

**QUALITY SERVICES AND BUSINESS PERFORMANCE, A CASE STUDY OF EAGLE
BOX INVESTMENT COMPANY LTD KAMPALA – UGANDA**

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**A RESEARCH REPOT SUBMITTED TO THE COLLEGE OF APPLIED ECONOMICS
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DECLARATION

I Opio George do here by declare that this Dissertation on the Quality service and business performance a case study of Eagle box investment company ltd. Kampala is purely my own work and has never been submitted by any university or institution of higher learning. The literature and citation other scholars work were fully referred to and acknowledge in the text and bibliography

Signature 

Students name: Opio George

Date: 28/09/2013.....

APPROVAL.

This research proposal by Opio George which was carried out on “ the quality services and business performance- case study of Eagle box investment company Ltd – Kampala Uganda. Was under my supervisor and the proposal will be submitted to the college of Economics management.

Signature: 

Superiors name: Mugume Tom.

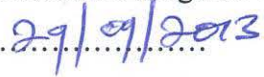
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CHAPTER ONE

INTRODUCTION

1.1 Background of the study.

An appropriate quality services system can determine the survival or failure of a business B. George p. dove (1993) principle of management, John Wiley Andersons (2004) contend that a comprehensive service makes it possible for entrepreneurs to achieve their set objectives that show the current condition of the business and need to cover all aspects of the organization as a whole. It helps to ensure quality service delivery and ensure that the enterprise complies with laws and regulations and their consequences. According to towers (1995) in an article service controls and their matters explains that, service controls are controls within the organization which are used to minimize risk of trends and errors as well as detect when they occur. It helps an entity get to where it wants to go and avoid pitfalls and supplies along the way.

Wright (1998) suggests that, the nature of quality services system provides the foundation for monitoring and measuring progress for the business and they the entrepreneurs should be involved in the setting up an effective quality services policies which are critical in managing the day to day operations of a business that includes consistent quality services management.

Bowman .E. H (1963) revealed that in small and medium businesses, quality services delivery is always in short supply as a result investments may not materialize at the require time.

Effective quality services can help in achieving the objectives, but can not automatically ensure organization success .this organization has collapsed due to mishandling of the machine operators that can ensure quality services delivery. Therefore organization should introduce appropriate controls to prevent or substantially reduce intentional and unintentional errors in the company's operations so as to enable efficient and effective performance of the organization.

Eagle Box Investments (U) Limited was established in 2007. It has involved being one of the fastest growing company providing similar services within Nasser Road Kampala Uganda. The company provides the general public with the following services Graphic designing, offset printing, large format printing and general stationery supply, we have attained enviable and loyalty in the whole district. Trevit (2004) commented that small institutions or companies prefer the unskilled personnel simply because they are lowly remunerated and so doing help to cut

down their costs. By the fact that business performance is mainly determined by individuals, this is the reason why commitment human resource firms seek to recruit employees with the capability and willingness to provide the passionate effort. Employing the skilled personnel also poses whether the performance of the organization will be improved. As Maroon (2003) commented, they have the problem the pride. He gave the example of Vince Visone a professional in men's fashion department. Vision new that the he was the only person the organization could rely on and therefore managed to absent himself as he wished. They made the projected profits drop drastically by 30% leading to retrenchment of Employees as the company could not afford to meet he employee's monthly expenses.

According to Wiley and Sons (2004) a quality service is the foundation, this concept is the mortar prospects want to know what us in it for them. As such your marketing efforts are less about your business than they are about your prospects, clients or customers. A good plan will enable you to effectively demonstrate why your clients should choose you over your competitors. During the planning process, you are going to learn who your clients are; what they like and dislike, how to reach them, and how to show them that you are the best of the best. Your marketing plan will include your market research; your competition, branding and positioning the product or service you are selling and pricing, distribution and promotion. Truth to be told, it is simply not enough to be good at what you do. I am sure you have encountered people with less those stellar professional abilities who are getting loads of gigs. Why? Well, odds are, they are better marketers. They may not keep clients over the long haul, but they are darn good at reeling them in. together, we are going to by creating a solid marketing plan that promotes your great abilities. You might be the best at then that shingle you hung up is going to come tumbling down.

