.1. Background of the Study

In every business customers are satisfied when their expectation towards the product or service is met or surpassed, which means companies can use customer satisfaction to measure the company's success or frailer. In today's business world only the products or service quality, quantity or special feature cannot satisfy customer's expectation or customers demand, unless supported by after sale service. (Minh, 2015). According to Philip Kotler 2006, after sale service is not only about the service after sale, it also depends on the treatment of customers before and during sale along with the product or service efficiency and effectiveness. Commitment of every firm to provide quality centered product or service to their customers which leads to an increase in customers repurchase intention (Loyalty) can be shown in in the company's consideration of customer satisfaction as it is very important and can't be separated from any function of the business (V.Nivethika, 2015). There is a saying that customer is a boss and boss is always right, which intensifies the idea of customer satisfaction is one of the main objectives of every organization (Rosenberg & Czepiel 2017). Global market competition and ever changing customer need and demand are among the biggest challenges that organizations are facing now a days. Along with other basic tools to overcome such kind challenges, intense after sales service is the important one (Neneh, 2016). When a business is launched priority should be given to customers instead of profit. To hit the top position in the market companies should be successful in satisfying customers in all aspects comparatively (Neneh, 2016).

Whenever the customer feel content about the product or service in experience of his/her desire or want it is called customer satisfaction and it is likely to develop in to a repurchase intention (Kabu Khadka & Soniya Maharjan 2017). An assurance is needed from every organization to provide full service which is equivalent to their monetary value. In addition to an increase in number of customers, this will maintain long-term and sustainable relationship between the company and customers. Also satisfied customers will help to attract the new customers by providing or sharing their good experience with the products and services of the companies. In today's fierce computational customer oriented market providing the best and most advanced products and services is the only option. According to Lassfolk, 2017, if a customer's expectation of satisfaction level is met, then there is no doubt that customer will stay loyal to the product or service. Moreover, a business organization would not survive without satisfied customer. To earn an increase in customer base, achieving customer satisfaction at the highest possible level is very important

Recently after sales service has become an important concept for the business community. Product feature, quality, quantity and price were the main focus of manufacturers, wholesalers and retailers rather than the service to provide after the sale is made (Keith Goffin, 2015). According to (Kotler and Armstrong, 2010) to maintain a long-term relationship with customers the business community should provide better after sale service. Every organization makes plan to make an effective product selling, the same should be done for the service to be provided after sale which is a part of customer relationship management. Different customers have different needs some want that the product to be delivered to their destination at right time and right price, others give value to customers' needs and wants, on the other hand poor distribution results negative impression (Kotler and Armstrong, 2010). In this regard, serving consumers after sale is made is more valuable to satisfy customer needs, after sale service is very important for organization to retain customers for a long time and generate high profitable relationship with organization. Authors like Maghsoudlou, Mehrani and Azma,2014, Mishra, 2014 agrees that there is a big difference between organizations who implement after sale service and who did not, and this can easily be seen in their sales turnover and life cycle of a product. Since there is an increase in annual sales turnover and productivity, an increase in profit generation will be shown and it could also be more than product sale (Alexander, 2002).

Whether it is before, during or after the compilation of purchase after sale service plays a huge role in developing a strong customer relationship especially in the automobile industry. After sale service is among the necessary evaluation criteria for customer satisfaction and loyalty (Singh and Srivatava, 2013). According to Dayal, JJ 2002, in his study of “effect of after sales service in Malaysia car industry” a closer look at the performance of Malaysian national carmakers specifically after-sales service shows that the customer who take in their vehicles for service maintenance and repair are expecting better quality of service and the service providers are not meeting their expectations, which resulted in a below average financial performance for the companies in the automotive industry.

Most Ethiopian companies have no after sale program and they didn't understand the importance of providing it (Kindye, 2011). Excluding some electronic shops and automobile companies, sales transaction activities and profit generation have given more importance level than after sale service by many Ethiopian firms. Even there is contradiction in between the saying “customer is king” and the fact that “sold goods could not be returned” from small shops and supermarkets to big companies. The implication of this would be transactional relation is the only way of relation between the company and the customer. The other main reason to conduct this research is, the previous researches regarding the issue mostly focus on the quality of the service which has been provided by the companies. This dimension overlooks the effect of the service itself on customer loyalty. Providing quality after sales service is crucial for the business to survive. But, its influence on customer loyalty should be determined precisely, which even helps to improve the quality of the service itself. Therefore, this research tries to examine the effect of after sale service quality on customer loyalty on Tagrow Business PLC customers.

1.2. Background of the Company

Tagrow Business PLC is a company engaged in importing and distributing three wheelers and motorcycles distributor in Ethiopia. The company is currently distributing Tagrow Piaggio-passenger, Tagrow Piaggio-pickup, Tagrow- Karizma, Tagrow- Hunk, Tagrow- Achiever and Tagrow- Dawn motorcycles.

Moreover, Tagrow Business PLC is the sole distributors of Awash Car Battery which is manufactured in Ethiopia. The Battery is available in all sizes for all types of vehicles. It conforms to international standards JIS/DIN, Japan and Germany standards respectively. It has one year warranty. Since one can get a Battery with the needed quality at a very economical price, Awash Battery is becoming more and more popular and expanding its reach.

The company has an excellent network of show rooms, service centers and spare parts dealership having with more than 300 dealers and branches all over Ethiopia. Tagrow has become a name to reckon with among millions of commuters who everyday uses the three wheelers as a means of public transport. Tagrow have recently setup state of the art repair and maintenance workshop and training center.

- Showrooms in various parts of the country
- Service centers
- Assembly and maintenance workshops
- Training centers
- warehouses

In addition to importing products the company also involves in exporting business. Tagrow specialize in exporting Ethiopian agriculture produce including Pulses, Spices, Cereals, Oil seeds and Coffee beans. The products to be exported meet international standards; non GMO verified and are organic by default. The imported three and two wheelers are solely made in India by Piaggio and Hero motocop ltd respectively, the company which has more than 60 years' experience. And Hero is the largest motorcycle manufacturer in the world. The three wheelers are giving service in more than 150 towns in Ethiopia and in the capital city Addis Ababa.

1.3. Statement of the problem

The life of a business organization depends on the number of loyal customers which means without the loyal customer, it is not possible for any business organizations to succeed (Dubihlela and Dhurup 2015). Customers need reasons like high quality of after sale service to develop repurchase intention or loyalty, (Berndt, 2009). Marketers need to satisfy the customers and make them return especially under stringent competition and the high expectation on the

maximum value for money by overcoming the difficulty of unique features of service (Lukas and Ferrell, 2000). Certain characteristic of the industry, for example automotive after-sales service, has made it further difficult to measure service quality and its impact as it combines the equal parts of tangible products and intangible services (Kurtinaitiene, 2005).

Practically, after-sales service providers could be aware of the balance among the main aftersales activities and employ the services with regards to customer relationship. In the automotive industry, product (vehicle) goes through technical and mechanical problems. Therefore, providing effective after sales services is important to retain its customer and attract new customers. Moreover, according to (Oliver 2007) as cited by (Datsomor & Henry 2012), for the automobile industry, made up of dealers and manufacturers, customer satisfaction through quality service remains one of the main factors affecting customer loyalty. In the automotive industry there is always an increase in competition along with rapid development of new customer service technologies which force firms to prepare an improved customer relationship platform, Foss and Stone (2001). Naturally Vehicles by themselves are highly exposed to technical and mechanical problems. In this regard, providing effective after sale service is very crucial to attract new customers and retain existing ones.

In addition to the industry's vulnerability for technological advancement and globalization, the automotive industry in Ethiopia is not well developed and organized which makes the products provided by the industry almost the same which leads to stiff competition in the industry. There also exists the research gap on intensive relationship between after-sales service and customer satisfaction and loyalty in Ethiopian automotive market. Past researches regarding the industry didn't address all areas (ibid). The number of studies made to the after sale service of automotive industry are very low. Recently there is no study made for three wheeler and motorcycles, although it belongs to one of the main transportation methods in Ethiopia. In a preliminary informal interview with some of the customers of the selected two products, most of them (not all) are highly unsatisfied with the after sales service provided by the company. Thus, it would be theoretically as well as empirically interesting to investigate whether and how after-sales service activities affect customer's attitude towards the products. Studies like this could strengthen knowledge regarding academic researches linking after-sales services with customer satisfaction

and customer relationship marketing as well as the after-sales activities in different automotive industries.

Giving the above reasons the importance of after sales service in the automotive industry is unquestionable as manufacturers cannot satisfy and hold customers and attract new ones. However, many actors in the automotive industry are not fully aware of the influence of after sales service in their businesses and its impact towards customer satisfaction and loyalty. The automotive industry companies in Ethiopia do not conduct continuous research and evaluation on their after-sales services provision. Even most researches conducted in this area (Issac et al, 2013, Ladokun et al, 2013) tried to investigate the quality dimensions of after sales service. But, there is a limitation with regard to the effect of the existence and absence of after sale service itself on customer satisfaction and loyalty. It is on this note that this research investigated the impact of after sales service on customer satisfaction and loyalty with special reference to Tagrow Business PLC in Addis Ababa, Ethiopia. Tagrow Business PLC is a company engaged in importing and distributing Indian made “Piaggio” three wheelers and “Hero” motorcycles distributors in Ethiopia. Moreover they are also the sole distributors of Awash Car Battery which is manufactured in Ethiopia.

Hence, this study identified the impact of after sales service in customer satisfaction and loyalty and pinpointed possible areas of improvement and recommended new approach in order to fulfill customers after sales services quality requirements.

Based on the statement of the problem and review of related literatures, this study gives answer for the following questions.

- What is the relationship between after sales service and customer satisfaction?
- What is the relationship between after sales service and customer loyalty?
- What is the relationship between customer satisfaction and customer loyalty?
- What are the after sale service’s offered in the selected automotive company?
- What are the customers view on the presence and absence of each dimension?
- What challenges does the selected automotive company faced in implementing the after sales service?

1.4. Objectives

1.4.1. General Objective of the Study

The main objective of this study is to determine the satisfaction level of Tagrow Business PLC Motorcycle and Three wheeler customers regarding different after sale service dimensions provided by the company and their loyalty towards the company.

1.4.2. Specific Objectives of the Study

- To identify the relationship between after sales service and customer satisfaction.
- To identify the relationship between after sales service and customer loyalty.
- To identify the relationship between customer satisfaction and customer loyalty.
- To identify the types of after sales services provided by the selected automotive company.
- To identify customers view on after sale dimensions.
- To identify the challenges that the company faces in providing the after sales services.

1.5. Conceptual Definition of Terms

After sales service: Service after the sale (referred to as after sales service, post purchase service, post-sale service, post scale product support, after sales product service, after sales support, and follow-up support) can be defined as service activities that are performed after the sale of a core product/service (M.K.Rampal, S.L.Gupta, 2008).

Customer satisfaction: is a measurement that determines how happy customers are with the company's products, services and capabilities (Kehler, 2002).

Customer loyalty: is an ongoing positive relationship between a customer and a business. It's what drives repeat purchases and prompts existing customers to choose the company over a competitor offering similar benefits (Qualtrics 2019).

Influence: is the power to affect customers to feel very satisfied (Rigopoulou, 2008).

1.6. Significance of the study

The findings of this research are very important and useful to many parties surrounding the automotive industry, the company itself and the general market. Also this research can add value on the effect of after sale services on customer satisfaction and loyalty to the literature depending on Kano model and to those researchers who would like to pursue their research on after sale service in Ethiopia, because the introduction of after sale service in Ethiopia is a recent phenomenon. In addition, firms in Ethiopia can acquire knowledge about the preparation and implementation of after sale service. Since the study revealed the importance of after sale service in attracting and retaining customers, it gives the general public an idea of what they shall expect from automotive companies so that they can easily identify value for their investments. It also enables the public to identify companies that meet their needs. Moreover, Tagrow business PLC can take the necessary corrective action to satisfy and build a long-term relationship with customers depending on the findings of this research paper.

The researcher also uses it for the partial fulfillment of MA degree, in addition to the opportunity for acquiring knowledge throughout the research.

1.7. Scope of the Study

After sale service is one of the best marketing tool for all companies to satisfy their customer needs and wants and attracting, developing, and retaining customers. This research is conducted to analyze the effect of after sale service on customer retention by taking four explanatory variables representing warrant, maintenance and repair, accessibility of spare parts and delivery service. Considering this, to intend the proposed goal both qualitative and quantitative data were gathered to examine if there is a correlational relationship between the independent variable after sale service, customer satisfaction and the dependent variable customer loyalty. To support this, explanatory research method is used, as this method gives the best advantage to examine the correlational relation between the independent and dependent variables.

Analyzing the effect of after sales services on customer satisfaction and loyalty of Tagrow Business PLC in all sales branches in the entire country is very tough and difficult. Therefore,

this study concentrated on analyzing after sales services on customer satisfaction and loyalty in the case of Tagrow Business PLC head office customers situated in Addis Ababa.

