

**CUSTOMER RELATIONSHIP MANAGEMENT AND THE
PERFORMANCE OF KK COACHES LIMITED**

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**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF BUSINESS
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REQUIREMENTS FOR THE AWARD OF BACHELORS
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DECLARATION

I hereby declare that, this piece of work is my original presentation, which is a result of independent thinking with exception of acknowledged references, ideas and concerns, and has never been presented before in any institution of higher learning for an academic award.

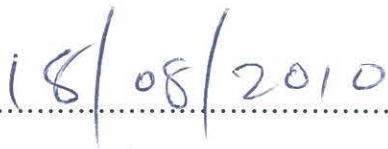
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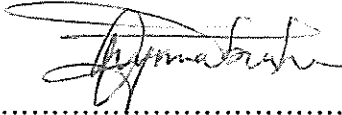
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APPROVAL

This report is submitted for examination purposes with my approval as the candidate's internal university supervisor.



Signature.....

MR. ALUONZI BURANI

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Date.....

21/8/2010

DEDICATION

This report is dedicated to my dearest parents Mr. &.Mrs. Etole Biajo, brothers and sisters, in-laws, relatives and friends for their tireless efforts rendered to me during the period of my study.

ACKNOWLEDGEMENT

Writing a report of this kind involves a lot of resources, both time and money together with concerted efforts from different individuals. It's against this that I would like to acknowledge the following people for their moral, spiritual and material support, who made my study and this report possible. Special thanks go to the most High the Almighty God giver of life, knowledge, and wisdom.

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MAY GOD BLESS YOU ALL.

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ABSTRACT

The transport sector is a vital aspect of any growing economy like Uganda. Many private individuals and companies are involved into the transport business venture and KK Coaches was not left behind. KK Coaches Limited was established in 2008 and is headquartered in Kampala with branches in, Arua, Koboko, Paidha, Nebbi, Packwach, among other towns in Uganda. Performance of KK couches limited and other businesses hugely rely on a well managed customer relationship. KK couches limited started well, but somehow on the way faltered due to poor customer care, poor time management, loss of goods, and instability in departure time among others. This led to poor performance of the company.

The study was therefore, aimed at assessing customer relationship management and performance of KK couches limited. It was guided by three research questions namely service, communication and records management system. The study was conducted in Kampala at the head quarters of KK couches limited.

The technique of random sampling was used in sample selection. Data was selected by use of questionnaires during the stakeholders' survey in depth interview with key customer and staff respondents.

The findings of the study indicate that services provided KK include transport, courier and cargo as the main ones. It was discovered that records management helps to improve company performance as it helps in staff appraisal, future reference, problem solving among others. Communication between KK and the customers was found to be clear, message to and from clients is instant and communication with customers is on daily basis.

The researcher recommends that KK couches limited should promote effective communication, ensure proper flow of information, the company should not rely on mobile phones alone but also go for suggestion boxes, records of customers should be checked periodically, someone should be employed to help, guide, direct and monitor the sick, elderly and disabled.

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter covers the back ground, statement of the problem, purpose of the study, objectives, and research questions, scope of the study and the significance of the problem.

1.1 BACKGROUND OF THE STUDY

1.1.1 Historical Perspective

The transport sector is a vital aspect of any growing economy like Uganda because it enables the movement of labor from one place to another, promotes the development of other sectors like agriculture by facilitating the exploitation of resources and eliminating wastage of surplus goods. It is also a source of revenue to the people involved and the government at large, (Katushabe, 2009). With the privatization of many firms in Uganda among which was the Uganda Corporative Transport Union (UCTU), many private individuals are involved into the transport business venture and KK Coaches was not left behind. KK Coaches Limited was established in 2008 and is headquartered in Kampala with branches in, Arua, Koboko, Paidha, Nebbi, Packwach, among other towns in Uganda. Faced with the various challenges in the transport sector among which is stiff competition by the various participating parties, there is always a call for customer retention thus a need for customer relationship management. Customer is increasingly being used now instead of other words such as “passenger” to suggest that the passenger has more power or choice than they used to.

In fact there is a common saying that “customer is a king”. They play a very vital role in business companies like transport companies, therefore relationship with customers must be well managed for a company to prosper in its business. Performance of KK couches limited and other business hugely rely on a well managed customer relationship. From the outside, customers interacting with the company perceive the business as a single entity despite often interacting with a variety of employees in different roles and departments.

According to Kotler, (1999), Customer relationship management includes many aspects which relate directly to one another and if well observed, customer relationship management helps to

improve the performance of a Company hence realizing high customer knowledge, increased revenue and profits, increase service quality and maximum satisfaction leading to high customer turn up.

According to **Afako (2010)**, KK couches limited started very well, but somehow on the way faltered due to poor customer care, poor time management, loss of goods, and instability in departure time among others. This led to poor performance of the company as passenger turn up went down there by negatively affecting revenue and profits. Today successful business no matter how small or large must have a business strategy rotating around building relationship with customers on long term basis by offering value and providing customer satisfaction, **(McKenna, 1991)**. This therefore, implies that KK couches limited must have an obsession with understanding customer needs and desires and use information about customers to deliver satisfaction to customers in order to improve the performance of the company. This study is therefore, to establish the relationship between customer relationship management and the performance of KK couches limited.

1.1.2 Theoretical Perspective

The study was based on 4Ps module in “Marketing Management” by Phillip Kotler which explains the interrelationship and relevance of the 4P’s of marketing (Product, Price, Place & Promotion), **(Kotler, 1999)**. The 4Ps actually act as tools for a company to market its products and services. KK couches limited therefore, has to ensure its buses are neat, quality service is offered, fare prices are charged, offices are strategically located convenient to clients liking, good management of records done and proper communication with customers carried out and maintained so as to improve company performance.

1.1.3 Conceptual Perspective

The dependent variable in this study is **performance** (of KK couches limited). **The oxford Advanced Learner’s Dictionary (1995)**, defines performance as; how well or badly you do something; or how well or badly something works. **(Kerry, 1995)**, defines performance as the way in which an activity is accomplished in a particular level of standards, to which a task is to be accomplished. It is also defined in contract law as the Successful execution of a contract, or fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract **(Spikes, 2007)**. In this study, performance will be operationalised or viewed as high or low.

The independent variable is **customer relationship management**. It refers to a combination of policies, procedures, and strategies implemented by a company or business unit to unify its customer's interaction and provide a mechanism for tracking customer information, (Kotler, 1999). It is a broadly recognized, widely-implemented strategy for managing and nurturing a company's interactions with customers and sales prospects and involves using technology to organize, automate, and synchronize business processes principally sales related activities, but also those for marketing, customer service, and technical support,(Berry, 1983). According to **Oxford Advanced Learner's Dictionary (1995)**, customer is someone who buys goods or services from a shop or store or business, relationship is the way in which two people, groups or countries behave towards each other or deal with each other, management is act of running and controlling a business or similar organization. Customer relationship management can therefore be defined as, the way companies or businesses, countries or people run and control their dealings with those who buy goods or services from them. For the case of this study, customer relationship management is operationalised as services offered, record management and communication in KK couches limited.

1.1.4 Contextual Perspective

The study was conducted at KK head quarters in Kampala where the clients and the employees of KK Coaches Limited were interviewed to establish the relationship between customer relationship management and performance of KK couches limited.

1.2 STATEMENT OF THE PROBLEM.

Today, successful business, no matter how small or large must have a business strategy rotating around building relationships with customers on long term basis by offering value and providing customer satisfaction, (McKenna, 1991). The dependent variable in this study is performance of KK couches limited. High performance leads to increased revenue, high customer knowledge, increased profits, customer retention, and customer satisfaction among others. The performance of KK couches has gone down yet they started very well. The poor performance has led to a drop in passenger turn up, low revenue collection and profits. Various reasons have been attributed to the low performance. According to **Afako (2010)**, KK couches started very well but somehow on the way faltered and then started performing poorly and continued to sight poor customer care, poor time management, loss of goods, poor record keeping, lack of communication skills of the staffs and instability in departure time among others as reasons for the poor performance. This implies that KK Coaches Limited must have an obsession with the understanding of customer needs and desires and use information about customers to deliver satisfaction to customers in order to improve the performance of the company hence enjoy the benefits associated with high performance. This study was therefore to establish the

relationship between customer relationship management and the performance of KK couches limited. Focus was to establish the relationship between the various services offered, record management and communication, and their effects on the performance of KK couches limited and improve on them in order to enhance the services offered by KK couches limited.

1.3 PURPOSE OF THE STUDY.

The purpose of the study was to establish the relationship between customer relationship management and the performance of KK Coaches Limited.

1.4 OBJECTIVES OF THE STUDY.

- (i) To establish the relationship between various services offered and performance of KK couches limited.
- (ii) To establish the relationship between record management and performance of KK Couches limited.
- (iii) To established the relationship between communication and the performance of KK Coaches Limited.

1.5 RESEARCH QUESTIONS

- (i) What effects do the various services offered have on the performance of KK Coaches Limited?
- (ii) What effects does records management have on the performance of KK coaches Limited?
- (iii) What effects does communication have on the performance of KK Coaches Limited?

1.6 SCOPE OF THE STUDY

The study was carried out in the central region in Kampala district where the head office of KK Coaches Limited is situated. The researcher chose to use KK Coaches Limited because of its proximity to the researcher's work place and easy access to the information required in as far as the study is concerned. The study was intended to establish the relationship between customer relationship management and the performance of KK couches limited. Focus was on establishing the relationship between various services offered, record management and communication, and their effects on the performance of KK couches limited thereby improving the performance of the company. The research was conducted from April 2010 to June 2010.