1.2 Statement of the problem.

Quality services represent sound management and have become more important in the past decades and now because of the changing environment (Morara *et al.*2006). Further, the frequent and subsequent low level of quality services performance in the many organizations could be attributed to poor quality which can be due to poor management control over services (Anthony, 2004). Poor quality has been reflected in form of delays in service provision, being busy in

service provision and lack of understanding of customer's specific needs (Amos 2004). This has been related to have been caused by poor organizational culture, poor remuneration at work, overworking and busy schedules which at the end leads to chasing away of customers that finally affects business performance. It is from this basis that the researcher picked interest to examine the relationship between quality services and business performance.

In this 21st century businessman needs to observe and analyze the marketing skills. You need to research on the exclusive market requirements for the quality services marketed by the business. It is important to understand the benefits customers seek from a particular product or service.

1.3 purpose of the study

The purpose of the study was to establish the role of quality service on business performance in Uganda taking a case study of Eagle box investments (u) Ltd and how quality services help in the satisfaction of customer needs.

1.4 Objectives of the study.

- i. To establish the profile of the respondents
- ii. To establish the level of quality services in eagle box
- iii. To establish the level of business performance of Eagle Box
- iv. To examine the relationship between quality services and business performance

1.5 Research questions.

- i. What is the profile of the respondents?
- ii. What is the level of service quality at Eagle Box?
- iii. What is the level of business performance at Eagle Box?
- iv. What is the relationship between service quality and business performance in Eagle box?

1.6 Scope of the study.

1.6.1 Contextual scope.

This study is focused on Quality services and business performance of Eagle Box Investment Company limited Uganda.

1.5.2 Geographical scope.

The study was carried out in Eagle box investment (u) ltd Kampala district within central Uganda.

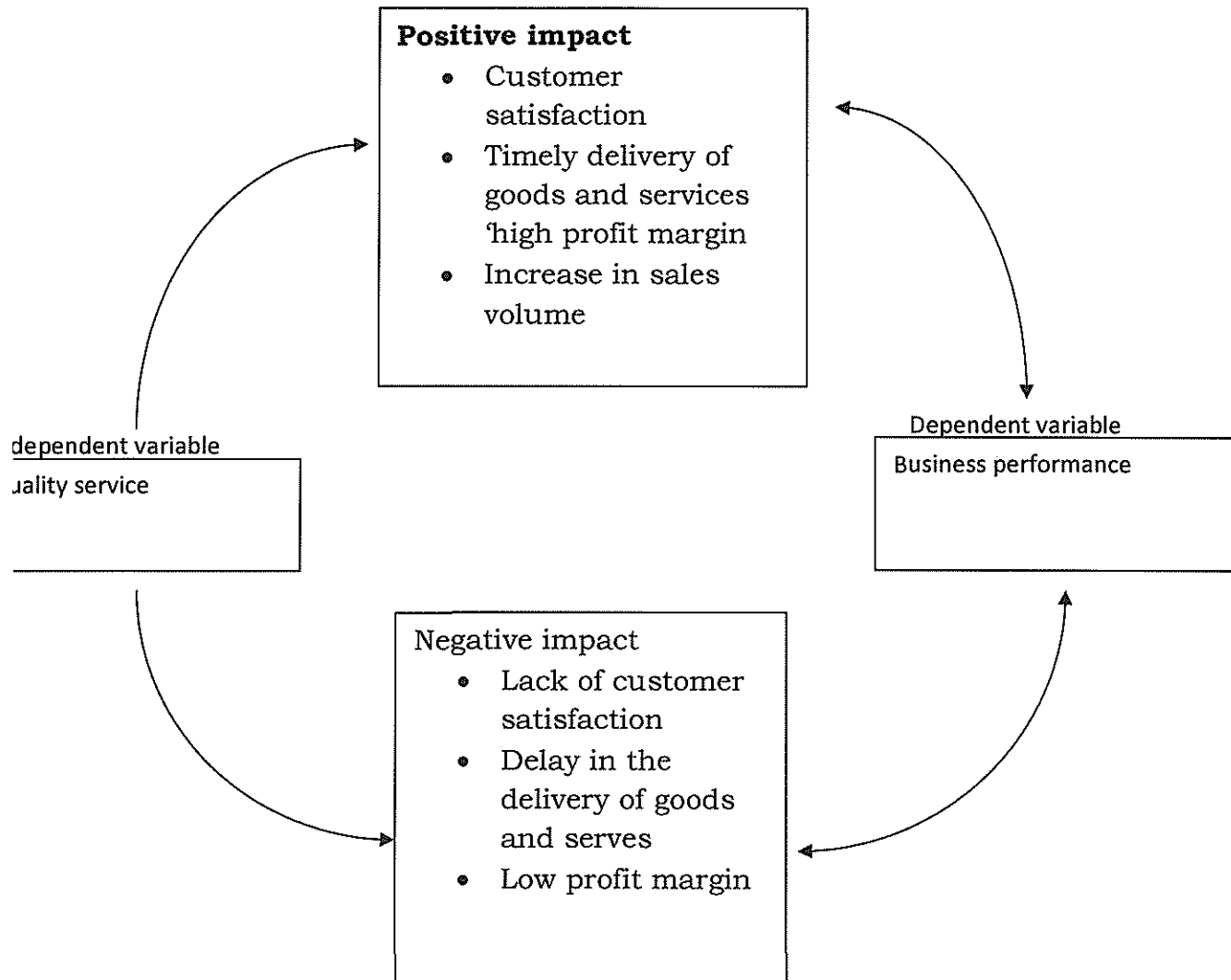
1.5.3 Time scope.