1.8. Organization of the Study

This research study is organized in five chapters. The first chapter is introduction which includes background of the study, background of the company, statement of the problem, research question, objective of the study, and significance of the study, definition of terms and delimitation and scope of study. Chapter two present review of relevant literatures. Chapter three focus on research design and methodology of the study. Chapter four demonstrates research finding, analysis and interpret data obtained from respondents. Chapter five is all about conclusion and recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter provides an insight to the readers about the theoretical framework, empirical review and conceptual framework of the topic under study. The theoretical review elaborates different theories developed by different scholars. Similarly, in the empirical framework different findings in the area with the actual figures presented. And in the conceptual framework, the independent and dependent variables discussed both theoretically as well as in figure.

2.1. Theoretical Literature Review

History of vehicle found back to the regime of Minilik II Ethiopia's Ministry of Transport reports in 2015 that there are 587 400 vehicles on the road, with an annual growth rate of approximately 6%. Approximately 84% of the market is passenger vehicles while commercial vehicles make up 16%. Second-hand vehicles dominate the market. Approximately 85% of vehicles are second-hand imports, of which almost 90% are Toyotas. These vehicles are imported primarily from the Gulf States, through the Port of Djibouti. The vast majority of Ethiopia's vehicles are concentrated in Addis Ababa, while the number of vehicles in rural areas remains low automotive insight (2016).

Ethiopia's automotive industry is among one of the major contributors to the national economy. But, there is no vehicle manufacturing company in Ethiopia which means the country imports all of its automotive (vehicle) needs, Eskinder (2007). AMCE (IVECO), EIG (SCANIA), EBG (VOLVO), ORBIS (MERCEDES), Nyala Motors (Nissan Diesel), National Motors (ISUZU), Ethio Nippon (MITSUBISHI), HAGBES (DAEWOO) and MOENCO(TOYOTA) are the big importers of commercial trucks in Ethiopia.

But now the case is somehow different there are companies which assemble cars in Ethiopia. The Ethiopian Investment Commission (EIC) reports that 31 foreign vehicle investment projects (largely Chinese projects but also some involvement of European companies) and 73 domestic vehicle assembly investment projects have been licensed since 1998. This means that a total of 104 companies have been licensed for vehicle assembly in the country over the past two decades.

However, only a few of these are operational, with the vast majority licensed at the pre-implementation stage. As per the report the domestic assembling firms include Yang Fan (Lifan), Betret international (BYD), Mesfin Industrial Engineering (Geely), Nigma motors and ZAZ (Nigma produce Daewoo, Chevrolet under licence), Bishoftu Automotive Industry (BAI) (Bishoftu), Belayab Engineering (FAW), Automotive Manufacturing Company of Ethiopia (AMCE)(IVECO)(Automotive insight (2016)).

Considering the average age of the cars in the country is 15 years, most vehicles in Ethiopia are old and technically unstable and this is because of the country's low car penetration rate which is estimated at less 4000 units of car penetration and this is among the lowest in the world. In Ethiopia TOYOTA has large market share and clear leadership position (market share around 50%). Unlike the four wheel vehicles, three wheel vehicles and Motorcycles has a very recent history in Ethiopia. Tagrow Business PLC and TVS are the two big importers of these products. Peoples especially out of big cities frequently use the three wheel and Motorcycles in their day to day life.

(Bhave 2002) stated that a satisfied customer is a valuable asset to a company and directly works as a reliable and credible advertisement. For this, it is important that customers are able to experience quality service conveniently. In the automotive industry there is always an increase in competition along with rapid development of new customer service technologies which force firms to prepare an improved customer relationship platform, Foss and Stone (2001). Naturally Vehicles by themselves are highly exposed to technical and mechanical problems. In this regard, providing effective after sale service is very crucial to attract new customers and retain existing ones. (Ko & Pastore 2005) have noted that for a service to be convenient, it must be an appropriate service and must be provided at a time most convenient for the customer. Good after sales service has been known to result in lasting relationships with customers who return time and again and are usually the most profitable ones for a company (Cohen. 2006; Alexander. 2002).

Organizations can't survive for so long without the existence of satisfied customers which means the survival of any business is dependent on customer satisfaction. In this regard every business organization should give priority to satisfying existing customers and attract new one than profit or anything else. In addition to this, continuously measuring customer's satisfaction level would

give organizations the much needed assurance level to long, successful and bright existence in the market. In recent years after sale service is being used to measure customer's satisfaction level and loyalty by almost every business organizations.

2.1.1. What is after Sales Service?

Service after the sale (also referred to as after-sales service, post purchase service, post-sale service, post sale product support, after-sales product service, after-sales support, and follow-up support) can be defined as service activities that are performed after the sale of a core product/service (M.K.Rampal, S.L.Gupta, 2008), that directly support that product/service (Christopher Lovelock., Jochan Wirtz, Jayanta Chatterjee, Fifth Edition 2008), and that have the primary purpose of satisfying the customer (Adele Berndt,2009). After-sales service performance may occur before (e.g., installation), during (e.g., customer help and advice), or after (e.g., repair service) actual product/service usage (Hollis Landrum., Victor Prybutok., Xiaoni Zhang., Daniel Peak,2009).

As a term, "after-sales services" has been used the most, to describe services that are provided to the customer after the products have been delivered (Vitasek, 2005). The same services are sometimes also called "field services", when they are embodied in the main characteristics that are located at a customer's site (Simmons, 2001). "After-sales support" (Agnihotri, 2002) as well as "technical support" or even just "services", are terms also found in the literature (Goffin and New, 2001). "After-sales services" are often (Lele and Karmarkar, 1983) referred to as "product support activities", meaning, all activities that support the product centric transaction. The after-sales service constitutes a means to uncover customer needs and a strategic driver for customer retention. It represents, in fact, "one of the few constant connections that customers have with a brand" (Gallagher, 2005), influencing customer satisfaction and loyalty. After-sales service is a way to allow a continuous improvement of product design and quality (Armistead and Clark, 1992; Cohen and Whang, 1997; Thoben, 2001). The perception of after-sales as a source of competitive advantage and business opportunity requires a shift from a traditional product-centric view, in which after-sales is considered a "necessary evil" (Lele,1997) to customer-centric view.

Almost all consumer durable goods need post sales servicing .After sales service is an important aspect of a marketing transaction. Such service covers repairs, spare parts and smooth maintenance at lower charges after the product has been sold and being used. The need for such services arises to prevent dissatisfaction, frustration and ill will among customers against the manufacturer's product (Memoria C. B, Suri R. k & Memoria Satish, 2006). Aftersales service has discussed under two major perspectives in literature. When it is referred to the service providing organizations, it is taken as one of the supplementary services among some complementary services offered to the customer (Oliva & Kallenberg, 2003). On the other hand; when it referred to the tangible goods, it is treated as operative activities by a few or all distribution channels (Gaiardelli, Saccani, & Songini, 2006). Such activities included; the product delivery, the installation, the product warranty, the quick response of customer complaint, the product related help or training, and the repairing service (Gaiardelli, 2006).

At the time of sale, the buyer and seller have different kind of expectations. For the seller, the sale is a culmination of a long sales negotiation; it is time to collect monetary reward for the labors. Sales closure opens new opportunities with new potential customers and matters shift from the sales team to the production team. From the buyer's point of view, a sale is an initiation of a new relationship; the buyer is frequently concerned about support and the attention it will get wishes to continue to interact with the sales team (Vavra, 1994 and 1995). After sales service include maintenance, repair, and upgrading. If these services can be offered at a fixed or guaranteed rate, they could be a significant competitive advantage. In maintenance, it is to be remembered that one way of solving the repair problem is to have defect-free products and then service can be bundled into the product price, which can also be of strategic value (Rothschild, 1984). In recent decades, after sales service has changed drastically, Wellemin (1984),. Customers have become more dependent on efficient operation of suppliers' equipment, services are labor intensive and cost of labor has risen, products intended for the same markets are becoming more similar, customers are increasingly selective as they seek value for money, and social changes have reflected to services, for example when a service force works in the customer's premises, the supervision is frequently minimal.

After sales service is more than merely fixing what has gone wrong, this appears to be the primary function of many after sales service functions. Manufacturers should anticipate the after

sales needs in product design, but experience shows that manufacturers do not incorporate customers' concerns actively enough at the product design phase (Mathe and Shapiro, 1993). In the case of durable goods, at least customer, dealer, third party provider of service, the manufacturer of the tangible product, and the supplier of parts and components can be involved in the after sales service operations. The traditional approach to after sales service centers is on technical intervention, where the focus is on improving technical tools and work methods. The approach of Mathe and Shapiro (1993) looks for increased overall efficiency between the supplier and customer. Service activities are defined at the design phase.

After sales service may not be profitable on its own, but is frequently a key determinant in the sale of the product itself. It has been estimated that the importance of services will grow in the future. Product support can be a basis for developing a close relationship between a supplier and its customers. For example, among the criteria in the purchase of computers by small and medium size companies, after sales service (maintenance) had the strongest influence on customer behavior, Pras, 1987. Difficulties related to a relationship between a supplier and its customer can be reduced by offering services that complement the product (Jackson, 1985).

Ideally, a product is not only the physical output but also the portfolio of intangible services. Mathe and Shapiro (1993) identify areas where a supplier needs to support the service mix. As a company develops processes for tangible products, it needs to design the process for producing and delivering the service. Equipment and service availability goals play an important role when after sales support costs are determined, and form part of the technological plan. The purpose of a marketing plan is to tie tangible product and services together as a package. A human resource plan relates to resources, while a physical asset plan is concerned with facilities and inventories, and a capital resource plan integrates financing (Mathe and Shapiro, 1993). Developing customer loyalty may require increasing the amount of contact with customers. Aftersales provides a continuous link between the supplier and the customer. In the automobile car industry, if car owners are dissatisfied with the quality of maintenance services, over half of them could consider changing brands. Ineffective after sales service may be unprofitable and could lead to dissatisfaction among customers (Mathe and Shapiro, 1993).

Now a day, companies have a variety of technological and service options for different dimensions of customer satisfaction. The particular composition of a service-mix depends on the

management's decisions to optimize customer satisfaction and to minimize the cost (Mathe and Shapiro, 1993). In the case of technical products, the need to communicate with the customer does not end with the sale. After sales communication can be critical for customer satisfaction. Only if the customer can use the product effectively, can he/she be satisfied and become a repeat buyer. One means of communication is through manuals. Inaccurate manuals have an effect on customer satisfaction; even they do not have effect on the technical capabilities of the product. Customer training is frequently required for many technical products and systems. Customer training falls somewhere between marketing and engineering. Training provides an opportunity to reinforce the selling efforts, at the same time providing accurate information on the technical capabilities of a product (Riggs, 1983).

According to Loomba (1998), the main objective of the after-sales is to keep the customer satisfied through trust, credibility and sense of security conveyed by the organization, and building lasting relationships that contribute to increased performance for sustainable results. Competitive advantage, Customer satisfaction, Long- term customer relationship, customer retention and loyalty, New product success and development, High profit, Differentiation and Branding are the main benefits an organization could get from providing after sales services, (Forooz and Rostami, 2006).

Every organization is trying to differentiate itself in the market by providing value-added services according to the customers' needs and wants. After-sales services are essential to satisfying and retaining the customers (Choudhary, 2011). The study of Rigopoulou, Chaniotakis, Lymperopoulos, and Siomkos (2008) reported that quality of after-sales service has a positive influence on perceived value, behavior intention, and customer satisfaction. The primary objective of any firm is to satisfying its existing customers and attracting potential customers. In this regard, after-sales service activities are much contributed to customer satisfaction; it is given to the buyer by the seller after selling the product or service (Murali, 2016).

The key to build a long-term relationship and enhance customer loyalty is to create superior value for customers. It helps to improve customer loyalty (Yuen & Chan, 2010). Aftersales service, personal interaction, problem-solving, and promotion activities have a positive relationship with satisfaction and loyalty (Yuen & Chan, 2010). Also, Maghsoudlou, Mehrani,

and Azma (2014) found a significant correlation between after-sales service and satisfaction. The quality of after-sales service is a crucial factor to influence customer purchasing decision (Nemati, Khan, & Iftikhar, 2010). After-Sales service is an essential tool for winning customer loyalty (Nasir, Mushtaq, & Rizwan, 2014). A company can create, maintain, and improve customer loyalty by providing excellent after-sales services such as the quick response of customer complaint, replace the faulty good or make a full refund in case of the customer is not happy with the products or service (Nasir, 2014).

2.1.2. Types of After Sales Services

Bhasin, 2019, provides and explains the seven types of after sales service automotive and electronic enterprises should provide to keep customers satisfied.

- 1. Pre-installation services:** Whenever a product is bought it comes with a manual for installation. Depending on the nature of the product the installation may vary. While some products have very specific installation steps other products are customer friendly. Providing free pre-installation is one of the after sales services. Most of the companies provide this for free of cost world very few companies may charge. Providing good installation services starts in the customer and customer service relations on a good note. Industrial machinery, electric household items, Copier machines, requires technical expertise installation. Providing a demonstration is also a part of installation wherein the customer service team installs the product and demonstrates the functions of the product.
- 2. User training:** Training of the end user is another part of after sales service. In the case of automotive and industrial machinery, this is a very crucial part. Even in case of surgical equipment's which are used in the operation theatres, it is very essential that the doctor has to get trained on the machine. An automotive organization has to ensure they provide training to the end users or suppliers in their case effectively. It is very essential that user training is provided propositions user is going to be handling the product.
- 3. Warranty services:** This is perhaps the most common type of after sales service provided by almost every company for almost every product. Warranty services include repairing replacement of selected parts for a selected period of time. In such a way different companies have different policies for their products. Warranty services are

perhaps the best types of after sales service. Some companies provide a service of extended warranty wherein the customer can pay a little extra and get the warranty extended for a limited duration. Extended warranty is useful in the case of electronics.