1.7 SIGNIFICANCE OF THE STUDY

The study will be helpful in finding out how best the management of KK Coaches Limited can establish a good customer relationship in order to improve the performance of the company. The study will enable KK Coaches Limited to be more responsive to the challenges facing their clients and adopt better services going forward. This study will help in the provision of relevant information about customer relationship management in the transport business to other scholars who may wish to carry out further research in this area. The research findings may guide policy makers especially economists and human resource data analysts to evolve more realistic policies, laws and regulations. The study findings will provide literature to academicians and managers in the marketing department and may be used for future literature review. The study findings will help the management of KK Coaches limited and other companies realize that it's vital and cheaper to retain customers than trying to attract new ones hence the need to keep their customers and devise ways and means of developing the business and treating the existing customers well as a better source of profitability and sustained growth of the company

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter contains the definition concept, service, records management and communication.

2.1 Definition Concept;

2.1.1 Customer relationship management

Joseph et al (2003), define Customer relationship management as a process used to gather market driven data in order to learn more about customer's needs and behaviors for the purpose of delivering added value and satisfaction to the customer. These data in conjunction with the information technology are then used to develop stronger relationships with customers. Customer relationship management is defined in the Wikipedia encyclopedia as a broadly recognized, widely – implemented strategy for managing and nurturing a company's interactions with customers and sales prospects using technology to organize, automate, and synchronize business processes for marketing customer service and technical support with an objective to entice former customers back into the fold and reduce the costs of marketing and customer service.

2.1.2 Performance

According to **Baldrige's** Criteria for Performance Excellence on organizational self-assessment and self-improvement 1987, Performance is referred to as output results and their outcomes obtained from processes, products and services that permit the evaluation and comparison relative to the goals, standards, past results and their organizations. Performance can also be expressed in non financial and financial terms. (**Kerry, 1995**), defines performance as the way in which an activity is accomplished in a particular level of standards, to which a task is to be accomplished. It is adapted, carried out, or achieved within the working environment

2.1.3 Relationship between customer relationship management and performance

Customer relationship management should be well observed to enable an organization enhance the performance levels as far as the soundness of the business is concerned. Fundamentally, customer relationship management has a huge impact on the performance of the transport companies. The wants of each customer has to be well calculated and taken into account. A loyal satisfied customer may introduce several others who will also become loyal users thereby improving the performance of

the business hence higher customer knowledge, increased profits and revenues, increased service quality and maximum satisfaction.

2.2 THE CONCEPTUAL FRAME WORK.

Customer relationship management

Performance

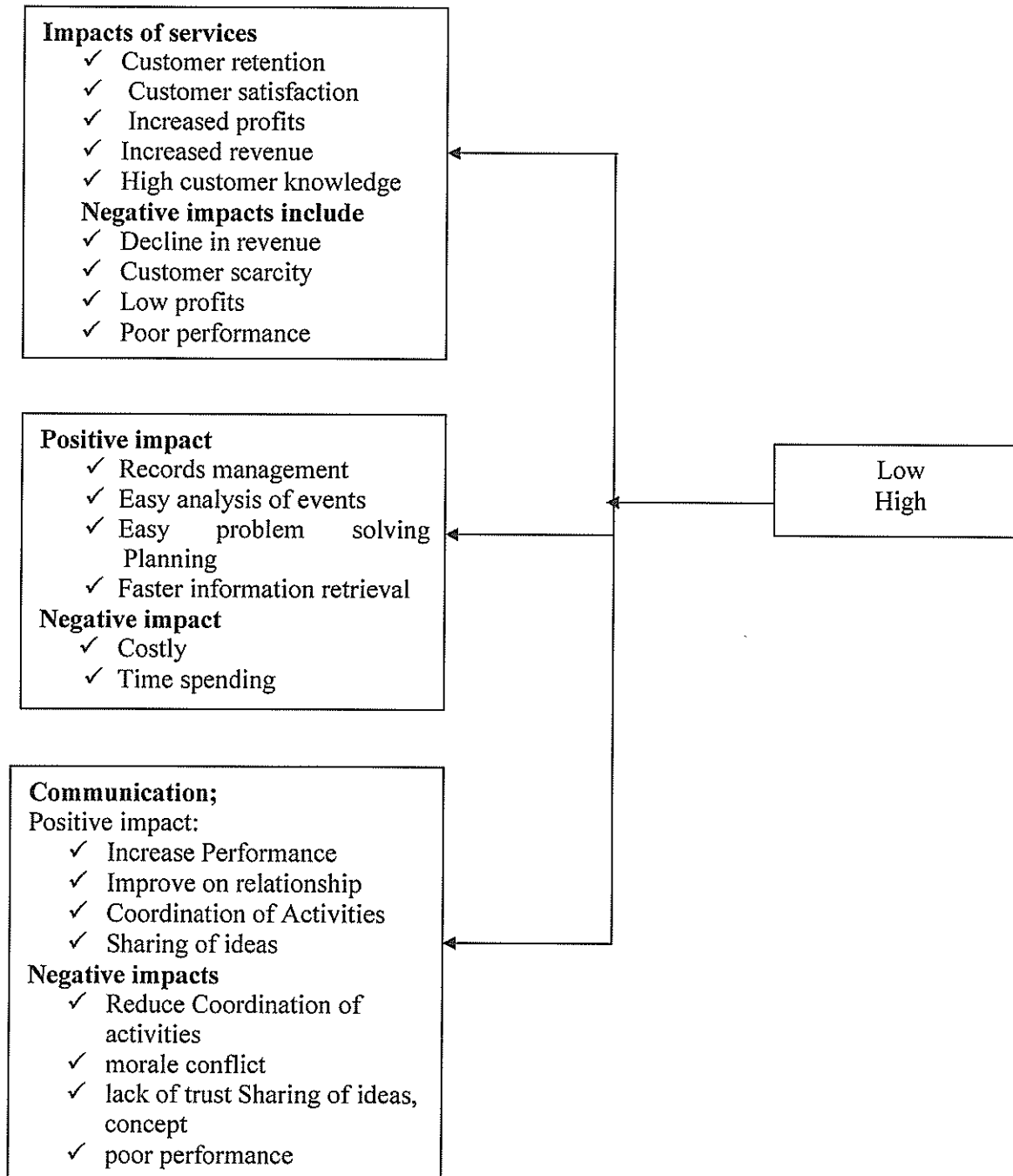


Fig 2.1 above is based on the ideas from “marketing management” by Phillip Kotler (1999), “Human resource management success” by Maicibi (2007) and “communication at work” by Ronald B. Adler (2002), and this can be explained as follows;

Good customer service leads to customer retention, customer satisfaction, increased company profits, high customer knowledge and increased revenue for the company while poor service leads to decline in revenue, customer scarcity, low profits and poor performance of the KK Coaches limited. A perfect record management system in the company will lead to easy analysis of events, easy problem solving, proper planning and faster information retrieval. If the company has poor record management system then it will lead to high cost and a lot of time spending in problem solving, planning and information retrieval. Effective and efficient communication within the organization will lead to increased performance of the company, proper company activities, and improved relationship between the staffs, management and the clients as well as enabling sharing of ideas within the company. Poor communication within the company will lead to conflict, reduced morale, and lack of trust and poor performance of the company.

2.3 REVIEW OF RELATED LITERATURE

2.3.1 Service

Elnora and Michael (2003) define services as intangible products that are exchanged directly from the producer to the consumer. In other words, services are acts, efforts or performances exchanged from producer to the user without ownership rights. A service satisfies needs by providing pleasure and the information on convenience. In the United States of America (USA), services generate 74 percent of the gross domestic product (GDP) and account for 79% of all the jobs. The service industry includes services of cleaning and great concerts but also includes a vast number of services provided for organizations. Some of the more commonly used business services include vehicle leasing, insurance, security, legal advice, food services, consulting, cleaning and maintenance and transportation.

2.3.2 Characteristics of a service

According to **Stuart (2003)**, services come in many forms, from those done to you such as a message or teeth cleaning to those done to something you own, such as having your CD player repaired or getting a new paint on your classic 1965 mustang. Regardless of whether they affect our bodies or possessions, all services share four characteristics which include intangibility, perishability, inseparability, and invariability or heterogeneity.

Intangibility; Ethel et al (2004), stipulates that because services are intangible, it is impossible for prospective customers to feel, see, hear, taste, or smell a service before they buy it. Unlike purchase of goods, services cannot be inspected or handled before purchase is made. This makes many services much more difficult for consumers to evaluate. Although it may be easy to evaluate your new hair cut, it is far less easy to determine if the dental hygienist has done a great job cleaning your teeth.

Perishability; Elnora and Michael (2003) assert that service perish ability means that a firm cannot store its services. / It's a case of use it, lose it. When rooms go UN occupied at a ski resort, there is no way to make up for the lost opportunity to rent them for the week end. Marketers try to avoid these problems by using the marketing mix to encourage demand for the service during the times when it would otherwise be low. One option a service provider has to address the perish ability problem is to reduce the prices to increase the demand. Air lines do this by offering lower priced seats in the final weeks before a flight and television stations offer advertisers lower priced airtime at the last minute.

Inseparability; Stuart (2003) emphasizes that although a firm manufacture goods prior to sale, a service can only take place at the time the service provider performs an act on either the customer or the customers' possession. It's therefore hard to take notes on lecture when the professor does not show up. In some cases of course the service can be sold prior to delivery, such a ticket to Lilith fair concert months before attending the event.

Heterogeneity; Etzel et al (2004), say it is difficult if not impossible for a service firm or even an individual seller of a service to standardize output. Each unit of service is somewhat different from every other unit of the same service because of the human factor in production and delivery. Regardless of its efforts, Delta Airlines do not give the same quality of service on every flight or even to each passenger on the same flight. All haircuts you get are not of equal quality.