The research was carried out in Eagle box investment (u) Ltd from April 2nd -20th June 2013.

1.7 Significances of the study.

- i. To the organization (Eagle box Investment Company limited) the information can reach (provide) new measures which can be adopted to ensure efficiency in maintenance of the organization marketing and production records.
- ii. To the researcher, the research will enable him to acquire more knowledge about production of quality services.
- iii. To the decision makers, the research will be used as a tool for formulating quality services policies that leads to the proper running of the organization.
- iv. To the customers, the study will be important in pointing at the quality services that is supposed to be extended to customers.
- v. To the future researcher, this study will be fundamental in acting as a resource for reference in future

1.8 Conceptual frame work.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.

This chapter concerned with the gathering of information from what people have written about the same problem of the study. It involves reading other people's books as sources of information and these sources of information includes the journals, magazines, organizational profile, internet, local government act, news papers, text books and among others.

2.1 concepts of quality services

Bardwell's (2006) definition of Quality services is a process of identifying customers needs and provide satisfying services and anticipating them in the future (long term retention). According to Bowman, E.H (1985) a service is essentially about marshalling the resources of an organization so that they meet the changing needs to the customer on whom the organization depends. The right products in the right place at the right time and the right price. This is a snappy and realistic definition that uses mc Cathy four ps. According to Ruzzel, Robert (1966) competitive behavior and product lifecycles. Marketing is the process where by society, to supply its consumption needs, evolves distributive systems composed of constraints technical (economic) and ethical (social). Create the transaction or flows which resolve market separation and resolve in exchange consumption. This is amore recent and realistic definition that looks at matching capabilities with needs.

2.2 Steps to follow to ensure that there is a consistent quality service.

Handle customer's complain quickly and with a positive attitude – strive to preserve your relationship with them instead of your immediate profit from the transaction. They will reward you with repeat sales and referrals instead of punishing you by telling everybody they know about their unhappy experience and causing you to lose future customers. Continually test and evaluate everything you use or do to promote your business. Allocate 80 percent of your advertising budget to proven promotions. Use the other 20 percent for testing new variation. Most businesses using this system continue growing -even in highly competitive markets (Bogere 2006).

Collect testimonials from all your customers and use them in comparing the services providing. Testimonials provide evidence that your product or services delivers the result you promise. For maximum impacts, a use only testimonial that describes specific results the customers enjoyed. Prospects who ask question are usually close to Quality service provided. Take an advantage of this. Do not just answer their question; include a reason for them to buy as part of your answers. Then ask about the service or tell them exactly what to do to place their order.