4. **Online support:** E-Commerce companies have started providing online support for any of the product related queries. There is a dedicated helpline for customer service wherein the grievance redress mechanism is carried out according to the standard procedure of the company. The customer may call the online support or chat as per his comfort, discuss the problem and get it resolved. Online support is very effective for software services and laptop support. The customer service can share the screen and resolve the problem immediately in most of the cases.
5. **Return/Replacement:** For a Limited period of time companies provide free replacement of the product in case of any queries. However, this is with certain terms and conditions. In some cases, replacement may be of the entire device, or in other cases, replacement may be only of the defective part. In case of returns, the product is returned to the company and the customer is issued with either the store credit or replaced product or the amount is refunded. The rules may vary according to the company.
6. **Features and benefits:** One of the Types of after sales service, some companies provides additional features for example replacement of a part for a lifetime, for free counseling for the entire duration of the product.
7. **Upgrades:** Offering customer the chance to enhance the performance of the existing products can be an important aspect of support. For example, computer manufacturer's offer upgrades, because they increase the working lifetime of products and can be a significant source of revenue. Original equipment manufacturers have a competitive advantage in this because they normally have records of where equipment has been sold which could benefit from upgrading.

2.1.3. Customer Satisfaction

Customer satisfaction has been one of the top tools for a successful business. Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time (Beauvillard, A. 2009). With marketing, customer

satisfaction also comes along with it which means it ascertains the expectation of the customer on how the goods and services are being facilitated by the companies. Actionable information on how to make customers further satisfied is therefore, a crucial outcome (Oliver 1999.)

At a glance, customer satisfaction is a crucial component of a business strategy as well as customer retention and product repurchase. To maximize the customer satisfaction companies should sell ideas and methods after the completion with all the necessary documents. As for example, customers will buy a car after taking a closer look at it such as how is the engine, what is its model, how many kilometers it has been traveling, and is there any cracks or not. Therefore, they do not feel disappointed after purchasing it. Otherwise, if the company uses only their sell and build method customers might expect that the car is exactly the same as what they see in the pictures or during the exhibition and later on the company might receive complaint if anything is wrong. Customer satisfaction is a barometer that predicts the future customer behavior (Hill, Roche & Allen 2007.)

However, the product and its features, functions, reliability, sales activity and customer support are the most important topics required to meet or exceed the satisfaction of the customers. Satisfied customers usually rebound and buy more. Besides buying more they also work as a network to reach other potential customers by sharing experiences (Hague & Hague 2016.) The value of keeping a customer is only one- tenth of winning a new one. Therefore, when the organization wins a customer it should continue to build up a good relationship with the client. Providing the quality of goods and services in the 20th century is not only to satisfy the customers but also to have a safe position. Indeed, this has benefited the customers significantly on consuming qualitative products (Rebekah & Sharyn 2004.)

Customers often look for a value in the total service which requires internal collaboration among the department that is responsible for different elements of the offering, such as the core product (goods or services) delivering the product, product documentation, etc. Moreover, from profitability and productivity perspectives only activities that produce value for customers should be carried out. Hence, firms have to get to know their customers much better than has normally been. However, the company should be able to build trust with the customer so it is easy to get the feedback from the customer. This is how customer oriented product or service could be developed (Hill, Brierley & MacDougall 2003.)

Customer satisfaction is dynamic and relative. Only the idea “customer-centric” can help companies improve satisfaction and keep customer truly, conversely, if competitors improve customer satisfaction, then it may loss corporate customers. While improving customer satisfaction, customer expectations should be noticed. Service quality, product quality and value for money have a direct positive impact on customer satisfaction. Employee satisfaction is equally important before achieving the customer satisfaction. If employees have a positive influence, then they can play a big role to increase customer satisfaction level. Satisfaction is a dynamic, moving target that may evolve overtime, influenced by a variety of factors. Particularly when product usage or the service experience takes place over time, satisfaction may be highly variable depending on which point in the usage or experience cycle one is focusing. (Rebekah, B. & Sharyn, R. 2004)

Customer satisfaction is influenced by specific product or service features and perceptions of quality. Satisfaction is also influenced by customer’s emotional responses, their attributions nether perception of equity (Zeithal & Bitner. 2003, 87-89.) Increased customer satisfaction can provide company benefits like customer loyalty, extending the life cycle of a customer expanding the life of merchandise the customer purchase and increases customers positive word of mouth communication. When the customer is satisfied with the product or service of the company, it can make the customer to purchase frequently and to recommend products or services to potential customers. It is impossible for a business organization to grow up in case the company ignores or disregards the needs of customers (Tao 2014.)



Figure 1. Customer satisfaction analysis model (Adapted from Tao 2014.)

Customer relationship management triangle law describes: Customer satisfaction = customer expectations customer satisfaction. In the given figure customer satisfaction can be seen negatively correlated with customer expectations. The figure clearly shows difference between the customer experience and customer expectation. Therefore, it is divided into five intervals (very dissatisfied, relatively dissatisfied, general satisfaction, relatively satisfied and very satisfied). When a customer experience essential flats with customer expectation, the customer satisfaction become higher. On the contrary, compared with the expectations, the worse customer experience brings lower customer satisfaction. There are two ways to improve customer satisfaction for companies. First, service improvement, to enhance the customer experience and second try to effectively manage customer expectations by reducing the desired level. However, the first approach is widely used in the organization and achieved great success. In the future, companies will need to still make some adjustment for continuous improvement (Tao 2014.)

2.1.3.1. Factors influences customer satisfaction

Consumer behavior refers to the selection, purchase, and consumption of goods and services for the fulfillment of their basic and the fundamental needs. There are different phases involved in consumer behavior. Initially, the consumer finds the needs and then goes for the selection and budgets the commodities and takes the decision to consume. Product quality, price, service, consumer emotion, personal factors, situational factors, a perception of equity or fairness, product features are some of the factors that influence the customer satisfaction. On the other hand, several factors like mentioned in the figure influence the purchasing behavior of the consumer (Rebekah, B. & Sharyn, R. (2004).

- **Cultural factors:** Culture is crucial when it comes to understanding the needs and behavior of an individual. The values, perceptions, behaviors and preferences are the factors basically learned at the very early stage of childhood from the people and the common behaviors of the culture. Norms and values are carried forward by generation from one entity to the other. Cultural factors represent the learned values and perceptions that define consumer wants and behaviors. Consumers are first influenced by the groups they belong to but also by the groups (aspirational groups) they wish to belong to.

- **Social factors:** Human beings live in an environment surrounded by several people who have different buying behavior. A person's behavior is influenced by many small groups like family, friends, social networks, and surrounding who have different buying behaviors. These groups form an environment in which an individual evolves and shape the personality. Hence, the social factor influences the buying behavior of an individual to a great extent.
- **Personal factors:** This consumer behavior includes personal factors such as age, occupation, economic situation, and lifestyle. Consumer changes the purchase of goods and services with the passage of time. Occupation and the economic situation also have a significant impact on buying behavior. On the other hand, a person with low income chooses to purchase inexpensive services. The lifestyle of customers is another crucial factor affecting the consumer buying behavior. Lifestyle refers to the way a person lives in a society and is expressed by the things in the surroundings.
- **Psychological factor:** Many psychological factors like motivation, perception, learning, and attitudes and beliefs play a crucial role in purchasing a particular product and services. To increase sales and encourage the consumer to purchase the service organization should try to create a conscious need in the consumer's mind which develops an interest in buying the service. Similarly, depending on the experiences of the customer's experiences, beliefs, and personal characteristics, an individual has a different perception of another. Attitudes allow the individual to develop a coherent behavior against the class of their personality. Through the experiences that the consumers acquire, the customer develops beliefs which will influence the buying behavior.

The factors that influence customer vary from people to people and by the culture of the people. Hence, for a successful consumer oriented market service provider should work as a psychologist to procure consumers. By keeping in mind that affecting factors can be made favorable and goal of consumer satisfaction can be achieved. The study of consumer buying behavior is gateway to success in the market. Overall the result shows that brand image, perceive value, price, health concern and quality influences customer satisfaction.

2.1.3.2. Customer satisfaction models

There are different customer satisfaction measurement models which are used as a classical tool to identify and focus on customer satisfaction. This includes the following models:

1. **Quality Function Deployment (QFD)** According to Yang (2005), Yoji Akao in Japan developed Quality Function Deployment in 1966. By 1972, the power of the approach had been well demonstrated at the Mitsubishi Heavy Industries Kobe Shipyard (Sullivan, 1986). In Akao's words, QFD "is a method for developing a design quality aimed at satisfying the consumer and then translating the consumer's demand into design targets and major quality assurance points to be used throughout the production phase. It is a way to assure the design quality while the product is still in the design stage.
2. **Benchmarking** According to Rizaimy, (2009), benchmarking simply means looking outside a particular business to analyse others performance levels and how they achieve it. Benchmarking is the process of ascertaining the best in the business that set standards. Benchmarking helps by providing an idea about where one stands in relation to a particular standard. This can be done within an organization and in other industries. Not only must an organization know its own performance, but it must also have an estimate of where its competitors stand. Benchmarking helps the organization to identify areas that compel a performance improvement. Usually benchmarking involves a specific performance indicator such as defects per unit measure or mean time between failures, etc.
3. **Kano model:** Kano Model (1984) which was developed by Noriaki Kano and his colleagues to categorize the attributes of a product or a service; based on how well they are able to satisfy customers' needs, is used to categorize the major after sales service on the basis of Threshold Attribute, Performance Attribute and Excitement Attribute. Kano model states that the relationship between the performance of a product attribute and satisfaction/ dissatisfaction level is not necessary linear. Some attributes can be asymmetrically related with satisfaction/ dissatisfaction levels. According to principle, product attributes are classified into one of the five categories.

- **Attractive:** Those qualities that the customer is not expecting, but receives as a bonus.
- **One-dimensional:** The better the companies are meeting these needs, the happier the customers are
- **Must be:** The essential character of the product or service which must be present at any cost, else the customer will go somewhere else.
- **Indifferent:** These attributes refers to aspects that are neither good nor bad, and they do not result in either customer satisfaction or customer dissatisfaction.
- **Reversal:** These attributes refer to a high degree of achievement resulting in dissatisfaction and to the fact that not all customers are alike.

The following figure shows the dimensions of Kano Model.

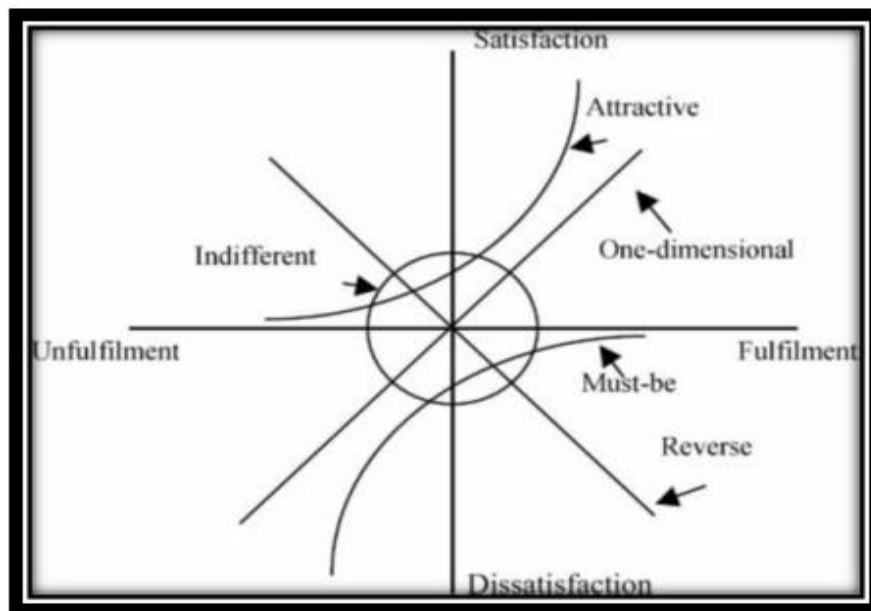


Figure 2. Kano model customer requirement graph (Mamunur, 2010)

Since Kano model is important tool to measure customer satisfaction on a specific service as well as the importance level of that service for customers and it is used to measure customer satisfaction with disconfirmation theory (which is to be used in my research) and also mostly

used by many researchers, the researcher has chosen Kano model as a customer satisfaction measurement model to know the effect of after sale service on customer satisfaction and loyalty.