2.3.3 Classification of Services:

Marketers are able to develop marketing strategies, provide customer satisfaction and success for the service provider firm by understanding the characteristics of different types and classification of services. Services may be classified as to their inputs and whether the service consists of tangible or intangible actions. Input may be customers themselves or their possessions. Customers themselves receive tangible services to their bodies a heart transplant or hair cut for example. The education

being received in this course is an intangible service directed at the consumer. The customer's possessions are the recipient of such tangible services as repair of a favorite carpet; intangible services directed at the consumer's possessions include insurance and house security services. It is this contact that causes the consumer to have a positive or negative impression of the service. Our interactions with service providers can range from the most superficial such as buying a movie ticket to selling a psychiatrist or bartender our most intimate secrets. In each case, though, the quality of the service encounter can play a big role in determining how we feel about the service we receive.

2.4 RECORDS MANAGEMENT

2.4.1 Records management; or RM, is the practice of maintaining the records of an organization from the time they are created up to their eventual disposal. This may include classifying, storing, securing, and destruction (or in some cases, archival preservation) of records. A record can be either a tangible object or digital information: for example, birth certificates, medical x-rays, office documents, databases, application data, and e-mail. Records management is primarily concerned with the evidence of an organization's activities, and is usually applied according to the value of the records rather than their physical format.

In the past, 'records management' was sometimes used to refer only to the management of records which were no longer in everyday use but still needed to be kept - 'semi-current' or 'inactive' records, often stored in basements or offsite. More modern usage tends to refer to the entire 'lifecycle' of records - from the point of creation right through until their eventual disposal.

The ISO 15489: (2001) standard defines records management as "The field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records".

The ISO defines records as "information created, received, and maintained as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of business". The International Council on Archives (ICA) Committee on Electronic Records defines a record as "recorded information produced or received in the initiation, conduct or completion of an institutional or individual activity and that comprises content, context and structure sufficient to provide evidence of the activity." The key word in these definitions is evidence. Put simply, a record can be defined as "evidence of an event".

All organizations create and receive records and information whose keeping is interestingly becoming a major aspect in management of organizations. Records management is a management function that seeks to ensure that the right data and information are available to the right person at the right time and at the least possible cost to an organization.

The origin of the word “records” is from a Latin word “recorderi” meaning to bring back, retrieve to mind or memorizing (Partridge 1958:555). A record is any piece of information or datum that is stored or kept in a reproducible form and is required for subsequent decisional usage. Reliable information about employees is an essential requirement for the successful operation of any organization. Management needs to know what is happening to the human resources available to them, just as much as to the financial and material resources. Indeed, since labor costs, invariably, represent the largest single element of total costs, it is no surprise that Human Resource Managers are called upon to create, maintain and make available sufficient and suitable employees’ record to ease the management process.

2.4.2 Guidelines for a Good Records Management system

Any organization that aspires to have a good record management system should adhere to the following guidelines;

Should create records that are necessary for efficient, effective and successful operation of the organization, should save information and records that are necessary for the continued existence of the organization, should not create more records than are necessary, should not retain more records than those necessary, should establish effective filing systems-both manually and electronically, should operate in a cost effective situation, should have regency, that is, be up-to-date of data, should be clear and concise in keeping data, should keep data that are easy to retrieve and should be in summary, yet be comprehensive.

2.4.3 Categories of information kept by Organization

Generally, human resource information falls into 3 major categories:

Permanent information

This information is relevant and required for as long as the organization is still in existence. This information is essential for legal purposes. For instance the minutes of governing body’s meetings and other policy making bodies.

Transactional information; The information here has no beginning, middle or end state. Usually the data is eventually processed further and summarized into permanent record. Examples are the employees' name, employees' number, records of organization rules and regulations.

Temporary information; This consists of the information required daily or weekly. For instance the regular attendance of employees at the work place. After, say 10-15 years or in event of death, such information could be destroyed, thus is not permanent, hence temporary.

2.4.4 Records Documentation And Storage system.

For relevant information policies to be established and an organization's document management systems to be developed, policy makers and developers must develop a high interconnectivity of information, documents and records. While all records constitute documentation of one kind or another and are generally referred to as "documents" irrespective of storage or presentation medium, the reverse is true, says **Richard (1996)**. This means that some documents do not qualify as records but purely reference documents. Documents in preparation or at some early draft stage are not normally regarded as records, until such a time as they are communicated into the organization for comment or action. All records are documents but all documents are not records because all documents constitute information. As already noted, documentation begins with employees' personal record as in the application forms which he/she completes when applying for a job. Other documents could be appraisal reports, application for promotion, loans, or sickness certificates. Once all these pieces of information are included in the employee record, any information must be up to date. Therefore when adding new items, it is important to consider how often the information would be used as to whether it could be obtained quickly or from some other source, and whether there is room to store it.

2.4.5 Human Resource Records Lifecycle

According to Diamond (1995) and Harding (1998), Human resource records like any other records of whatever source, pass through a cycle and in each cycle procedures, actions and methods are designed to record the information.

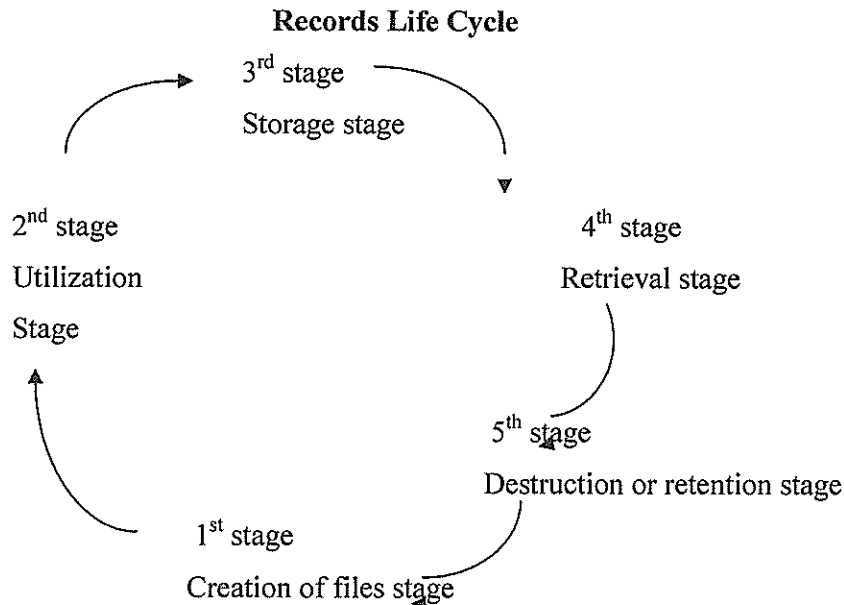


Fig 2.2 Adopted from Maicibi, (2007)

Explanation of fig 2.2 is as follows;

The creation stage;

This is the first stage of the records life cycles, involving the creation of files, implementing a filing system to manage the active records and urgent or any vital records that are needed by the organization.

The Utilization stage; at this stage the records that are kept are used to obtain information quickly and efficiently by whomever that needs it. In this cycle, there are efficient procedures to ensure good work flow of records and the success of retrieving the data and information depends on the appropriateness of classifications quality of initial indenting, cross referencing systems which are incorporated into the filing procedures during the creation stage.

The storage stage; at this stage, the life cycle is concerned with selection of suitable equipments, records and utilization of space. In this stage there is the desirability to introduce a centralized record management system for the physical safety of documents in storage, their confidentiality and guard on unauthorized access.

The retrieval stage; This concerned with speed and ease with which documents can be allocated on request using the tracer system.

The retention or destruction system: In this stage the records department ensures that the only records kept are needed by the organization and are still operational, legal and for historical purposes.

According to **Harding (1998:30)**, the records cycle passes through these stages as graphically below;

2.5.6 Elements of a records management system;

A records management system includes the following elements:

A content analysis that describes and categorizes content in the enterprise that may become records, provides source locations, and describes how the content will move to the records management application, a file plan describing, for each type of record in the enterprise, where they should be retained as records, the policies that apply to them, how they need to be retained, how they should be disposed of, and who is responsible for managing them. A compliance requirements document defining the rules that the organization's IT systems must adhere to in order to ensure compliance, along with the methods used to ensure the participation of enterprise team members. A method for collecting records that is no longer active from all record sources, such as collaboration servers, file servers, and e-mail systems, a method for auditing records while they are active, a method for capturing records' metadata and audit histories and retaining them. A process for holding records (suspending their disposition) when events such as litigations occur, a system for monitoring and reporting on the handling of records to ensure that employees are filing, accessing, and managing them according to defined policies and processes. Microsoft Office SharePoint Server 2007 includes features that can help organizations implement integrated records management systems and processes. To ensure that information workers can easily participate in your enterprise's records management system, 2007 Microsoft Office system applications, such as Microsoft Office Outlook 2007 and Microsoft Office Word 2007, also include features that support records management practices.

2.6 Communication

RAO et al (2000), defined communication as the act of influencing and inducing others to interpret an idea in the manner intended by the speaker or writer. Gareth et al (2000), defined communication as the sharing of information between two or more individuals or groups to reach a common understanding.

2.6.1 Effects of communication.

Effective communication is necessary for managers to perform his functions. It's a process by which management functions like planning; organizing, directing and controlling are accomplished. Management is concerned with getting things done through others, a task that invariably requires that managers must communicate with other people. Everything a manager does involve communication.

Gareth et al (2000), in order for an organization to gain competitive advantage, managers must strive to increase efficiency, quality, and responsiveness to customers and innovation. Good communication is an essential for reaching each of these four goals and this is a necessity for gaining a competitive advantage.

Gareth et al (2000), Efficiency is increased by updating the production process to take advantage of new and more different technologies and by training workers to operate the new technologies and expand their skills. Effective communication is necessary for managers to learn about new technologies, implement them in their organizations and train workers in how to use them. Similarly improving quality hinges on effective communication.

Gomez et al (2000), Good communication can also help to increase responsiveness to customers. When the organizational members who are close to customers such as sales in department stores, and tellers in banks, are empowered to communicate to customers' needs and desires to managers, in turn must communicate with other organizational members to determine how best to respond to changing customer preferences.

Gareth et al (2000), innovation, which takes place in cross-functional teams, also requires effective communication. Members of a cross functional team developing a new kind of compact disc player for example must effectively communicate with each other to develop a disc player that customers will want, there will be high quality and that can be produced efficiently.

Gareth et al (2000), communication enables the organization to coordinate their various department and that is through giving direction, instructions on how activities are supposed to be done and when

different organization departments are coordinated performance will be maintained and improved and wastage will be minimal.

2.6.2 Forms of communication.

There are different forms of communication used by organizations and they include downward communication, upward communication, and horizontal communication, and diagonal communication, verbal and non- verbal communication.

DOWNWARD COMMUNICATION

Frequently occurs between managers and subordinates and help managers to provide directions, feedback and critical information which help the subordinates to perform to the expected level. Through downward communication, managers can carry out employee performance evaluation, job description, orientation of new employees, communicate policies, orders, instructions, raise and recognize employees and all these above in the long run help to improve and maintain performance.

UPWARD COMMUNICATION

Greenberg et al (1997), in upward communication, a message is sent from position lower in the hierarchy to a receiver higher in the hierarchy. It makes managers know how individuals, team and units of the organization are performing. When performance deviates from expected standards, managers can make corrective adjustments. One of the most important components or upward communication is feedback to managers about employees feelings about the organization's policies, organizations are likely to have barriers that filter information from subordinates before it is received by manager. Employees should however be made aware of the tendency to punish the bearer of bad news. It is also considered disloyal for employees to take a problem "over the head" of the boss to a higher echelon manager. Therefore it is necessary to design special true feeling, unfiltered information. However in this case, organizations can introduce open communication policy where every employee is free to enter and present his /her own un-wanting feeling to the superior so this in a long run helps to improve and maintain performance. Upward communication include employee grievance, information about unethical behavior of managers, seeking clarifications and response to policies.

Horizontal communication

Ivancivich et al (1996), occur between sender and receiver at similar level in the organization. It is likely to take place between team members, between different teams, between employees in different units, such as when a safety specialist and quality control inspector discusses proposed changes in the manufacturing process; horizontal communication is becoming increasingly important in the organization because it involves collaboration between employees with different skills and competencies. Managers and team members need to have ability to give feedback to subordinates or peers. Feedback may be communicated either horizontally, (from peer to peer), or vertically (from superior to subordinate). All employees need feedback to improve on their skills, post feedbacks lets them know how they are progressing towards their goals and is used to strengthen behavior that are already learnt. Negative feedback tells employees which behavior needs to be modified so that performance is maintained and improved.

Diagonal communication

Balkin et al (2000), while it is probably the least used channel of communication in the organization, diagonal communication is important in situations where members are not communicating effectively through other means for example, the comptroller of a large organization may wish to conduct a distribution cost analysis. One part of the task may involve having sales forces send special report directly to the comptroller rather than going through traditional channels in the marketing departments. Thus, the flow of communication would be diagonal as opposed to vertical and horizontal. Diagonal would be the most efficient in terms of time, and effort for the organization.

Verbal communication.

This is the transmitting and receiving ideas using words. Verbal communication can be either using spoken language, in form such as face-to-face talks, or written in forms such as memos, letters, employee handbook, and electronic mail because both oral and written communication involves the use of words, they fall under the heading verbal communication.

Face to face communication

Ivancivich et al (1996), this provides, opportunities for sending rich information (potential information carrying capacity data) content and can offer high levels of interactivity between sender and receiver. Job interviews are likely to be done face to face. One of the most important types of

face to face is meeting. Meetings are purposeful gathering of organizational members, they are held to inform and train participants, solve problems, monitor and coordinate activities, delegate tasks and create social bonds between diverse organizational members, and all this is tailed towards maintaining and improving performance of the organization.

Written communication

Gareth et al (2000), written communication includes memos, policy manuals, employee handbook, bulletin boards, letters and fliers. The advantage of written communication is that, they can be revised, stored and made available when needed and disseminated in identical copies so that the sent message is received by all. Written communication can be personalized for small audience. The popular form of written communication includes:

Memos

Memos are business communications that provide information to employees. They can inform employees about the agenda, time and places of meeting, the work schedule or a change in an employment policy. A memo should be brief and to the point so that it will be read and understood.

Newsletters

Newsletter is a short monthly or quarterly publication designed to keep employees informed of the important events, meetings and transactions and provide inspirational stories about employee and team contribution to the organization. Newsletters help to foster community spirit of keeping everybody informed about what others are doing.

Employee handbook

Another internal publication used is the employee handbook; a document describing to employees the basic information about the organization. It provides general reference regarding the organizational background, the nature of its activities, and its rules specifically the major purposes of employee handbooks are; To explain key aspects of organization policy, clarify the expectations of the organization and employees towards each other, express the organizational philosophy, employee handbooks help in the process of socializing new employees and promoting organizational values thus keeping performance stable

Electronic communication; Richard *et al.*, (2000), advance in electronic communication makes interactive communication possible between sender and receiver who are separated by physical distance and busy schedule. Electronic communication channel vary in the richness of the information that is transmitted and can include text, voice, graphics or videos. The two commonly used form of electronic communication include voicemail, and email.

Voice mail

Voice mail lets a sender transmit a detailed audio message that is recorded electronically and can be played back when convenient. Managers play back all messages at once and answer them in concentrated block of time so that redundant telephone tag calls can be avoided. Voicemail also allows the sender to set up menu of responses to commonly asked questions, which saves additional time.

Electronic mail; Emails allow employees to communicate via written messages through personal computer terminals linked to networks. Emails is the fast way to distribute important information to a large number of employees, it permits virtual team of employees to work simultaneously in documents even though they are separated geographically or by busy schedule. Email is often used to exchange information (such as coordinating project activities and scheduling meetings) for social reasons (keeping in-touch with colleagues).

Non- verbal communication; Greenberg et al (1997), Non verbal communication is the transmission of messages without use of words that is to say, gestures, the use of space, the non-verbal cues such as smiles, and glances are important sources of information influencing our impressions of people. Some of the most relevant non –verbal communications cues in the organization have to do with people’s manner of dress and use of time space.

2.6.3 COMMUNICATION PROCESS

To be an effective communicator, a manager should understand the basic framework of communication process. The basic elements of communication are the communicators, encoding, the message, channel of communication or medium, decoding, the receiver and feedback. The process is divided into two phases, the transmission phase and the feedback phase.

The communicator

In an organization, the communicators can be managers, department and the outside public. Each of the communicators involved in the process of communications has a message or idea of information to transmit to some other person or person in the group called the receiver.

Encoding

The second important element in the communication process is encoding. The communicator's message must be translated into a common language, which reflects the idea, that is to say, the message must be encoded. Encoding involves conveying the message into a series of symbols some other format or expression, Harold Koontz & Heinz (1998)

The message

The output of encoding process is the message sent by the communicator. It is the physical form of thought, which can be experienced and understood by the one or more senses of the receiver **Harold Koontz & Heinz (1998)**

The medium

This is the carrier of the message sent by the communicator it bridges the gap between the sender and the receiver, for example, face-to-face conversation, and telephone conversation in written form **Harold Koontz & Heinz (1998)**

Decoding; Decoding element refers to the process by which the receiver translates the more the receiver's intended message the more effective the communication is **Harold koontz & Heinz (1998).**

The Receiver; By the very definition of communication requires at least two people, the communicator and the receiver. The communicator should take into account the receiver, his decoding abilities, and his understanding capacity of the message being transmitted. Effective communication is always receiver oriented and not media oriented **Harold Koontz & Heinz (1998).**

Feedback; To be effective communication process should involve the element of feedback also. Feedback determines whether the message was clearly understood and the action required taken hence decreases the potential and probability of distortion between the intended and the received message. Direct feedback is possible through face –to –face verbal exchange between manager and

subordinates, indirect feedback may be in terms of actual results, increase or decrease in production. The feedback to the sender completes the process of communication **Harold Koontz & Heinz (1998).**

Noise; All the above steps of communication processes are affected by noise. It is anything that hampers any stage of the communication process Harold Koontz & Heinz (1998).