2.1.4. Relationship between Customer Satisfaction and After Sales Service

In the current business environment, marketers need to understand after sales service quality has major influence on customer satisfaction as customers buy products or services and on whether they continue to do so (customer loyalty). Preserving their long-term customer relationships requires that these businesses both measure and appropriately adjust the quality of their customer's service. As a result, measurement and improvement in the current service quality level are of interest to companies whose revenues in whole or part from service delivery (Rajnish 2010).

It is well acknowledged that the margin from after-sales service is much larger than that from the product. That is, aftersales service is considered a key revenue generator in certain categories (Beauvillard, A. 2009). Hence, on one hand, offering a large number of extra after-sales service plans to consumers, leads to higher profitability on the other hand recent marketing management focuses on lifetime value of a customer and maintaining long-term relationships with customers (Gupta & Lehmann 2007).

According to Sattari (2007) in order to study customer satisfaction on services the following theories are applicable.

- I. The Disconfirmation of Expectations Theory:** The disconfirmation or expectations theory holds that satisfaction/dissatisfaction responses arise from a cognitive evaluation process in which pre-purchase "expectations" or prior beliefs about the likelihood of product-related experiences or outcomes are retrieved from memory and compared to cognitions about the product-related experiences or outcomes actually realized in the consumption of the product. The result of this comparison is expectancy disconfirmation, which ranges from negative (expectations exceed realized outcomes) through zero (expectations just equal realized outcomes) to positive (realized outcomes exceed expectations).

- II. The Value-Percept Disparity Theory:** This theory asserts that satisfaction/dissatisfaction is an emotional response triggered by a cognitive-evaluative process in which the perceptions of (or beliefs about) an object, action, or condition are compared to one's values (or needs, wants, desires). Since it is the attainment of values that consumers seek, rather than the confirmation of their expectations, it is posited that perceptions of products, institutions, or marketplace actions are simply tested against the extent to which they meet the consumer's values. While products may provide more of an attribute or outcome than what is desired, this has no impact on satisfaction unless this aspect causes a blockage in the attainment of another value.
- III. Regret Theory:** This theory was developed by Taylor (1997) theory proposes a richer notion of satisfaction that included expectations about un-chosen option. This theory retains the basic expectancy – disconfirmation paradigm as a basis for regret theory approach. Regret directly influences the consumers' decision to purchase again. Marketers try to diminish negative feelings about the product or service by reducing post decision dissonance and regret.
- IV. Disconfirmation Theory:** According to Sattari (2007), the disconfirmation theory states that overall customer satisfaction is the difference between customer desire and expectation and the actual performance of the particular good or service. Though these theories are used to know customer satisfaction, the researcher used disconfirmation theory because this theory considers actual performance on the product or service are clearly used to know the satisfaction of customers that has been stated in the rest theories.

2.1.5. Customer Loyalty

Oliver (1999,33) defines loyalty as "a deeply held commitment to repurchase and re-patronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behaviors. "Customer loyalty is viewed as the strength of the relationship between an individual's relative attitude and re-patronage. Although customer satisfaction is a crucial part of a business, satisfaction alone cannot take a business to a top level. Customer satisfaction produces a positive financial result, especially in regular purchases. Today's unforgiving market where creating and maintaining customer loyalty is more complex

than it used to be in the past years. This is because of technological breakthrough and widespread of the internet uses. Loyalty building requires the company to focus the value of its product and services and to show that it is interested to fulfill the desire or build the relationship with customers (Griffin 2002.)

Thomas and Tobe (2013) emphasize that “loyalty is more profitable.” The expenses to gain a new customer is much more than retaining existing one. Loyal customers will encourage others to buy from you and think more than twice before changing their mind to buy other services. Customer loyalty is not gained by an accident; they are constructed through the sourcing and design decisions. Designing for customer loyalty requires customer-centered approaches that recognize the want and interest of service receiver. Customer loyalty is built over time across multiple transactions.

A relationship with a customer is equally important in customer loyalty and this requires that company work in a broader context that extends beyond itself, as no company can be world class at everything (McDonald & Keen 2000). Gremler and Brown (1999) divided customer loyalty into three different categories that include behavior loyalty, intentional loyalty, and emotional loyalty. Behavior loyalty is repeating purchasing behavior while intentional loyalty is the possible buying intention. Emotional loyalty, however, is achieved when a customer feels that a brand corresponds with their value, ideas, and passion.

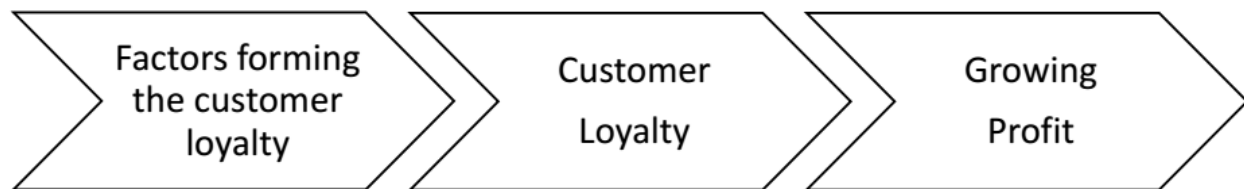


Figure 3. Model of customer loyalty (Adapted from the loyalty model 2012.)

Figure 3 illustrates how much customer loyalty is as much a process as other. According to the model of the customer loyalty factors forming customer loyalty such as understanding the customer’s needs, wants. The company must pay attention to price, promotion, service and products in order to gain the customer loyalty. At the same time to create the comfort

environment between the customer and the company is vital. Investment to loyal customers brings advantages to the business such as growing effectiveness and profit of the business.

2.1.5.1. Factors influences customer loyalty

Customer loyalty is another important factor in customer satisfaction. The impact of the satisfaction in loyalty has been the most popular subject in study of the marketing theory. Therefore, several studies have proved that satisfaction and loyalty have the direct connection between one another. As satisfied customers are loyal and dissatisfied customers are a vendor (Heskett 2011.)

Finding the loyal customer is not accessible even the customers seem to be satisfied with the products and the services. In fact, the behavior and attitude of the customers towards the particular goods and services matters the most. If the behavior of the customers is positive to the service holder, then those customers are said as a loyal customer (Abdullah 2012.) There are two types of customer loyalty based on behavioral and emotional loyalty on the goods and services. Behavioral loyalty refers to frequent shopping in a particular retailer and emotional loyalty refers to the customers' concern towards certain retailer on the basis of past buying experience and attitude. In this both behavioral and emotional loyalty model, increased satisfaction should increase customer loyalty. When customers are not satisfied, customers have the option to express the complaints going to the competitor. But, the study has shown that 60-80% of the customers are satisfied and very satisfied on the survey just prior to the defection. Therefore, there should also be other factors besides satisfaction that have a certain impact on customer loyalty (Reichheld & Schefter 2000.)

At the time of 1980 product durability and service quality used to be evaluated by customer loyalty. But, there has been dramatic changing in the late 1980 and in 1990, when the needs and wants of the customers were identified by the retailers in the market. Nowadays, in this modern era, the companies have changed this concept towards the initial target consumers by manufacturing ordinary product benefits in order to persuade customers' satisfaction and loyalty (Abdullah 2012.) Service quality, product quality, price strategy, store attributes are the four major variables that influence customer loyalty. Service is one of the most complex factors

which do not exist before they are consumed. In order, to develop the service management it is important to understand what customers are really looking for and what the customers evaluate. Customers expect the quality of service through retailers, so, the service marketers have to assess how customers perceive the quality of the "services feature" implied by the perceived service quality framework.

Service quality refers to the result of the comparison that the customer makes their expectation about the service and their perception of the way the service has been performed (Grönroos, C. 2007). Originally, there was no any model for the quality measurement based on a service quality. Normally, customer satisfaction studies are conducted to figure out how satisfied customers are with a certain service. Later on, Leonard Berry and his colleagues developed the SERVQUAL (SERVICE QUALITY) instrument which is important for measuring the customers' service quality. The relationship between customer satisfaction, customer loyalty and service quality are studied based on the complaints from the dissatisfied customers. (Ziethaml & Bitner, 2003).

Hence, consumer complaints are overviewed through customers' expectations, perceptions on the service of goods. The perceived value of the consumers is liable on the expectations and outcomes of the evaluation process of the customers. Further, service quality has a significant relationship with the customers' satisfaction which directly affects the customers' loyalty. Therefore, the retailer should focus on these factors to increase customer relationship with satisfaction and loyalty in this competitive retail market globally.

Product quality is also another core factor of the customer's satisfaction and loyalty. Product quality is a collection of features and sharp brand product characteristics which have a contribution to the ability to fulfill specified demand. Product qualities also have different dimensions such as features, performance, reliability, durability, serviceability and customer perceived quality. Out of all these dimensions, mainly five elements, product durability, product variety, product freshness, product attractiveness and product equity have been used to measure the satisfaction and loyalty of the customers.

Variety of products helps the retailers understand the buying behavior of the customers because the perceptions of the quality product vary from one another. Because of product variety, the

firms will get an opportunity to pay attention towards the customer and also increase the greatest product variety. This will increase the growth and volume of the product as well as the customers' satisfaction and loyalty to a great extent. Hence, the firms had begun to develop the satisfaction and loyalty of the customers by offering quality goods and services.

2.1.5.2. Relationship between Customer Satisfaction and loyalty

Based on Coyne (1986), there are two critical thresholds affecting the link between customer satisfaction and customer loyalty. On the high side, when satisfaction reaches a certain level, loyalty increases dramatically, at the same time satisfaction declined to a certain point, loyalty dropped equally dramatically (Oliva, Oliver & MacMillan 1992.) The customer is link to a business success. Customer satisfaction and loyalty should be incorporated into the long-term goal of a business. Customer satisfaction is a key element for every organization wishing to increase customer loyalty and create a better business achievement. The role of satisfaction in loyalty largely indicates that the former is a key determinant of the latter (Dick & Basu 1994.)

Customer satisfaction itself is not an indication that there will be customer retention. A loyal customer is a customer whose expectations are met or exceeded and they proactively refer the supplier. The nature of loyalty has changed over time in society; nowadays it is based on mutually earned loyalty by the continued delivery of superior value to the customer. Customer loyalty can be measured and analyzed to minimize customer turnover and to increase the growth of key accounts. Griffin (1995) defined a loyal customer as a customer who regularly repeat purchases, purchases across product and service lines, has some level of immunity to competitors, and refers to others (Gouillart and Sturdivant, 1994, Hepworth and Mateus 1994, Wellington, 1995, Reichheld, 1997, Dickey 1998, Gitomer, 1998).

Kaplan and Norton (1996) propose that managers should have a clear idea of their targeted customers and a specific set of core outcome measurements such as customer satisfaction, retention, and profitability. Customer satisfaction measurements have frequently yielded results suggesting that the relationship between customer satisfaction and customer loyalty is not constant. According to recent research, this link has proven to be the least reliable. Aggressive

pricing policies could lure customers away from excellent service providers, which can affect short-term measures (Heskett et al., 1997).

According to Ruyter and Bloemer (1999), the relationship between loyalty and satisfaction has remained equivocal. This may be even truer for services that are delivered over longer periods. Oliva et al. (1992) argue that the relationship between service satisfaction and customer loyalty is non-linear. Anderson and Mittal (2000) argue that the links between customer satisfaction and customer retention can have asymmetric and non-linear aspects. Heskett et al. (1994 and 1997) propose that job satisfaction and customer satisfaction are closely related. Furthermore, Heskett et al. (1997) claim that there is direct and strong relationship between profit, growth, customer loyalty, customer satisfaction, value of the goods and services delivered to customers, and employee capability, satisfaction, loyalty, and productivity. Oliver (1996) also states that quality, satisfaction, and loyalty have an impact on profits. Ruyter and Bloemer (1999) in their attempt to extend knowledge about loyalty in services by including value attainment as a factor, argue that, in cases of relatively high levels of satisfaction, satisfaction would be the most important determinant of customer loyalty. However, in cases of extended service encounters, it may not always be possible to attain high levels of satisfaction.

Oliva et al. (1992) propose that the relationship between service satisfaction and loyalty is nonlinear. She additionally point out that customer's behavior lags behind customer satisfaction, which makes it increasingly complicated to model the customer satisfaction-loyalty. They propose that the satisfaction-loyalty relationship can be either linear or non-linear depending on the level of customer involvement. Any enhancement of service is regarded as investment. As a supplier has documented all service encounters, it should establish the relation between customer satisfaction and loyalty on all the major dimensions of service. In practice, the supplier can then looks at loyalty and identify key non-linear variables of services. In key variables there should exist three types of variables: variables whereby the supplier underperforms compared to the competitors, variables from which major increases in loyalty can be gained for relatively small investments, and increases in service that can be made by drawing on assets of the firm that are relatively inappropriate for the competitors.

There is a close relationship between customer loyalty and service quality (Wallace 1997). Several customer satisfaction variables significantly affect the customer's global customer

satisfaction (Innis and La Londe 1994). Customer service attributes received high ratings for the importance to customer satisfaction in a business-to-business environment study in retail business (Innis and La Londe, 1994). These attributes for the physical distribution of customer service were rated higher than many marketing attributes. Kristensen and Kanji (1998) and Kristensen (1992) have established a model linking customer satisfaction to the profitability of a company. They defined customer satisfaction as:

$$CSI = \sum_{i=1}^n \omega_i c_i$$

Where, CSI is the Customer Satisfaction Index, n is the number of quality parameters, ω_i is the importance of a given parameter and c_i is the evaluation. Profits can be described as follows:

$$\Pi = \text{Likelihood of buying} \times \text{Quantity bought} - \text{Costs}$$

Where quantity bought is measured in sales price.