Illustration

Communication process

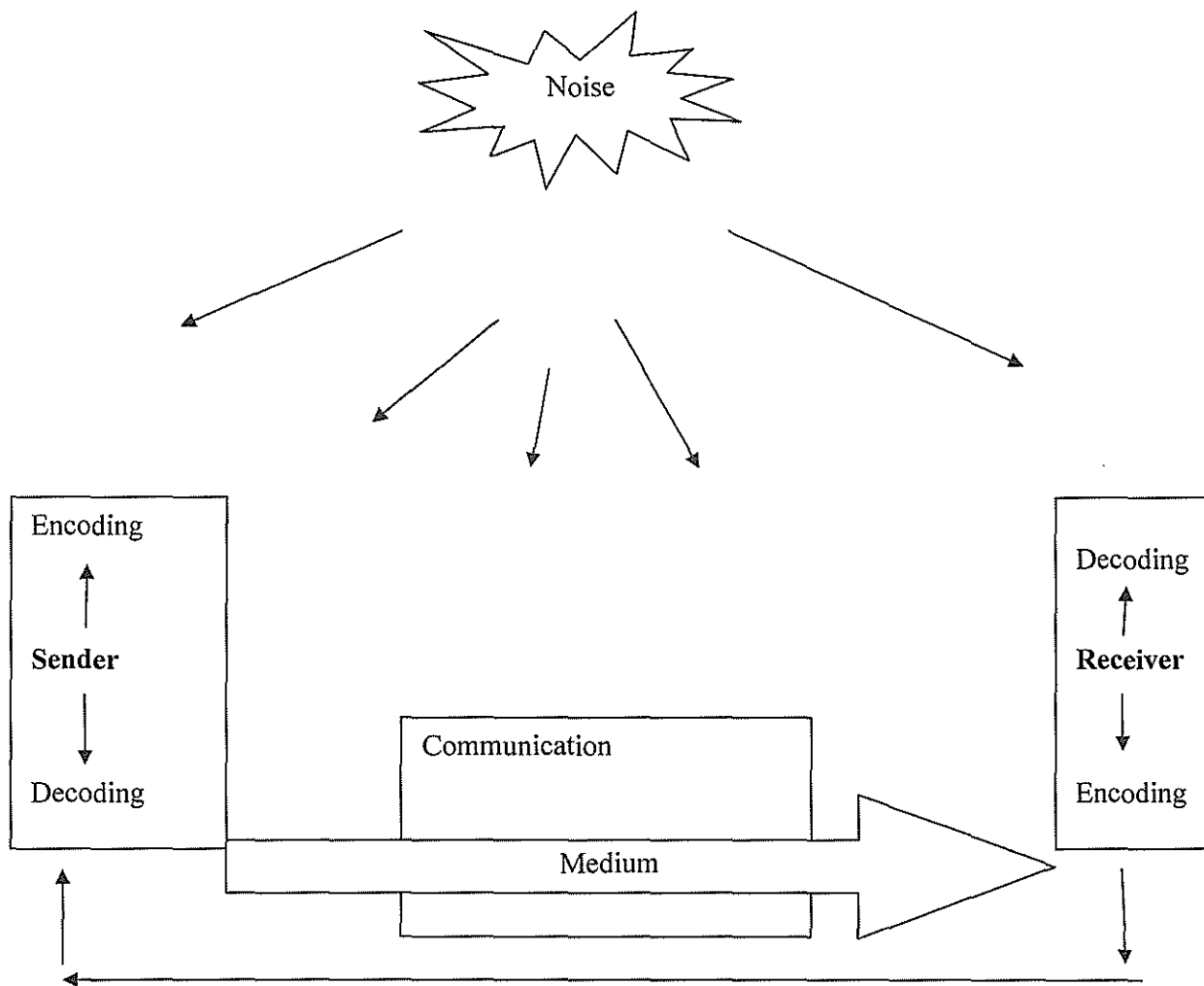


Fig 2.3 Diagram showing the communication process, from the book “The essence of effective communication” by Ron L, & Fergus, P (1990).

2.6.4 COMMUNICATION SKILLS

According to Mejjia et al (2002) the ability to communicate effectively in business is essential to both the individual and the organization. For the individual, effective communication skills are necessary in getting the job initially, accomplishing assigned task and advancing to higher positions

within the organization. For the organization, effective communication results in developing and maintaining goodwill among employees, customers and business associates while getting the job done efficiently.

According to **Dupree (1997)** there may be no single thing more important in our efforts to achieve meaningful work and fulfilling relationships than to learn and practice the art of communication.

According to **Adler et al (2002)** the need for communication skills is important in virtually every career for effective communication. For example, once study revealed that practitioners in big six accounting firms spent 80 percent of their work time communicating with others individually and in groups. The need for communication skill is just as important in high tech fields.

According to **Adler et al (2000)** made the point emphatically “if there is one skill that is required for success in an industry, its communication skills”. Other high tech experts back up this claim. Over 90 percent of personnel officials at 500 US businesses stated that increased communication skills are needed for success in the 21st century. Researchers discovered that what employees needed was oral literacy, the ability to communicate, to work in teams and to shift rapidly as the work changed. In one survey of over 1000 adult workers, 84 percent of the respondents rated communication skills as being very important for performing the jobs. Business people are not the only ones whose jobs depend on effective communication. One recent survey of employers who supervise engineering graduates backed up the importance of communication skills. Those managers reported that the most valuable talents of newly hired graduates included the ability to work well on teams with people outside their specialties.

Mejia et al (2000), one of the best ways to ensure effective communication is to provide opportunities for employees to develop their communication skills. Skills in sending and receiving messages greatly reduce the possibility that a distorted message will be transmitted.

Three key communication skills are presentation skills, non-verbal communication skills and listening skills. Presentation skills are critical in every job. Sales people must present the product in a convincing way to potential clients. Engineers need to present ideas persuasively to the managers who control funding. Managers must present performance results to Executives. Team members may need to present ideas for quality improvement at staff meeting, managers and team leaders often need to persuade the team or employees to do something or to accept a new policy.

Guidelines for effective presentation skills include; determining the purpose for communication, identify the audience, their needs and interests; establish credibility if the audience is not familiar with your credentials, try to speak in a responsive and conversational style that engages listeners, look for opportunities to make presentation and receive feedback, maintain a positive attitude throughout the presentation.

Non-verbal communication skills are essential for sending and decoding messages with emotional content. Friendliness, respect, acceptance, rejection, fear, anger are conveyed primarily by means of non-verbal message. Important dimensions of non-verbal communication include body movements and gestures, eye contact, touch, facial expression, physical distance, tone of voice.

Listening skills, listening is a fundamental communication skill that allows the receiver to understand both the verbal content and the underlying feelings embedded in the message. An active listener indicates both verbally and non-verbally that she is engaged in the conversation.

Listening is an invaluable skill for managers to use daily on the job. By actively listening to another individual, the manager shows empathy for understanding for the speaker's perspective. Employees or other managers are unlikely to bring problems to managers who have weak listening skills, which is likely to undermine a manager's credibility and limit effectiveness. The essence of effective communication, resolving conflicts is another communication skill. Conflicts, tensions, problems with individuals or groups are inevitable in organizations. People are different; they have their own views on issues, their own approaches to solving problems. Interpersonal conflicts arise just as much because of the manner in which discussions take place as from disagreement on specific issues. People can end up still disliking each other even after they have agreed on an issue.

To gain greater collaboration and commitment, you should consider these approaches to conflict situations;

- Use active and reflective listening
- Use assertiveness skills
- Reduce communication blockages between the parties
- Concentrate on issues
- Identify and appraise carefully the actions decided.

Solving problems is another skill that is all about trying to find some form of mutual agreement about decisions and actions to be taken in problem situations. A manager may have all the facts and resources at your disposal and may be therefore able to solve the problem without any discussion with other persons. This is not always the case; you may have to share with others the problem, the facts, the feelings in the situation, so that you can make a high quality decision. It may also be necessary to gain the total commitment of others to the decision so that it will be implemented successfully. You will not necessarily achieve this if you make the decision by yourself. When deciding any communication skill programmed, development of the above skills to further communication skills are important for managers to improve their effectiveness, counseling and coaching.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the methodology (methods and techniques) that was employed in the study. It provides descriptive information on research design, sampling design measurement and procedure. It also states the data collecting methods, and data source and data processing and analysis tools, which were used by the researcher. The problems encountered in the pursuit of the study are also highlighted.

3.1 Research design

The research design was descriptive, survey and cross sectional survey in order to collect as much data as possible. According to Amin,(2005:212), descriptive or cross-sectional studies are those which are concerned with describing the characteristics of an event, community or region, providing data about the population or item being studied by only describing the who, what, how, when and where of a situation at a given time but does not go into finding what causes or caused it. It aims at providing a systematic description that is factual and as accurate as possible. A survey research design is considered most appropriate by the researcher. Surveys are used to gather data from a sample of a population at a particular time, Amin (2005:212). The design enabled the researcher to collect as much information from the clients (passengers) who normally use the services of KK coaches limited together with the employees of the company. In analyzing and presenting data, both qualitative and quantitative methods were used whereby frequencies and percentages were used to present the data for analysis.

3.2 Sampling design

The sample for this study was particularly drawn from Kampala town passengers and the employees of KK coaches limited, Kampala main office. A simple random sample of these was selected and a list of initials of the clients/employees was obtained. The researcher then picked randomly representative individuals so as to minimize bias. Purposive sampling method was used to enable the researcher achieve the study purpose; probability sampling was also used so as to give every unit in the population a chance of being selected in the sample. Opportunity and systematic sampling was also used.

3.3 Population

Passengers / clients and employees of KK coaches were selected from Kampala area to make a sample of 115 people. The study was carried out at the main offices of KK coaches Limited in Kampala. The employees selected were twelve because they are the ones who carry out the day to day activities of the company, while the customers selected were sixty because they are the ones who use services of the company. The composition of the targeted population was both female and male respondents who operate mainly at the Head office of KK coaches in Kampala. The targeted population was 150, but the sampling size that answered the questionnaires was sixty employees and twelve customers.

3.4 Data source and collection instruments

The research methodology in this study involved the use of quantitative and qualitative information mainly from primary source which was collected by the researcher. Secondary source of data was also used to supplement the primary information

3.4.1 Primary data

This is raw data obtained from the field through personal interviews with the clients, well designed questionnaires and observation analysis. In designing the questionnaires, both open ended and closed ended questions were used. In order to gain as much information as possible about the subject under study, observation methods were also employed which basically included carefully watching behaviors of employees together with incoming and outgoing customers among others.

3.4.2 Secondary data

Secondary data was drawn from publications on the internet, journals, textbooks and, newsletters, presentations by prominent academicians, minutes and reports on customer relationship management and performance of business sector.

3.5 Research Procedures and Data Analysis

The researcher sought a letter from the University (KIU), school of Business to introduce the researcher to KK coaches Limited and thus allowed him conduct the study with the assistance of the company employees though handling and guiding those from whom information was obtained was purely taken care of by the researcher.

3.5.1 Data analysis and collection tools

Data from both primary and secondary sources was collected, sorted, organized and tabulated to reveal percentages and frequencies. The arranged data was analyzed and interpreted in relation to the findings so as to reduce on the likely errors and omissions. The application of SPSS and Excel computer packages was employed in generating the required tabulations of the data. Data collection tools including questionnaires, personal interviews and observations with personal interviews being the main data collection instruments were designed in a way to obtain the required information pertaining to the subject under study.

3.6 Problems that were encountered by the researcher in pursuit of the study.

In the course of executing this study the researcher met a few setbacks which included mainly the undernoted; Language problems/ Barrier. Most of the customers of KK coaches Limited are semi illiterates and use their local languages to communicate. The researcher was affected by limited time factor, as it required a lot of time to gather data from the field and given the fact that other subjects needed attention too. This research was conducted in a very congested area and where the infrastructures are not all the best if not poor. Some workers and customers were not willing to avail the required information; most of whom might not get adequate time to be interviewed. Some people were not ready to release information citing payment before information is obtained as is the principle of living today “in order to eat you have to be eaten”, therefore information was not obtained from such people yet they could be having the required information.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction.

This chapter covers the findings of the study according to the study objectives and analysis.

4.1 General Response

115 questionnaires were distributed to the respondents and only 72 were returned representing 63 % which was significant enough or representative enough for the study to continue. In the 72 returned questionnaires, customers were 60 representing 83% and 12 staff members responded representing 17% of the responses of staff. In the beginning of the chapter are the sample attributes or characteristics of respondents such as their age, gender, and while the last sections, analysis and results of the findings are represented.

4.1.1 Respondent according to gender.

The researcher was interested in finding out the gender of respondents because it helps in getting the balanced views from the two sexes. The following responses were obtained and tabulated as in table 4.1

Table 4.1: showing response according to gender.

Gender	Frequency	Percentages
Male	34	47
Female	38	53
Total	72	100

Source: Primary data.

From the table 4.1 the findings revealed that 34(47%) of the respondents were males and 38(53%) were females. This indicates that the majority of respondents were female.

4.1.2: Respondents' age.

Here the researcher was interested in finding out the age of respondents and the following responses were obtained and tabulated.

Table 4.2: showing response according to age.

Age bracket	Frequency	Percentages
20-24	2	2.8
25-29	6	8.3
30-34	28	38.9
35-39	20	27.8
40-44	12	16.7
45 above	4	5.5
Total	72	100

Source: Primary data

From table 4.3, the results revealed that 2.8% of the respondents were in the age bracket of 20-24, 8.3% were in the age bracket of 25-29, 38.9% were in the bracket of 30-34, 27.8% were in the age bracket of 35-39, 16.7% were in the age bracket of 40-44, and 5.5% were above 45 years which indicates that most of them are matured and experienced enough to give important information regarding services, records and communications in KK couches limited.

4.2 Services

4.2.1 Services provided by KK couches limited.

The study was interested in knowing about the services provided by KK couches limited and the question was directed to the staff members of KK couches limited. The summary of the responses are being indicated in table 4.3

Table 4.3 showing responses on services provided by KK couches limited.

Respondents	Frequency	Percentages
Transport	-	-
Courier	-	-
Cargo	-	-
All the above	12	100
Total	12	100

Source: Primary data.

From table 4.3, the results revealed that of the respondents 12(100%) all stated that services like transport, courier and cargo are all provided by KK couches limited.

4.2.2 Staff response on routes covered by KK couches limited.

The study further was interested in knowing the routes covered by KK couches limited and the question was directed to the staff of KK couches limited. The responses collected are summarized in table 4.4

Table 4.4 showing opinions of respondents on the routes covered by KK couches limited.

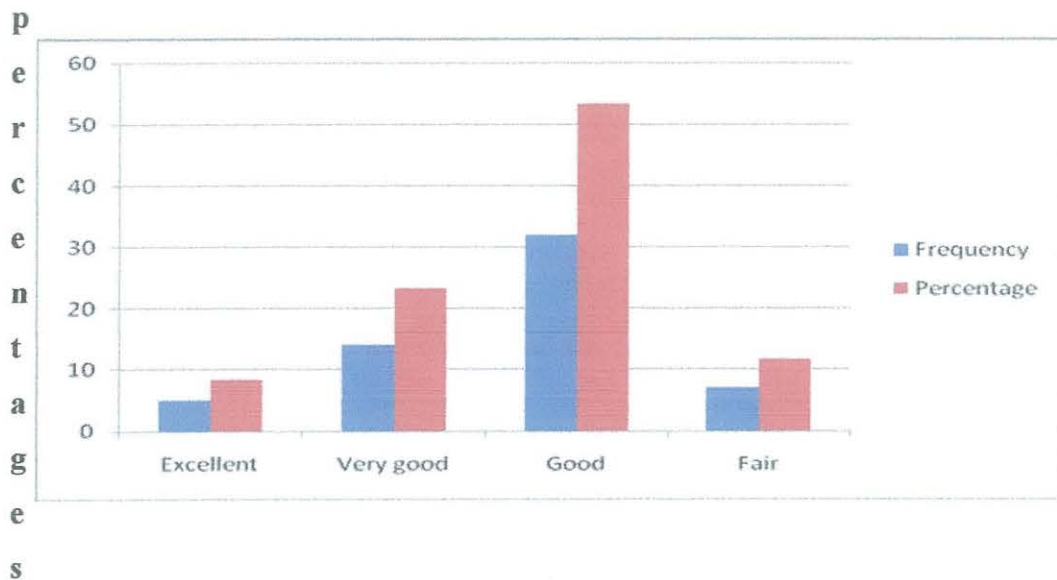
Respondents	Frequency	Percentages
Northern	12	100
Western	-	-
Eastern	-	-
Southern Sudan	-	-
Eastern Congo	-	-
Total	12	100

Source: Primary data.

From the table 4.4, results showed that 12(100%) stated that KK couches covers the routes of the northern region specifically the buses go to Arua, Koboko and Paidha all via Packwach, Nyaravur and Nebbi. The staffs further stated that very soon the buses would begin going to Eastern Congo and some parts of the Eastern region like Lira.

4.2.3 Responses of customers on how they view the buses of KK couches limited

The study was interested in establishing how KK customers view the buses and the question was directed to the customers of KK couches limited. The responses collected from field are summarized in figure 4.1.



Source: Primary data.

Responses

Figure 4.1, a bar graph showing respondents' opinion on how customers view KK buses.

Source: Primary data

From the bar graph 4.1, the findings revealed that 5(8.3%) of the respondents said excellent, 14(23.3%) of the respondents said very good, 32 (53.3%) of the respondents said good, 7(11.7%) said fair and 2(3.3%) said poor.

4.2.4 Conduct of drivers and their driving.

The researcher was interested in knowing about how the drivers behave and how they handle driving.

The question was directed to both the staffs and customers. The findings are summarized in fig 4.2.



Figure 4.2 a bar graph showing respondents responses on the conduct of drivers and their driving. Source: Primary data

From the figure 4.2 the study revealed that 8(11.1%) of the respondents say excellent, 22(30.6%) say very good, 25(34.7%) say good and 17(23.6%) say fair.

4.2.5 Conduct and work of conductors/conductresses.

The study was interested in observing the conduct and work of conductors/conductresses and the question was directed to passengers. The responses are summarized as below in figure 2.6