The likelihood of purchasing is the loyalty function, which is presented as follows:

$$L = L(\varsigma_1, \varsigma_1, \dots, \varsigma_n)$$

where

$$\varsigma_i = \omega_i (c_i - c_i^*)$$

Where c_i^* is the satisfaction of parameter i for the main competitor. Therefore, the elements of the loyalty function are related to the competitive position of a given parameter combined with the importance of the parameter. Therefore, the customer may be satisfied, but because of the competition, loyalty could be low (Kristensen 1998).

2.2. Empirical Literature Review

Gupta S, Lehmann DR (2007) in their study on the impact of after sales service on customer relationship discovered that after-sales service is regarded as an important factor that has an impact on establishing good relationships with customers. Alexander WL, (2002) accepted the claim that returning customers are the most profitable ones, as they require less marketing effort and relationship building. They agreed that after-sales service acquires a critical role as a means to achieve customer satisfaction and retention.

Rosen D. and Surprenant C. (1998) studied whether after sales service is enough for the long relationship with customers. They selected two different industries with 220 respondents, while open ended questionnaire was used to collect the data. Both descriptive and qualitative analyses were used to analyze the data. Results showed that after sales service is marketing tool that create and establish long term relationship with customers through good communication and flexibility. Furthermore, excellent service may enhance the success rate of new products.

According to Ehinlanwo and Zairi (1996) Toyota describes its after sales objectives as customer satisfaction, customer retention, efficiency in work and job flow, both for the distributor and dealer, and high service absorption for dealers, while Ford describes its after-sales objectives as to make Ford the number one aftermarket operation by providing owners of Ford vehicles with an ownership experience. The after sale services given by those companies include: Maintenance service, original spare parts, warranties, washing, key-care service and training program.

Potluri and Hawariat (2010) conducted a study on assessment of after-sales service behaviors of Ethiopia Telecom customers to assess and review fixed-line telecom customers' perception of the quality of after-sales services provided by Ethiopian Telecom. It was conducted on 450 telecom customers who are in Addis Ababa using self-administered questionnaires. They use SERVQUAL measures in order to assess after sale service behavior Ethiopia telecom customers. Finally they get service provider is the most determinant for customer satisfaction and on an average 61.86 percent of customers responded positively to the after-sales service offered by the Ethiopian Telecom employees' on the dimensions of on responsiveness, reliability, assurance, empathy, and tangibility or appearance.

On the other hand, there was a research conducted by Kindey (2011) on automotive industries'' after sales service customer satisfaction using Kano model. It has conducted selecting 120 customers from MOENCO and 60 customers from Holland car PLC. The sample population of after sale service customers are questioned either after sale services has an effect on customer satisfaction and loyalty or not, 82.5% of Holland Car PLC and 90% of MOENCO after sale service customers who have got after sale services more than once respond as after sale service has an effect on customer satisfaction and loyalty.

According to Ehinlanwo and Zairi (1996) Toyota describes its after sales objectives as customer satisfaction, customer retention, efficiency in work and job flow, both for the distributor and dealer, and high service absorption for dealers, while Ford describes its after-sales objectives as to make Ford the number one aftermarket operation by providing owners of Ford vehicles with an ownership experience. The after sale services given by those companies include: Maintenance service, original spare parts, warranties, washing, key-care service and training program.

As Sudharshan (2010) found, there is a positive relationship between customer satisfaction and customer loyalty but this connection is not always a linear relation. This relationship depends on factors such as market regulation, switching costs, and brand equity, existence of loyalty programs, proprietary technology, and product differentiation at the industry level. Anderson and Jacobsen (2000 cited in Singh, 2006), Seyed (2007) and Lin (2009) shows that customer loyalty is the result of customer satisfaction on the service offered by the company, in addition Sudharshan (2010) found out that there is a positive relationship between customer satisfaction and customer loyalty but their connection is not always a linear relation. Sudharshan (2010) has shown different factors that affect the connection between customer satisfaction and loyalty.

2.3. Conceptual framework of the study

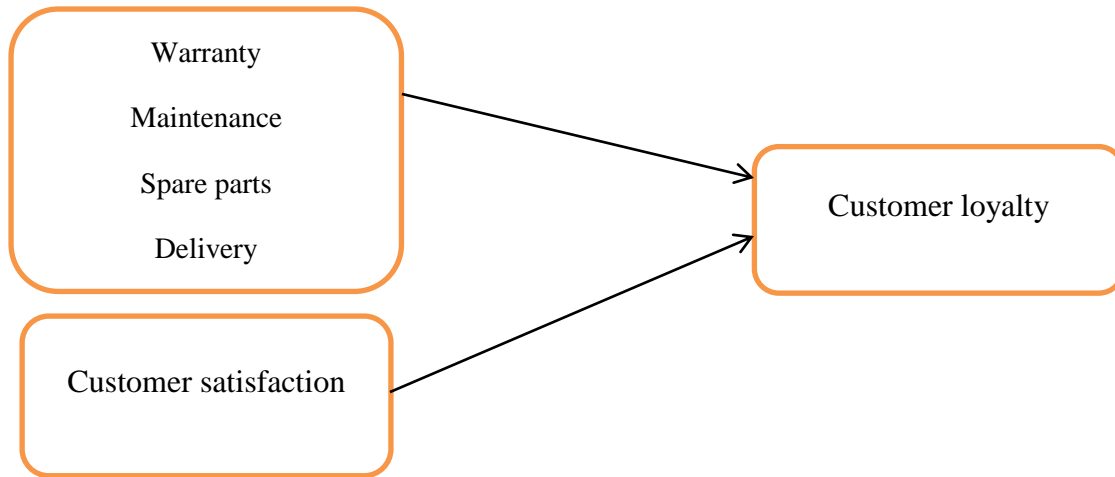


Figure 4. Modified conceptual framework for proposed study: source, (Ali Iftikhar Choudhary, 2011 and Mubbsher Munawar Khan, 2014)

The independent variables for the purpose of this study are warranty, maintenance and repair, accessibility of spare parts, delivery service and customer satisfaction and the dependent variable is customer loyalty. Determining the relationship between these variables is the main purpose of this study.

328 respondents were involved to respond for the close ended questionnaire while inferential analysis and Kano model analysis was used to analyze the data. The findings showed that Warranty, maintenance, spare parts supply and delivery has significant positive impact on the customer satisfaction and loyalty of Tagrow business PLC.

Warranty: warranty plays a remarkable role in business marketing; it is protecting the rights of customers and promoting the product image, sales and reputation of manufacturers (Fang and Huang,). Customer satisfaction is one of the determinant factors in developing the warranty policy (Chukova, 2013). There are anecdotal evidences which consider generous warranty policy is an indicator of high level of customer satisfaction leading to high customer loyalty, in other words tempting warranty conditions entail higher customer satisfaction and consequently better customer loyalty, (Fang and Huang, 2010).

However, previous researches demonstrate asymmetric relation between warranty presence and customer satisfaction. According to Boulding and Kirmani, 1993 better warranty provisions are no reliable signal for higher customer satisfaction or better customer loyalty. On the other hand, as the warranty service is embodied in the total service delivered to customers, it influences the level of customer satisfaction and eventually customer loyalty (Murphy, 2006). However, the aforementioned influence is not solidly consistent. According to Andaleeb, 1998 a heterogeneous influence of warranty on customer satisfaction and loyalty remarkably, the absence of warranty reinforces the customer satisfaction and loyalty in terms of certain dimensions like friendly, attentive and helpful. Although the paramount importance of warranty terms is in influencing the quality of after sale service and customer satisfaction rate (Kurata, 2010).

H1: After sales service warranty has a significant positive impact on customer loyalty.

Maintenance and Repair: complex products such as automotive equipment have always needed maintenance and repair services, and leading manufacturers and whole sellers in the industry are integrating products and services to generate increased revenues and achieve customer satisfaction and loyalty (Wise, 1999). However, within a customer satisfaction context, it is not between developing products and services that are important, rather it is how they can be aligned to lead to an integrated offering that addresses customer satisfaction (Schmenner, 2009).

H2: After sales service maintenance and repair has a significant positive impact on customer loyalty

Spare parts supply: companies that manufacture complex products have always needed to after sales support including the provision of spare parts (Goffin, 1999). The spare parts supply service forms an essential source of customer satisfaction which eventually leads to loyalty and revenue (Fogli, 2006).

H3: After sales service Spare parts supply has a significant positive impact on customer loyalty

Delivery: to stay competitive in today's on demand world of business, automotive manufacturers and wholesalers should include Delivery service to meet customer's expectation of satisfaction level (Sudharshan, 2010).

H4: After sales service Spare parts supply has a significant positive impact on customer loyalty

Customer Satisfaction: customer satisfaction is the basic of building long term and sustainable relationship. There is a positive relationship between customer satisfaction and customer loyalty but it influenced by many other factors like personal preference and brand equity (Alberto, 2011).

H5: Customer satisfaction has a significant positive impact on customer loyalty.

CHAPTER THREE

3. RESEARCH METHODOLOGY

As service providers and professionals, use techniques and procedures built by research methodologists to consolidate, improve, develop, refine and advance clinical aspects of practice to serve clients better (Kumar 2011.) According to Ghauri & Gronhaug (2005,40) research methodology refers to the collection of data and their analysis.

3.1. Research Approach

There are three research approaches, which are used widely in business and management research to differentiate both data collection techniques and data analysis procedures, namely qualitative, quantitative and mixed research approaches (Saunders, 2007).

(Creswell 2005) asserted that quantitative research is a type of educational research in which the researcher decides what to study, asks specific, narrow questions, collects numeric (numbered) data from participants, analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. It is a type of planned collection of data in order to describe or predict a social phenomenon as a guide to action or to analyze the relationship between the variables (Robson, 2011). This strategy has been characterized by some researchers as ‘thin’, but also ‘hard and ‘generalizable’ (Bryman& Bell, 2007). According to Saunders. (2007), quantitative research aims to explain social phenomena in terms of a cause and effect relationship and to measure events by objective criteria. Researchers who use this strategy should rely on the use of standardized data collection instruments, such as questionnaire survey, or structured interviews in order to use statistical techniques to help in the interpretation of data (Robson, 2011).

Qualitative research is defined as a research strategy that focuses on words rather than quantification in the collection and analysis of data (Bryman & Bell, 2007). It is an investigation that provides meaningful insight by delving more deeply into social phenomena (Saunders et al., 2007). In this strategy, the emphasis is to view events, actions, norms and values from the

perspective of the participants, enabling the researcher to understand the situation being studied (Bryman & Bell, 2007).

For the purpose of this research the researcher used mixed-method approach, which is a both quantitative and qualitative approach. Semi structured interview was conducted to identify after sale services offered, to understand how it is offered and to identify challenges in implementing after sale service in selected automotive company and qualitative approach was used to analyze and interpret the findings from the interview. On the other side, to analyze and interpret the data's which are going to be collected through questionnaires' to customers; a quantitative research approach was used.

3.2. Research Design

The research design sheds light on the classification of the research purpose, whether it is an exploratory, descriptive or explanatory approach. Saunders. (2007) discuss three different purposes that are most often used in the research methods' literature, namely exploratory, descriptive and explanatory research.

Exploratory research aims to ask questions to find out what is happening (Robson, 2011). It is concerned with discovering ideas and insights, and is suitable for any problem about which little is known (Bryman& Bell, 2007). Descriptive research aims to provide an accurate profile of a situation or phenomenon being studied (Robson, 2011). Therefore, descriptive research is chosen when the purpose of the study is to estimate the proportion of people in a specified population who behave in a certain way, to describe the characteristics of certain groups, or to make specific predictions (Robson, 2011; Saunders, 2007). Explanatory approach is appropriate when the objectives of the research include: 1) determining which variables are the cause of the phenomena being studied and 2) understanding the nature of functional relationships between the variables (causes) and the phenomena being studied (effects) (Saunders, 2007; Robson, 2011).

Based on the objectives and research questions, the researcher used explanatory research design in order to describe the service quality dimensions and explore the effects of after sales service quality on customer satisfaction and loyalty, means examine, understand, identify and control the relationship between the dependent and independent variables.

3.3. Sampling Design

3.3.1. Target Population

Target population refers to all members or a set of people, events or objects to which a researcher wishes to generalize the results of the study (Borg and Gall 2003). Similarly, Mugenda, O. M., & Mugenda, A. G. (1999) stated that target population is the population to which the researcher generalizes the results of a study. From the perspective of this research, the target population is Tagrow Business PLC product (Three Wheeler and Motorcycle) users in Addis Ababa. The reasons behind this population determination are (1) other than the rest products the users of the two products (Three Wheeler and Motorcycle) are highly available (2) the after sales services provided by the company mostly focuses on the selected two products (3) most of the customers of the other products make the purchase for a resale purpose.