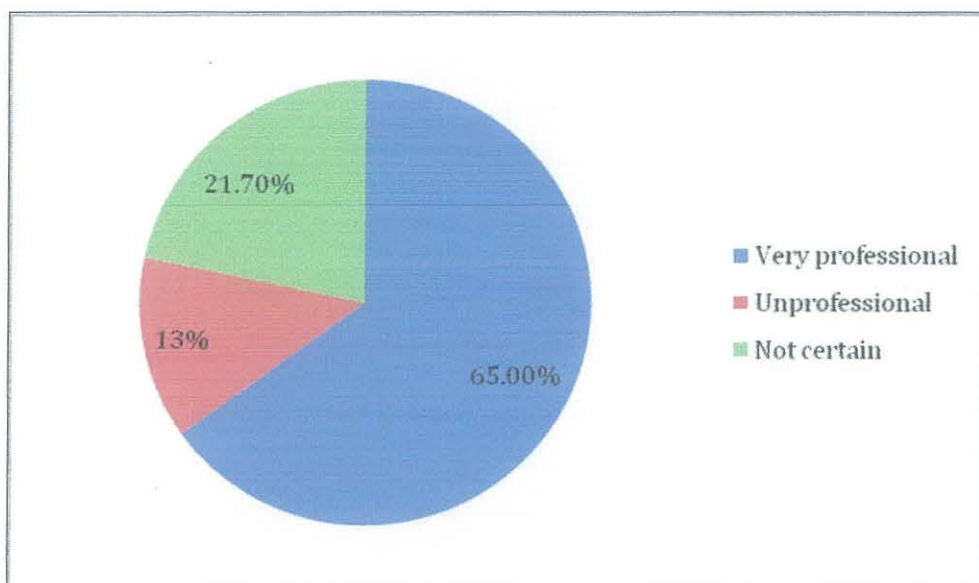


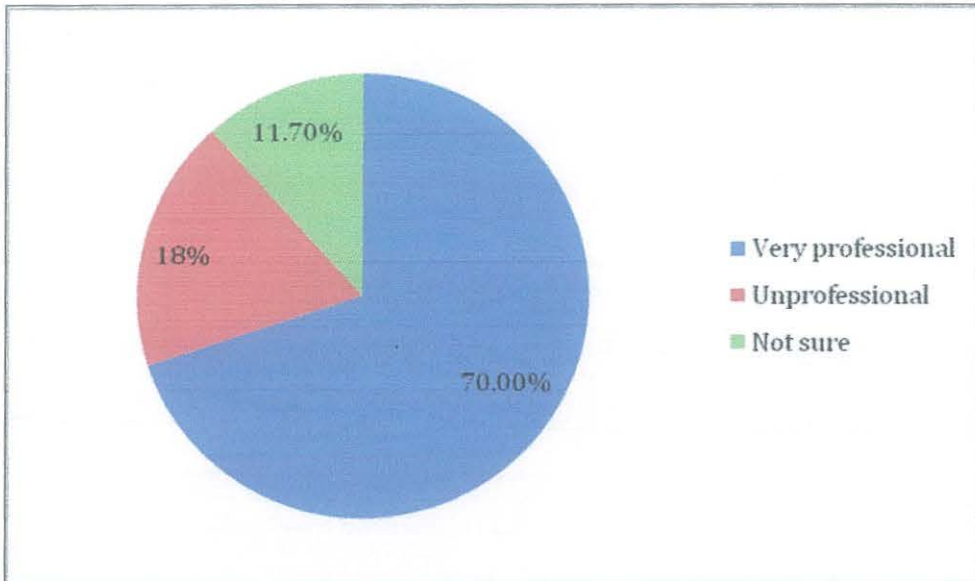
Figure 4.3a pie chart showing responses on the conduct and work of conductors/conductresses.

Source: Primary data

From Figure 4.3, the study revealed that 39(65%) of the respondents said that the conductors/conductresses are very professional, 8(13.3%) of the respondents said that they are unprofessional and 13(21.7%) are not certain.

4.2.6 The work of the booking clerks.

The study was interested in looking at the work of the booking clerks and the question was directed the customers. The responses are as summarized below in figure 4.4



Source: Primary data

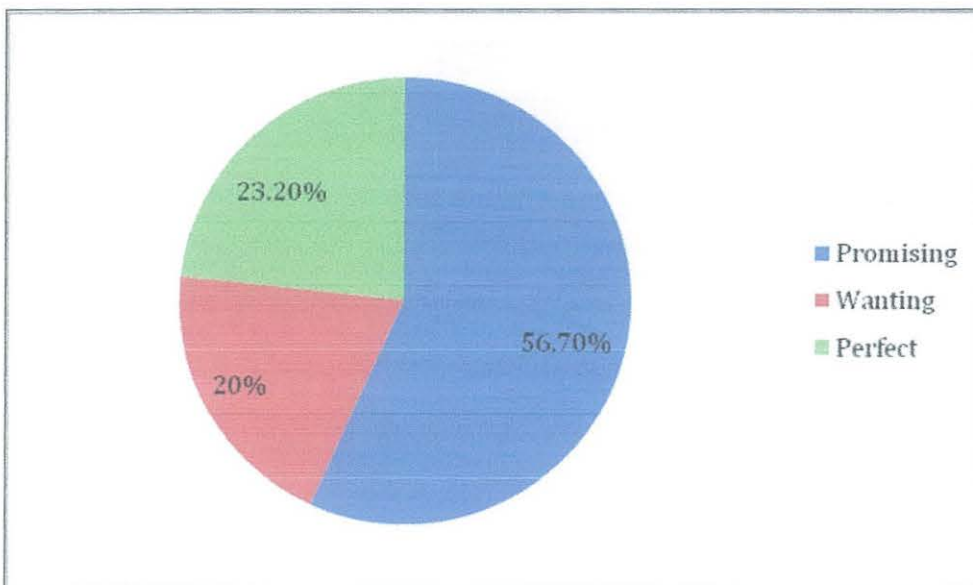
Figure 4.4 a pie chart showing views of respondents on the work of booking clerks.

Source: Primary data.

From the figure 2.8, the results revealed that 42(70%) of the respondents said that the booking clerks are very professional, while 11(18.3%) of the respondents said they are unprofessional and 7(11.7%) were not sure.

4.3 Courier service

The study was interested in finding out how customers view the courier service and the question was directed to the customers. The findings are as summarized below in figure 4.5



Source: Primary data Figure 2.9

From figure 4.5, the researcher found that 34(56.7%) of the respondents said that the courier service was promising, 12(20%) said it was wanting and 14(23.3%) said it was perfect.

4.4 Records management system.

4.4.1 Have records management system.

The study was interested in establishing whether KK couches limited has records management system and the question was directed to the KK staffs. The views of the staffs are summarized as in table 4.5

Table 4.5 showing responses on records management system.

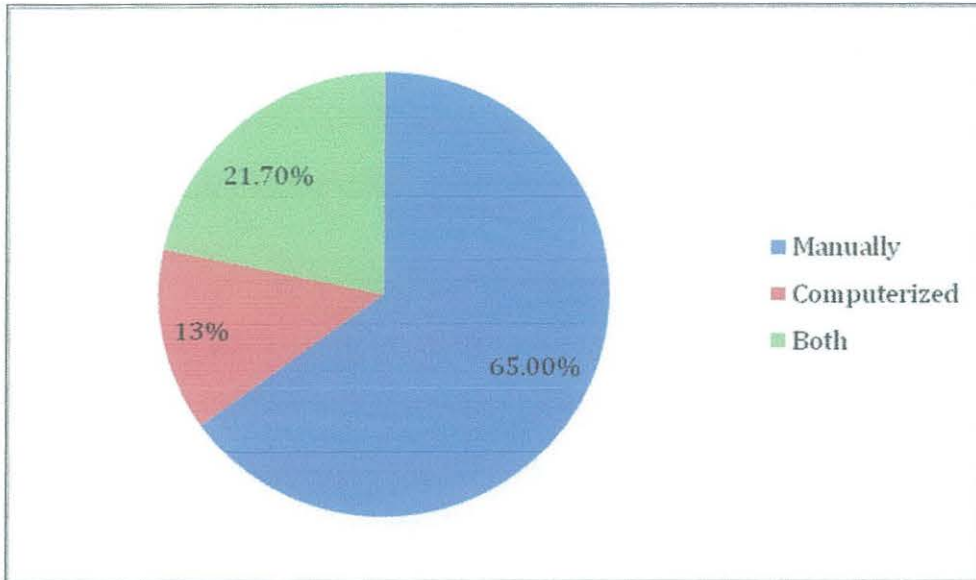
Respondents	Frequency	Percentages
Yes	12	100
No	-	-
Total	12	100

Source: Primary data.

From table 4.5, the researcher revealed that the company has records management system with 12(100%) respondents. The records that are kept include; land titles, vouchers of withdrawals and deposits, phone contacts and addresses of both customers and staffs, account history among others.

4.4.2 Type of records kept.

The study was interested in establishing the type records kept. The question was directed to staffs only as respondents who are in charge of records management system. The responses are summarized in figure 4.6



Responses

Figure 4.6 a pie chart showing respondent's opinion on type of records kept.

Source: Primary data.

From the figure 4.6, the researcher found out that most records are kept manually. This may affect quick retrieval of files for decision making. The response of both manually and computerized was the second largest at about 22% and least being computerized hardly at 13%. This means that the company needs to employ automated system of record keeping for easy retrieval and access and transfer in order to enable it to perform better.

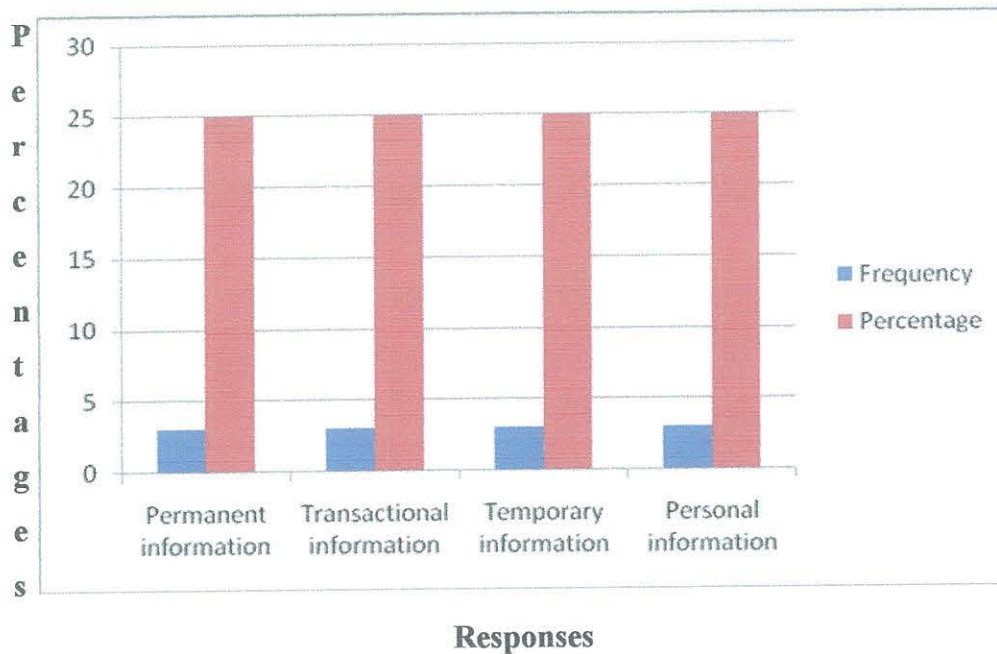


Figure 4.7 showing response of staff on customer access to their files.

Source: Primary data.

From figure 4.7, the results showed that all the category of information mentioned are kept with 12(100%) of the respondents.