3.3.2. Sample Size

According to the researcher's preliminary and unstructured interview with the General Manager of the company there are thousands of Tagrow Three Wheeler and Motorcycle users in Ethiopia. Large sample sizes are desirable as they are more representative of the population and inversely proportional to sampling error. Due to resource related reasons and prior studies sample size, a sample size of 384 respondents are considered for the study using the below sample size determination formula with 5 percent error margin.

$$n = \frac{Z^2 * pq}{e^2}$$

Where

n: sample size

z: z score at specified confidence interval

p: estimated proportion of an attribute present in the population

If p is unknown in advance, the convention is to assume $p = 0.5$

$$q = 1 - p$$

e: desired level of accuracy

$$n = \frac{(1.92)^2 * 0.5 (1 - 0.5)}{(0.05)^2}$$

$$n = 384$$

3.4. Sampling Technique and Procedure

For this study the researcher uses convenience non probability sampling technique. According to Anol (2012) convenience non probability sampling technique is which a sample is drawn from that part of the population that is close to hand, readily available, or convenient. The reason for using this technique is because taking customer who got service more than one time is more appropriate to measure customer satisfaction. And also the researcher physically contacted the potential respondents for collecting data. To do so the researcher chose Tagrow Business PLC Temenja Yax service center and Alem Bank transport station in Addis Ababa.

3.5. Sources of Data Collection

Primary and data's was applied to obtain relevant information as an input for this study. Primary data was obtained from questionnaire and semi structured interview. For an enhanced collection of large and standardized data the Questionnaire was developed in Amharic language. Also the questionnaire was developed from comprehensive literature review conducted in Ethiopia related to effect of after sale service on customer satisfaction and loyalty and the nature of the product and service provided, applying Kano model and disconfirmation theory using Likert scale rated from 1 to 5 (very satisfied to very dissatisfied) and from (I like it to I dislike it). Customer satisfaction measure parameters like quality, delivery time and money customers pay has been incorporated according to the nature of after sale services in the questionnaires Rizaimy, (2009).

3.5.1. Research Instrument

To collect all primary data the researcher used questioners and semi structured interview.

3.6. Data Collection Method and Procedure

To enhance representativeness of the sample, the sampling targets were among the biggest service providing center of the company and an available transport station. The questionnaires were administered face to face with the selected clients while visiting the service center and using the selected products for giving service to the public around Alem Bank, Addis Ababa. The semi structured interview was held face to face with the General Manager, Sales and Marketing manager and Chief technician.

3.6.1. Data Analysis

The researcher used a descriptive analysis for the qualitative data which is collected through semi structured interview with selected parties of the organization. To analyze the quantitative data which is collected from selected sample customers the researcher intended to use the result of Statistical Package for Social Sciences (SPSS) software. Descriptive analysis techniques which are; percentage, frequency and mean cooperating with Kano model requirement analysis are used. Also an inferential analysis was used for the better understanding of the relationship between the dependent and independent variables.

3.7. Validity and Reliability

These two terms, validity and reliability refer to the psychological variables or concept, being measured. In other words, to fragment comprehensive evaluation in measurement validity and reliability are used. Comprehensive evaluation helps to gather evidence, including theoretical information, by seeking answers to the silent questions (Berzonsky & Adams 2004.) Validity will determine whether the research truly measures the exact thing which is intended to measure or how truthful the research results are (Golafshani 2003.) Kline (2005) outline three distinct steps involved in construct validity, namely (1) the relationships between the concepts must be theoretically specified, (2) the relationship between measures of concepts must be empirically

examined, and (3) the empirical evidence must be interpreted in relation to how it clarifies the construct validity of the specific measure. Apart from customers pretest of questionnaires' this study concentrated on content validity through the review of literature and adapts instruments which are used in Kano Model.

Reliability is a concept to evaluate quality in quantitative study with a purpose of explaining and quality concept in qualitative study with the purpose of generating understanding this relates to the concept of a good quality research. In other words reliability is the consistency of a set of measurements or measuring instrument, often used to describe a test. One of the most commonly used is called Cronbach's Alpha. The Cronbach Alpha coefficient is an indicator of internal consistency of the scale. The researcher applied Cronbach Alpha coefficient for the reliability purpose. Also this customer satisfaction survey is the first survey conducted at Tagrow Business PLC. Hopefully this research will help to illustrate the business activities of the company, customer opinions about the company and the services.

Cronbach's alpha is a coefficient (a number between 0 and 1) that is used to rate the internal consistency (homogeneity) or the correlation of the items in a test. A good test is one that assesses different aspects of the trait being studied. Cronbach's alpha will generally increase as the inter correlations among test items increase, and is thus known as an internal consistency estimate of reliability of test scores. In common, reliabilities less than .60 are indicated to be poor, those in the .70 range, acceptable, and those over .80 good (C.R. Kothari, 2002).

Table 1. Cronbach's Alpha Test Result

Variables	Items	Cronbach's alpha
Maintenance & repair	4	0.782
Spare parts supply	4	0.799
Warranty	4	0.755
Delivery	4	0.878

Source: own survey 2021

As we can see from the above table all of the Cronbach's α is greater than 0.7, meaning the constructs have high reliability. The items have an internal consistency and appropriately measure the proposed outcome.

3.8. Ethical Consideration

Research ethics requires that researchers should protect the dignity of their subjects and publish well the information that is researched (Fouka&Mantzorou, 2011). As Schurink (2005) points out, research ethics is a complex matter to which there is unlikely to be clear solutions. Schurink (2005) believes that it is useful for researchers to follow a practical approach in which they ask questions and push themselves hard to reach answers: “the researcher needs to be honest about the purpose of the research”. As this study required the participation of human respondents, certain ethical issues like consent and confidentiality were considered. In order to secure the consent of the selected participants, all important details of the study, including its aim and purpose were explained. By explaining these important details, the respondents are able to understand the importance of their role in the completion of the research. With this, the participants won’t be forced to participate in the research. The confidentiality of the participants was ensured by not disclosing their names or personal information in the research.

CHAPTER FOUR

4. DATA ANALYSIS

4.1. Introduction

This data analysis and interpretation part is composed of different data and information that were gathered through secondary data (written documents and company website) and primary data (personal semi structured interviews with the General Manager and chief technician of the company and the result of questionnaires from customer's opinion).

4.2. Response Rate

Out of 384 Questionnaires distributed to customers 328 questionnaires were returned and found to be valid which accounts 85.42 percent of the total. This rate concurs with (Mugenda and Mugenda ,2003) who explains that for hypothesis a response rate of half is palatable for examination and reporting, 60% is extraordinary and a response rate of 70% and over is awesome, thus 85.42% was surprising for an examination.

Table 2. Total Number of questionnaires distributed, returned and unreturned

Questionnaires	Number	Percentage
Returned	328	85.42%
Unreturned	56	14.58%
Total Distributed	384	100%

Source: own survey 2021

4.3. The Demographic Data of the Respondents

The study looked to discover the demographic data of the respondents which included sexual orientation, age and level of training. This was vital since it shapes establishment under which the study can reasonably embrace in thinking of conclusions. The examination depended on this data of the respondents to sort the distinctive results as per their associate and reactions.

Table 3. Respondents Profile

Gender		Frequency	Percentage
	Male	311	94.82%
	Female	17	5.18%
	Total	328	100%
Age		Frequency	Percentage
	Under 25	163	49.7%
	26-40	103	31.4%
	41-60	62	18.9%
	Total	328	100%
Education Level		Frequency	Percentage
	< Secondary School	54	16.46%
	Complete Preparatory	94	28.65%
	Diploma	141	43%
	BA Degree	39	11.89%
	Total	328	100%

Source: own survey 2021

From the above information almost about 95% of the respondents are male and the least amount 5% are females, which shows a complete dominancy of male and this could be because of the backward thinking culture of Ethiopians that women are not born to do comparatively dangerous jobs like driving. The age of majority respondents are under 25 and that accounts 49.7%. Respondents who are between 26 to 40 years are 31.4% and from 41 to 60 years old were 18.9%. The age variation shows it is dominated by < 25 individuals and this is because most of them get in to this job because they can't make it to college or university. When we saw the level of education, 43% of the respondents are Diploma holders and 28.65% are able to complete preparatory, whereas 16.46% are educated below secondary school and the rest 11.89% are BA degree holders. Here, we can concluded that majority of the respondents are well educated. This implies that it is a good advantage to understand the purpose of the study and respond correctly.

One limitation of customer satisfaction questionnaires and interviews is that analyzing customer views depending on one specific service occasion or employees, while they interact with more than one employee of the organization Fogli (2006). Hence, taking customer who got service more than one time is more appropriate to measure customer satisfaction.

Table 4. Frequency of Customer Visit

Frequency	Response	Percent
2	38	12%
3	69	21%
4	62	19%
5	33	10%
6	30	9%
7	17	5%
More than Seven times	79	24%
Total	328	100%

Source: own survey 2021

As shown in Table 4 above, 38% of the respondents have got after sale service at least twice. When the researcher analyzes the frequency that the customers got after sale service from Tagrow Business PLC, about 64% of the respondents got after sales service 3-7 times. In addition, 24% of customers have got their vehicles serviced more than 7 times. As a result, measuring the satisfaction of customers is possible and the result of the research is appropriate according to Fogli (2006).

Table 5. Types of Vehicle

Types of Vehicles	Response	Percent
Three wheeler	231	70.43%
Motorcycle	97	29.57%
Total	328	100%

Source: own survey 2021

According to the survey most of the respondents (70.43%) are three wheeler customers and the rest 29.57% are Motorcycle customers. The implication of these numbers would be, Three

Wheeler product customer's visit the company's after sales service center more often than Motorcycle customers.

Table 6. Effect of after Sale Services on Customer Satisfaction and Loyalty in the selected automotive companies

Do you think after sale service has an effect on customer satisfaction and loyalty?		Frequency	Percent
	Yes	298	91%
	No	30	9%
	Total	328	100%

Source: own survey 2021

Concerning the effect of after sale service the sample population of Tagrow business PLC after sale service customers are questioned either after sale services has an effect on customer satisfaction and loyalty or not, as shown in Table 6 above. 91 % of Tagrow Business PLC after sale service customers who have got after sale services more than once responds as after sale service has an effect on customer satisfaction and loyalty. While few customers accounting 9% of the Tagrow Business PLC sample respondents respond as after sale service has no effect on customer satisfaction and loyalty. The responses of majority respondents give an impression that after sale service has an effect on customer satisfaction and loyalty.

In order to know either after sale service components has an effect on overall satisfaction of customers the stepwise regression analysis was also computed and the result is as shown below.

Equation 1: Regression equation for after sale service satisfaction

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

Where,

β_0 = Point of intercept

Y = Overall satisfaction of customers in the after sale services

X_k = After sale service components

β_k = Slope of the line

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

Table 7. regression analysis model summery (n= 328)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
4	.898 e	.780	.772	.483
e. Predictors: (Constant): Maintenance & repair, Spare parts supply, Warranty, Delivery				

Source: own survey 2021

The value of R= indicates 0.898 which means there is a strong relationship between after sale service components and overall satisfaction of customers in the after sale service. Since the value of R square in the above table is 0.780, we can say the predictive ability of this model is high. In other words 78% of the variation in satisfaction is explained however, the rest 22% remain unexplained by the selected after sales service components.

Table 8. Regression analysis ANOVA results

ANOVA f						
Model		Sum of Squares	Df	Mean Square	F	Sig.
4	Regression	96.123	4	24.031	95.644	.001e
	Residual	31.569	320	0.2		
	Total	127.692	324			
e. Predictors: (Constant): Maintenance, Spare parts supply, Warranty, Delivery						
f. Dependent Variable: After sale service satisfaction						

Source: own survey 2021

The ANOVA output table describes the overall variance accounted for in the model. The F value (95.64) and the small significance value level (0.001) indicate that the predictor variables are not contributing equally to the overall satisfaction of after sale service customers. Moreover, the significance level (0.001) is less than 0.05. Thus the stated after sale service components has an effect on customer satisfaction, as is indicated by the F statistics.

Table 9. Regression analysis coefficients for overall after sale service satisfaction in the selected automotive companies.

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
5	(Constant)	1.622	.281		5.839	.000
	Maintenance	.378	0.49	0.443	7.891	.000
	Spare parts supply	.272	0.38	0.386	8.568	.001
	Warranty	.139	0.47	0.156	3.116	.003
	Delivery	.381	0.48	0.403	7.975	.000
a. Dependent Variable: After sale service satisfaction						

Source: own survey 2021

The standardized coefficient column in the above table shows, all after sale service components provided by Tagrow business PLC (Maintenance, Spare parts supply, Warranty and Delivery) are found significantly related to overall satisfaction level of after sale service customers and they have no equal contribution to overall satisfaction levels.

Each after sales service components has a unit change in overall satisfaction of customers, as it is shown in the above table of standardized coefficient beta values column. For example, from the table above, a 0.403 change in Delivery service has a unit effect on overall satisfaction; a change in 0.443 in Maintenance service has a unit change in overall satisfaction of customers. And a change in 0.386 and 0.156 units in spare part supply service and warranty service respectively has a unit change in overall satisfaction. The implication of these numbers would be after sales service has an effect on customers' level of satisfaction.

Table 10. Kano Evaluation

Customers Requirement		Dysfunctional Question				
		I Like it	I expect it	I'm neutral	I can tolerate it	I dislike it
	I Like it	Q	A	A	A	O

Functional Question	I expect it	R	I	I	I	M
	I'm neutral	R	I	I	I	M
	I can tolerate it	R	I	I	I	M
	I dislike it	R	R	R	R	Q

Source: Bilgili, 2008

Where customer requirement is:

M = Must-Be quality

O = One - Dimensional quality

A = Attractive quality

R = Reverse quality i.e. wrong features, that would make the user experience worse

Q = Questionable i.e. the potential user answers are inconsistent

I = Indifferent quality i.e. the potential user doesn't really care about the feature

Table 11. The classification of Tagrow Business PLC sample population requirements according to Kano model (n = 328)

After sales services	Customers requirement and frequency						Total
	A	O	M	I	R	Q	
Maintenance	52	138	32	85	21	0	328
Spare parts Supply	57	149	25	79	18	0	328
Warranty	51	82	102	74	19	0	328
Delivery	122	76	36	88	0	6	328

Source: own survey 2021

The result of the customer requirement analysis depending on the most frequent responses shows that, Delivery is attractive requirement. While maintenance service and spare part supply service are one-dimensional requirements. Moreover, warranty service is categorized as must be requirement in the industry.

After the first classification according to the most frequently used answers, customer's satisfaction coefficients have been calculated in order to find out the indifferent variables that are closer to one-dimensional requirements, attractive requirements and must be requirements. As Bilgili (2008) shows in addition to the most frequently used answer, the following formulae are used to calculate the customer satisfaction coefficients.

Equation 2: Customer satisfaction coefficients

$$\text{Customer's Satisfaction} = \frac{A + O}{A + O + I + M}$$

$$\text{Customer's Dissatisfaction} = \frac{O + M}{(-1) * (A + O + I + M)}$$

$$\text{Total Customer Satisfaction} = \frac{A + O}{A + O + I + M} + \frac{O + M}{(-1) * (A + O + I + M)} = \frac{A - M}{(A + O + I + M)}$$

Source: Bilgili, 2008

By calculating the Tagrow Business PLC customer satisfaction coefficients the variables have been identified in Table 12 as those requirements which are closer to one - dimensional requirements.

Table 12. Tagrow Business PLC customer requirements which are closer to the classification of one - dimensional requirements (n = 328)

After Sales Services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total customers Satisfaction
Maintenance	O (138)	0.62	-0.55	0.07
Spare parts supply	O (149)	0.66	-0.56	0.10

Source: own survey 2021

Tagrow Business PLCs customer satisfaction coefficients of maintenance & repair service and spare parts supply services can be categorized as one dimensional requirement for Tagrow Business PLC after sale service customers. (See Table 12) Tagrow business PLC customer's satisfaction increases when the company offers those two service and decreases when they are eliminated.

Table 13. Tagrow Business PLC customer requirements which are closer to the classification of must- be requirements (n = 328)

After Sales Services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total customers Satisfaction
Warranty	M (102)	0.43	-0.6	-0.17

Source: own survey 2021

According to the above table Warranty is the only after sale service component which is closer to the classification of must-be requirements for Tagrow Business PLC after sale service customers (See Table 13). Therefore, customers of Tagrow Business PLC fell noting for the existence of warranty service in the company, but the absence of it will decrease their satisfaction level.

Table 14. Tagrow Business PLC customer requirements which are closer to the classification of attractive requirement (n = 328)

After Sales Services	Frequency	Satisfaction Dimension	Dissatisfaction Dimension	Total customers Satisfaction
Delivery	A (122)	0.61	-0.35	-0.26

Source: own survey 2021

The above table (Table 14) shows, Tagrow business PLC customers categorized Delivery service as an attractive requirement

4.4. The Respondents response analysis

The analysis of the study was done by using a descriptive statistics by computing the mean and grand mean score of each item and dimension respectively. The main purpose of using this statistical parameter is to interpret the average response rate of respondents for each dimension. According to (Poonlar Btawee; 1987, the mean score range from 4.51-5.0 excellent/very good, 3.51-4.50 good, 2.51-3.50 average/moderate, 1.51-2.50 fair and 1.00-1.50 poor.

To measure maintenance and repair, four items each have five Likert scale values were used. The values were obtained by computing the mean of the five items. The descriptive statistics displayed in Table 15.

Table 15. The Response of Respondents on the Maintenance and Repair Dimension

Maintenance & repair	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	N	Mean	Grand Mean
Solving the problem	31	42	6	134	115	328	3.6932	3.24
Time it takes for maintenance	32	50	8	129	109	328	3.5825	
Price of maintenance	134	152	7	15	20	328	2.4537	
Overall maintenance service	49	122	5	82	70	328	3.2233	
Valid N (listwise)	61.5 (19%)	91.5 (28%)	6.5 (2%)	90 (27%)	78.5 (24%)	328		

Source: own survey 2021

The maintenance and repair dimension contains four items including, Time it takes for maintenance, Price of maintenance, neatly solving the problem and Overall maintenance service. All of them items have scored more than a simple average except the Price of maintenance (2.45). Specifically, solving the problem scored the highest mean value of 3.69 followed by the Time it takes for maintenance having 3.58 mean, which shows customers are happy with the professionalism and capacity of the company's technicians. Overall maintenance service dimension has scored 3.22. The grand mean for Maintenance and repair which shows 3.24 (by calculating the mean of each items) falls within the range of 2.51-3.5 of Poonlar Btawee; 1987 that is assumed to be a moderate or average determinant.

Spare parts supply has four items each has five Likert scale values. The values of spare parts supply were obtained by computing the mean of the five items. The descriptive statistics were displayed in Table 16

Table 16. The Response of Respondents on the Spare parts supply Dimension

Spare part supply parameters	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	N	Mean	Grand Mean
Spare parts availability	49	59	15	112	93	328	3.4908	2.71
Quality of spare parts	38	155	3	69	63	328	2.7174	
Price of spare parts	88	206	4	18	12	328	2.2633	
Overall spare part service	119	134	8	36	31	328	2.3548	
Valid N (listwise)	73.5 (22.4%)	138.5 (42.1%)	7.5 (2.3%)	58.75 (18%)	49.75 (15.2%)	328		

Source: own survey 2021

The spare parts supply dimension contains four items including Spare parts availability, Quality of spare parts, Price of spare parts and overall spare part service. All of them items have scored less than a simple average except the Spare parts availability (3.49). Specifically, Price of spare parts scored the lowest mean value of 2.26 followed by the overall spare part service having 2.35 mean, which shows customers are not happy with the quality of spare parts provided by the company. The grand mean value is 2.71. Based on this, respondents feel average with the after sales service of spare parts supply dimension. But, it is less satisfactory compared to maintenance and repair dimension.

Warranty has four items each has five Likert scale values. The values of warranty were obtained by computing the mean of the four items. The descriptive statistics were displayed in Table 17.

Table 17. The Response of Respondents on the warranty Dimension

Warranty	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	N	Mean	Grand Mean
Information clearness	21	81	14	118	94	328	3.9071	3.34
Warranty length	35	87	18	114	74	328	3.4347	
Warranty implemented as promised	91	189	11	21	16	328	2.1245	
Overall warranty service	47	86	9	97	89	328	3.8978	
Valid N (listwise)	48.5 (15%)	110.75 (34%)	13 (4%)	87.5 (27%)	68.25 (20%)	328		

Source: own survey 2021

The warranty dimension contains four items including, Information clearness, Warranty length, Warranty implemented as promised and overall warranty service. All of them items have scored more than a simple average except the Warranty implemented as promised (2.12). Specifically, Information clearness scored the highest mean value of 3.9 followed by the Overall warranty service having 3.8 mean, which shows Tagrow business PLC have provided a detailed and not complicated information about the warranty service. Warranty length dimension has scored 3.43. The grand mean for warranty dimension which shows 3.34 (by calculating the mean of each items) falls within the range of 2.51-3.5 of Poonlar Btawee; 1987 that is assumed to be a moderate or average determinant. Also customers are more satisfied with the warranty service of Tagrow business PLC than maintenance and repair and spare parts supply service.

Delivery has four items each has five Likert scale values. The values of delivery were obtained by computing the mean of the four items. The descriptive statistics were displayed in Table 18

Table 18. The Response of Respondents on the Delivery Dimension

Delivery	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	N	Mean	Grand Mean
Means of delivery	19	41	4	139	125	328	3.7625	3.71
Right time & place delivery	18	78	6	122	104	328	3.6514	
Safety of delivery	56	69	4	112	87	328	3.5652	
Overall delivery service	25	38	8	115	142	328	3.8812	
Valid N (listwise)	37.25 (11%)	67.25 (20.5%)	5.5 (2%)	111.25 (34%)	106.75 (32.5%)	328		

Source: own survey 2021

The Delivery dimension contains four items including Means of delivery, Right time & place delivery, Safety of delivery and Overall delivery service. All of them items have scored more than a simple average. Specifically, Overall delivery service scored the highest mean value of 3.88 followed by the Means of delivery having 3.76 mean, which shows Tagrow Business PLC is using the best mode of transportation to deliver products purchased by customers. The grand mean value is 3.71. Based on this, respondents feel good with the after sales service of delivery dimension. In addition, according to the customer's delivery service dimension is more satisfactory than the other three dimensions.

Generally, the descriptive statistics result shows that Delivery took the primary score (3.71) and followed by Warranty (3.34), Maintenance and repair (3.24) and Spare parts supply (2.71). A spare part supply is the least dominant dimension by far which means Tagrow business PLCs performance towards this after sale service component needs to improve. The overall after sales service delivered by Tagrow business PLC is moderately satisfactory.

Table 19. Customers level of satisfaction with the cleanness and comfort of reception of Tagrow Business PLC

		Frequency	Percent
Customers level of satisfaction with the cleanness and comfort of reception of Tagrow Business PLC	Excellent	61	19%
	Very good	108	33%
	Good	76	23%
	Fair	52	16%
	Poor	31	9%
Total		328	100%

Source: own survey 2021

Table 19 shows customers response on their satisfaction in cleanness and comfort of reception of Tagrow Business PLC. 75% of the respondents are happy with the recipient's politeness, professionalism, service delivery process and cleanness of the environment and this implies the company hired very good professional employees and makes the environment attractive for customers. 16% of the respondents believe the company is in fair position in this dimension and the rest 9% thinks it should be poor.

Table 20. Customer satisfaction in the competency & professionalism of technicians of Tagrow Business PLC

		Frequency	Percent
Customer satisfaction in the competency & professionalism of technicians	Very dissatisfied	36	11%
	Dissatisfied	62	19%
	Neutral	18	5.5%
	Satisfied	123	37.5%
	Very satisfied	89	27%
Total		328	100%

Source: own survey 2021

Table 20. shows customers response on their satisfaction in the competency & professionalism of Tagrow business PLC technicians. Around 65% of the respondents are happy with the technician's capacity of solving problems and delivering service and this implies the company

hired competent and well educated technicians. 30% of the respondents are not happy with the technician's capacity and the rest stayed neutral of this question.

Table 21. Customer's satisfaction on overall Tagrow Business PLCs after sale service performance

		Frequency	Percent
Customers satisfaction on overall Tagrow Business PLCs after sale service performance	Very dissatisfied	29	9%
	Dissatisfied	58	18%
	Neutral	6	2%
	Satisfied	126	38%
	Very satisfied	109	33%
Total		328	100%

Source: own survey 2021

Customers were also asked to put their view on Tagrow business PLC, s overall after sales service performance. More than 70% of the respondents are happy with the after sales services provided by the company. The implication of this number would be Tagrow business PLC is satisfying most of the customers by providing good after sales service. 27% of the respondents are not satisfied with the company's after sales service performance and the rest are neutral.

Table 22. Customers intention towards buying another vehicle from Tagrow Business PLC

		Frequency	Percent
Buy another vehicle	Yes	242	74%
	No	86	26%
Total		328	100%

Source: own survey 2021

The above table (Table 22.) describes the customer's intention towards buying another vehicle from Tagrow Business PLC. 74% of the customers respond as they will buy another vehicle from Tagrow Business PLC depending on their experience in the after sale service of Tagrow Business PLC. Considering 70% of the customers are happy with the after sales service provided by the company, this number is not surprising. And this strengthens the positive relationship between customer satisfaction in the after sale service and rebuying from the company or loyalty

of customers. The research conducted by Hallowell (1996), Wang and Ji (2009), Raza (2010), John and Shiang (2010), Seyed (2007), Lin (2009) and Sudharshan (2010) shows the positive relationship between customer satisfaction and loyalty. Therefore, the finding of researcher matched with the finding of those researchers. The rest 26% of the customers have no intention to buy another vehicle from Tagrow business PLC.

4.5. Customer Satisfaction and Loyalty

The relationship between the overall satisfaction in the after sale service and the rebuy behavior (loyalty) for the selected automotive company after sale service customers using the correlation analysis is shown the Table 4.23 below.