4.4.4 Relevance of records management system.

The study was interested in establishing the relevance of records management system and it was directed to the staffs. The views of the respondents are summarized in table 4.6

Table 4.6: showing respondents' opinion on relevance of records management system.

Respondents	Frequency	Percentages
Planning	-	-
Staff appraisal	-	-
Problem solving	-	-
Future references	-	-
All the above	12	100
Total	12	100

Source: Primary data.

From the table 4.6 the researcher revealed that records are relevant for planning, staff appraisal, problem solving, future references with 12(100%) of the respondents saying all the above.

4.5 Communication

4.5.1 Communication system

The researcher was interested in finding out the communication system used in the company. The question was directed to the staff of KK coaches limited and summary of the findings were noted below;

The views of the 12 staff members that the company has internet, mobile phones, landlines and also use letters to communicate with its customers and mobile phones are the most dominantly used. Communication with customers is very clear and is done on daily basis. Message from customers and the feedback is instant through mobile phones.

SUMMARY CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter covers the summary of the study according to objectives, concludes and makes recommendation depending on the findings of the study.

5.1 SUMMARY

This chapter presents a summary of major findings of the study, conclusion drawn by the researcher and shortcomings encountered during the study. Finally, recommendation to planners, policy makers and other authorities in the field of customer care are also reflected in this chapter.

5.1.1 Service.

In relation to realizing the objective of establishing the effect of the various services on the performance of KK couches limited, it was found that services provided include transport, courier and cargo as the main ones. Others include care for the elderly, the disabled and the sick, provision of drinking water and water for washing hands, polythene bags for putting rubbish, tissue are all provided. Conductors/conductresses and booking clerks conduct their work professionally. All these have helped to improve the performance of the company though there are some challenges that need to be put right.

5.1.2 Records management system.

On the issue of records management system in relation to enhancing the performance of KK couches limited, the study looked at the category of information kept, how records are kept, relevance of keeping records among others. This was aimed at establishing whether records management system can help improve company performance. The responses from the study realized that records management was good and greatly helps improve company in various ways as it helps in staff appraisal, future reference, problem solving among others.

5.1.3 Communication

The study was also interested in establishing the effect of communication on the performance of KK couches limited. The researcher discovered that the mode of communication used in the company include mobile phones, land lines, letters, internet with mobile phones as the most dominant. Communication between the company and KK couches limited is clear, message gets to the clients instantly and communication with customers is on daily basis. This has helped ease dealings between

KK couches limited and its customers. Communication with customers through use of letters is the least used in the company.

5.2 CONCLUSION

This study has examined customer relationship management and the performance KK couches limited. It was guided by three research questions namely service, communication and records management system. The findings of the study indicate that service, communications, and record management have great impact on the performance of KK couches. They have greatly positively affected the performance of the company though there are some weaknesses that have negatively affected the performance of the company and therefore need to be addressed. The various services provided should aim at attracting and retention of more customers for the better performance of the company. Communication should aim at improving information sharing between the company and the customers, daily and instant communication with customers and record management should continue keeping records both manually and computerized, also give some records to their customers to access once in awhile such that they keep in touch with their customers especially when some of the information is changed like telephone contacts and residence rather than assuming that very thing is okay yet changes had taken place. All these will improve the performance of KK couches limited and keep the company close to the customers.

5.3 RECOMMENDATIONS

In order to help turn KK couches into both profit making and service Delivery Company to achieve efficiency from their customers and fulfill their objectives and obligations, the researcher recommends the following considerations.

- i. KK couches limited should aim at promoting effective communication so that decision making processes become clear for all branches. This will help the company to meet the required expectations.
- ii. There should be effective communication modes such as suggestion boxes to easily tap the needs of their customers which will help make them keep in touch and know what needs to be corrected, improved and maintained. The company should not only rely on mobile phones because many customers may not know the contact lines of the company.
- iii. The management should ensure that there is proper flow of information within the net work of the company and fluent information flow between workers and the clients that eventually will create conducive working environment thereby improving on the workers effort and

friendliness to the customers and enhance the friendly means of communicating with the customers leading to great performance.

- iv. The records of the customers should be checked periodically and customers should be talked to in order to find out whether the dealings between the two parties are going on well.
- v. The management should employ someone to help, guide, direct and monitor those who are new, sick, disabled and old people in order to help them find ease when booking, boarding and coming off the bus.

5.4 AREAS FOR FURTHER RESEARCH

There is also need to carry out extensive marketing programs aimed at capturing more market share from other competitors because the company has less market share as compared to that of the lead competitor. There is also need to find out what keeps the lead competitor going on strongly that KK coaches does not do.

There is also need to carry out extensive and comprehensive studies about the perceptions and attitudes of the people towards KK coaches limited. This will help in proper planning as far as marketing programs are concerned thereby increasing performance of the company. Suggestion boxes should be introduced in all the offices and all the buses in order to collect information about dissatisfaction of the customers, recommendations, possible solutions and advice.

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APPENDIX A- QUESTIONNAIRES

SELF ADMINISTERED QUESTIONNAIRES ON “CUSTOMER RELATIONSHIP MANAGEMENT AND THE PERFORMANCE OF KK COACHES LIMITED.”.

School of Business and Management
Kampala International University
Department Of Marketing

Dear Sir/Madam,

I am a student of Kampala International University Pursuing a Bachelors’ Degree of Business Administration carrying out a research on “*Customer Relationship Management and the Performance of KK Coaches Limited.*” in Kampala Central Division.

The questionnaire that follows below are addressed to respondents like you, upon the research study above, your contribution to the outcome of this research by attending to the stated questions will definitely be recognized.

You are therefore, required to *fill* out the questions by putting a *Tick (√)* in the box that corresponds with the appropriate answer or indicating your response where necessary. The information you give will be treated with confidentiality. Your cooperation and honest opinions are highly appreciated.

Regards,

.....

MABUTO JOSEPH,

RESEARCHER, KAMPALA INTERNATIONAL UNIVERSITY

QUESTIONNAIRES

Please tick in the most appropriate box.

1. Age
- | | | | |
|----------|--------------------------|----------|--------------------------|
| a) 20-24 | <input type="checkbox"/> | e) 40-44 | <input type="checkbox"/> |
| b) 25-29 | <input type="checkbox"/> | f) 45-49 | <input type="checkbox"/> |
| c) 30-34 | <input type="checkbox"/> | g) 50-54 | <input type="checkbox"/> |
| d) 35-39 | <input type="checkbox"/> | | |

2. **Sex**
- a) Male ☐ b) Female ☐
3. **Marital status**
- a) Married ☐ d) Single ☐
4. **Education level**
- a) Primary level ☐ b) Secondary level ☐
c) Certificate ☐ d) Diploma ☐
e) Degree ☐ f) Post Graduate ☐
5. **Which routes do you cover?**
- a) Northern ☐ c) Eastern Congo ☐
b) Western ☐ d) Southern Sudan ☐
6. **Departments**
- a) Marketing ☐ c) Human resource ☐
b) Finance ☐ d) Operations ☐
7. **What are the services provided by KK coaches limited?**
- a) Transport only ☐ c) Cargo ☐
b) Courier ☐ d) All the above ☐
8. **How do you view the buses of KK coaches limited?**
- a) Excellent ☐ d) Fair ☐
b) Very good ☐ e) Poor ☐
c) good ☐
9. **How is the conduct of the drivers and their driving?**
- a) Excellent ☐ c) good ☐
b) Very good ☐ e) Poor ☐
d) Fair ☐

10. **How do conductors and conductresses do their work?**
 a) Very professional ☐ b) Unprofessional ☐
11. **How do the booking clerks handle the booking work?**
 a) Very professional ☐ b) Unprofessional ☐
12. **Do you have customer care desk to receive and forward complains?**
 a) Yes ☐ b) No ☐
13. **For how long are complains responded to?**
 a) Immediately ☐
 b) After sometime ☐
 c) Others (specify).....
14. **How is the courier service?**
 a) Promising ☐ c) Perfect ☐
 b) Wanting ☐
 d) Others (specify).....
15. **What communication system do you use?**
 A) Mobile phones ☐ d) Internet ☐
 b) Land line phones ☐ e) Letters ☐
 c) Fax ☐
16. **How is the communication between you and clients?**
 a) Clear ☐
 b) Unclear ☐
17. **Do you have loyal customers?**
 a) Yes ☐ b) No ☐
18. **Do you have data base of your clients?**
 a) Yes ☐ b) No ☐
19. **How often do you communicate with your customers?**
 a) Weekly ☐ c) Daily ☐

b) Monthly ☐

d) Others (specify).....

20. How long does it take for the message to get to your customers and receiving of the feedback?

a) Instantly ☐

c) A week ☐

b) A day ☐

d) A month ☐

21. How do you generally find the services provided?

a) Excellent ☐

d) Fair ☐

b) Very good ☐

e) Poor ☐

C) Good ☐

22. What would be your advice to the management of KK coaches limited about services offered?

a) Keep it up ☐

c) Add more services ☐

b) Improve on it ☐

23. Do you have records management system in your company?

a) Yes ☐

b) No ☐

24. What is the category of information kept by your company?

a) Permanent information ☐

d) Personal information ☐

b) Transactional information ☐

e) All the above ☐

c) Temporary information ☐

25. What records do you keep?

a) Staff records ☐

e) Discipline and grievance records ☐

b) Customer contacts ☐

f) Accident records ☐

c) Contacts and training records ☐

g) All the above ☐

d) Orientation records ☐

26. How are your records kept?

a) Manual system ☐

c) Both a) and b) ☐

b) Computer system ☐

27. What is the relevance of record keeping in your company?

a) Planning

☐

d) Future references

☐

b) Staff appraisal

☐

e) All the above

☐

c) Problem solving

☐

f) others (specify).....

Thank you for your cooperation.