Table 23. Correlation matrix of customer satisfaction and loyalty (n= 328)

Correlations			
		Loyalty (buy another vehicle)	After sale service satisfaction
	Pearson Correlation	1	.330**
	Sig. (2-tailed)		.002
	N	328	328
	Pearson Correlation	.330**	1
	Sig. (2-tailed)	.002	
	N	328	328
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: own survey 2021

Computing the data of 328 sample respondents yield that, Pearson correlation coefficient of (0.330) which is significant at the 95 % confidence level. There is a positive correlation (0.330) between the overall satisfaction of customers in the after sales service and their interest to buy another vehicle from Tagrow business PLC, but the correlation is low. The correlation implies that after sale service customer satisfaction has a positive and low relationship with customer loyalty, the low relationship is because of the availability of other factors like vehicle price, gasoline prices, substitution products, personal preference, market requirement etc. to be considered when purchasing vehicle in addition to the after sale services.

CHAPTER FIVE

5. FINDINGS, SUMMARY AND RECOMMENDATION

5.1. Introduction

Conclusion and recommendation of the study, and limitation and implications for further research are included in this chapter.

5.2. Findings

- To understand the co-relation between after sales service, customer satisfaction and customer loyalty the researcher has gone into depth with this research paper. One of the findings of this thesis would be, customers play crucial role in customer satisfaction and customer loyalty and is the root of the success. During the research, the author figured out the customers is satisfied with the type of after sale services offered by Tagrow business PLC moderately.
- This study investigated four variables that measure the after sales service constructs (dependent variable) namely Maintenance and Repair, Spare parts supply, Warranty and Delivery. The responses of the respondents were measured using five point Likert scales, from very satisfied to very dissatisfied. As it can be inferred from the correlation analysis, all independent variables were found to be positively correlated with the dependent variables of customer satisfaction and loyalty though it is vary in their strength.
- The results of the customer requirement analysis depending on the most frequent responses and calculation of customer satisfaction coefficients requirements of maintenance & repair and spare parts supply services have been found to be closer to one-dimensional requirements classification, while warranty service has been classified as must be requirement for Tagrow business PLC customers. On the other hand, Delivery service has been believed to be considered as the requirements that are closer to attractive requirement.
- 91 % of the sample after sale service customers from Tagrow business PLC who have got after sale services more than once respond as their satisfaction level of the product or rebuy intention (loyalty) is meant to be affected by after sale service of the company. More over the result from the regression analysis proves as after sale service has an effect in the overall satisfaction of customers. Also the result from this study also shows a

positive relationship between customer satisfaction in the after sale service and rebuying behavior from the company or loyalty of customers.

- The findings of this study showed that the employees in Tagrow business PLC have good professional approach towards customers and they are capable of solving every technical problems brought in by customers. Other than the service itself the provider also plays an important role in fulfilling customers need especially in the automotive industry.
- The other finding of this thesis is that, 74% of the sample customers respond as they developed a strong intention to buy another vehicle from Tagrow Business PLC depending on their after sale service trend of Tagrow Business PLC. In prior question 70% of the customers claimed they are happy with the after sales service provided by the company. And this numbers helps to understand the strong positive relationship between customer satisfaction and customer rebuy intention or loyalty.
- The descriptive statistics grand mean values for all after sales services dimensions show that the results are average or moderate except cost dimension which is the lowest mean in every all after sales services.

5.3. Summary

- Maintaining sustainable long-term relationship is with customers, business organization and business environment is every company's aim. To maintain long-term relationship with customers satisfying them is the one and only option for every organization. Customer satisfaction has a great impact in the entire business operations of any organization. That's why customers, needs and demands should be acknowledged and addressed. Therefore, it is very important to the organization to understand what exactly the customers need and how to gain loyalty for the successful business.
- Customers who have moderate satisfaction are considered as satisfied customers based on the expectancy disconfirmation theory. The company has satisfied customers along with loyalty. It can be said, that customer satisfaction is the key component of business profitability because once the customer reaches their satisfaction level, and it may influence them to consume the service continuously.
- Tagrow business PLC customer's satisfaction increases when the company offers maintenance and spare parts supply services and decreases when they are eliminated, which means the company has no other option rather than providing maintenance and

spare parts supply after sales services in a continuous base. However, customers of Tagrow Business PLC fell noting for the existence of warranty service in the company, but the absence of it will decrease their satisfaction level. In case of Delivery after sale service Tagrow business PLC customers didn't expect delivery service as an after sale service and when it is included it increases their satisfaction level.

- Based on the descriptive statistics the majority of Tagrow businesses PLC after sales service customers are highly dissatisfied with the cost of maintenance and repair, spare parts supply and warranty specifically, while a greater number of customers are satisfied with the overall Delivery service of the company.

5.4. Recommendation

- In order to develop better after sales service delivery that attracts the customer, the participation of the every employee and other concerned body is essential. Because different idea generated from different participants who have different back ground and experience is essential. Especially the participation of the customer is important in order to know their basic needs and wants.
- Tagrow business PLC should give professional customer oriented training for its sales and marketing personnel's so as to make them effective in delivering the intended service and keeping the customer loyal.
- Tagrow business PLC should re-consider its pricing policy for after sales services. Since the beginning of almost every complains and dissatisfaction is the cost of maintenance and spare parts, the company should revise the pricing policy for these services.
- The company should solve the dissatisfaction of customers in quality availability of spare parts by assessing customer's experience in the after sale service spare parts supply of the company frequently.
- Even though the majority of the customers in the sample are satisfied with the overall after sales service, it doesn't mean that all are satisfied with all of the dimensions. The researcher recommends that the company has to conduct an intensive after sale service research to exploit the causes of its customer's dissatisfaction.

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Appendix

መጠይቅ

1. ፆታ: ወንድ ☐ ሴት ☐
2. እድሜ: ከ25 በታች ☐ 26-40 ☐ 41-60 ☐
3. የትምህርት ደረጃ : ሁለተኛ ደረጃ ያጠናቀቀ ☐ 12 ያጠናቀቀ ☐ ዲፕሎማ ☐ ዲግሪ ☐
4. የተሽከርካሪው አይነት እና ስም _____
5. በታግር ቢዝነስ ሀ/የተ/የግ/ማ የሚሰጠው የድህረ ሽያጭ አገልግሎት በእርካታ ላይ ተጽዕኖ አለው ብለው ያምናሉ?
አዎ ☐ የለውም ☐
6. ለምን ያህል ጊዜ የድህረ ሽያጭ አገልግሎት አግኝተዋል? _____
7. ታግሮ ቢዝነስ ሀ/የተ/የግ/ማ የሚከተሉትን የድህረ ሽያጭ አገልግሎቶች በሙሉ ባያቀርብ ምን ይሰማዎታል?

በመረጡት ሳጥን ውስጥ ምልክት ያስቀምጡ

የአገልግሎቱ አይነት	የሚሰጥ ስሜት				
	ደስታለኝል	እጠብቃለሁ	ተጽዕኖ የለውም	እታገሣለሁ	ፈጽሞ አልታገስም
ጥገና					
የመለዋወጫ እቃ አቅርቦት					
ዋስትና					
ካሉበት የማድረስ					

8. ታግሮ ቢዝነስ ሀ/የተ/የግ/ማ/ህገብ የሚከተሉትን የድህረ ሽያጭ አገልግሎቶች በሙሉ ቢያቀርብ ምን ይሰማዎታል?

በመረጡት ሳጥን ውስጥ ምልክት ያስቀምጡ

የአገልግሎቱ አይነት	የሚሰጥ ስሜት				
	ደስታለኝል	እጠብቃለሁ	ተጽዕኖ የለውም	እታገሣለሁ	ፈጽሞ አልታገስም
ጥገና					
የመለዋወጫ እቃ አቅርቦት					
ዋስትና					

ካሉበት የማድረስ					
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9. በደምበኛ አቀባበል ላይ ያልዎትን እርካታ እና ደህንነት እንዴት ያዩታል?

እጅግ በጣም ጥሩ ☐ በጣም ጥሩ ☐ ጥሩ ☐ መካከለኛ ☐ ደስተኛ አይደለሁም ☐

10. ከታች በተዘረዘሩት የድህረ ሽያጭ አገልግሎት አይነቶች ላይ ያለዎትን የእርካታ ደረጃ ☐ ይህን ምልክት ሳጥን ውስጥ በማስቀመጥ ይግለፁ

ጥገና	የእርካታ ደረጃ				
	በጣም ደስተኛ	ደስተኛ	ገለልተኛ	ደስተኛ አይደለሁም	በጣም ደስተኛ አይደለሁም
ችግር መቅረፍ					
ለጥገና የሚወስደው ጊዜ					
ለጥገና የሚከፈለው ዋጋ					
አጠቃላይ የጥገና አገልግሎት					

የመለዋወጫ እቃ አቅርቦት	የእርካታ ደረጃ				
	በጣም ደስተኛ	ደስተኛ	ገለልተኛ	ደስተኛ አይደለሁም	በጣም ደስተኛ አይደለሁም
የአቅርቦት መጠን					
በተፈለገበት ጊዜ ማግኘት					
የመለዋወጫ እቃ ዋጋ					
አጠቃላይ የመለዋወጫ እቃ አገልግሎት					

የዋስትና አገልግሎት	የእርካታ ደረጃ				
	በጣም	ደስተኛ	ገለልተኛ	ደስተኛ	በጣም ደስተኛ

	ደስተኛ			አይደለም	አይደለም
የመረጃ ግልጽነት					
የዋስትና እድሜ ርዝማኔ					
የተገባውን ዋስትና ማግኘት					
አጠቃላይ የዋስትና አገልግሎት					

እቃን የማጎገዝ አገልግሎት	የእርካታ ደረጃ				
	በጣም ደስተኛ	ደስተኛ	ገለልተኛ	ደስተኛ አይደለም	በጣም ደስተኛ አይደለም
እቃው የሚጎገዝበት መንገድ					
በተባለው ጊዜና ቦታ የማድረስ					
የጉዞ ላይ ደህንነት					
አጠቃላይ የማጎገዝ አገልግሎት					

11. የጥገና አገልግሎት ባለሙያዎችን የሙያ ብቃት እንዴት ያዩታል?

በጣም ደስተኛ ☐ ደስተኛ ☐ ገለልተኛ ☐ ደስተኛ አይደለም ☐ በጣም ደስተኛ አይደለም ☐

12. እንደ አጠቃላይ ቦታግሮ ቢዝነስ ሀ/የተ/የግ/ማህበር በሚሰጡት የድህረ ሽያጭ አገልግሎቶች ያልዎት የእርካታ ደረጃ ?

በጣም ደስተኛ ☐ ደስተኛ ☐ ገለልተኛ ☐ ደስተኛ አይደለም ☐ በጣም ደስተኛ አይደለም ☐

13. ከታግሮ ቢዝነስ ሀ/የተ/የግ/ማህበር ተጨማሪ ተሽከርካሪ የመግዛት እቅድ አለዎት?

አዎ ☐

በፍፁም ☐

14. ተጨማሪ መስጠት የሚፈልጉት አስተያየት ካለዎት? _____

Questionnaire

1. Gender: male ☐ Female ☐
2. Age: Under 25 ☐ 26 – 40 ☐ 41 – 60 ☐
3. Educational level: Below secondary school ☐ Complete preparatory ☐
Diploma ☐ Bachelor Degree ☐
4. Name of your vehicle and type _____
5. Do you think after sale service by Tagrow Business PLC has effect on your level of satisfaction and loyalty? Yes ☐ No ☐
6. How many times did you get after sale service? _____
7. What will be your feeling, if Tagrow Business PLC **has no** each of the following after sale services? Please put “√” depending on your desire.

After sales service type	How you feel				
	I like it	I expect it	I'm neutral	I can tolerate	I dislike it
Maintenance					
Spare parts supply					
Warranty					
Delivery					

8. What will be your feeling, if Tagrow Business PLC **has** each of the following after sale services? Please put “√” depending on your desire.

After sales service type	How you feel				
	I like it	I expect it	I'm neutral	I can tolerate	I dislike it
Maintenance					
Spare parts supply					
Warranty					
Delivery					

9. How do you rate your level of satisfaction with the cleanness and comfort of reception of Tagrow Business PLC?

Excellent ☐ Very good ☐ Good ☐ fair ☐ poor ☐

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

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

Spare parts supply	Level of satisfaction				
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Spare parts availability					
On time supply					
Price of spare parts					
Overall spare part service					

Warranty	Level of satisfaction				
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Information clearness					
Warranty length					
Warranty implemented as promised					
Overall warranty service					

Delivery	Level of satisfaction				
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Means of delivery					
Right time & place delivery					
Safety of delivery					
Overall delivery service					

11. How would you rate your satisfaction on the competency & professionalism of technicians of Tagrow Business PLC?

Very satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☒ Very dissatisfied ☐

12. How would you rate your overall satisfaction on Tagrow Business PLC after sale service experience?

Very satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☒ Very dissatisfied ☐

13. Based on your overall experience in the after sale service of Tagrow Business PLC, would you buy another vehicle from Tagrow Business PLC?

☐

Yes ☐ No

14. If you would like to give additional suggestions, please_____