Each of these Quality service tips provides a simple, way for you to boost up your product which leads to profit quickly. All you have to do is to put them in to action. How well your advertisement and promotion draw customers will ultimately determine how effective your services strategy are.

It becomes your responsibility to cultivate your designated service, if you decide to do services yourself. One of the ways to do this is through advertising and promotion. Remember the aim of the advertising and promotional strategy is to create awareness of your product, to arouse customers needs and expectations to the point of consumption and to create a loyal stream of satisfied customer who continues to patronize your business (Bowman 1963).

Effective advertising and promotion techniques

Perhaps the step in developing an effective advertising and promotional strategy is to understand the difference between the two concepts. Most people think that advertising and promotions are one in the same there is, however a distinction between the two. While both advertising and promotion use different media formats, print, radio and television as a way of conveying a message, promotion encompasses much more. It is the method of advertising and can entail community involvement. For example , this could mean sponsoring a youth organization allowing non – profit organization to use your facility such as letting the high school drama club use your parking lot for a car wash fund arise, sending an under privileged child to lay camp or involvement in any type of positive community activity that will bring attention to your business. Burke marketing services (1984) Bases introduction, services, validation, history Cincinnati Bolt burke marketing services.

While advertising is a way of keeping your business in the public eye, promotions are a way of signaling that you are concerned and committed to the welfare of the community and its residents. This commitment may be one of the most effective techniques for building customer loyalty.

People tend to be more supportive of businesses and organizations that give something to the community rather than those that just take from the community never giving anything in return.

Advertising

Advertising plays an important role in successful business ventures. It entails identifying and selecting the media that provides the given amount of exposure for your business and developing effective, yet appropriate materials for each medium. (Gary Armstrong and Philip Kotler et al 2007). It is more than running an advertisement in a local news appeal, on a radio or television station or Telephone station or just simply hanging a sign outside your business and waiting for the customers to purchase the product. It requires that you know your product- that is the selling points and that you develop literature that can arouse the customers consciousness levels to the point that they are curious enough to investigate it, and then rises their need or desire levels to the point that they are willing to purchase it. Russell, Robert (1966) competitive Behavior and product life cycles. In J.S Wright and J.L Gold tucker

Advertising keeps your product or service in the public's eye by creating a sense of awareness. Yet this awareness alone will not ensure the success of your business. Thus advertising but also advertising not only has to be effective but also a continuing process.

It is a good idea to mix the different media formats that you use. For example, design a brochure that describes your product emphasizing its selling points (special features of your business). Place copies of the brochure in strategic location of your business to use customer handouts.

Or devise a customer survey. The surveys should focus on whether customers like the product, quality of the product, ways to improve the service provided by staff, their friendliness and courtesy. Place the survey with a self-addressed stamped envelope near the check out counter, out counter and ask customers to mail in or return the survey when they come back. Review their comments with staff and implement those suggestions that are practical, cost efficient and can improve the overall quality of service your business provides. Belch, B (1998).

More media formats.

Newspaper, radio or television ads (newspaper) advertising is the least expensive and television is the most expensive of these formats. You probably will need professional advice and assistance when developing advertisements for those media formats. The following media formats you probably can be yourself

- Business cards
- Classified advertisements in the local newspaper.
- Direct marketing.
- Telemarketing (this format can be expensive.
- Also yellow pages advertising.
- Sampling mailing or distributing a free sample of your product to the public.
- Advertising in community based magazines or newspaper.

Whatever media format you use be willing to invest money needed to develop an effective advertising campaign.

2.5 Essential elements for Quality services.

The purpose of quality services is to maintain potential customers and build a brand. It is important that you cover all the basis in order to consciously provide effective quality services. Especially if you're selling a service or product on the web or over the counter the five essential steps are to be put into consideration.

Features

Define the features of service or product that you are promoting. Make sure that the kind of that service is constantly provided and effectively offered. It should be concise and contain substantive information. Demonstrate respect for your customers' time by being direct and easy to understand.

Advantage

Identity the key advantage of the service or a product to the customers then proceeds with promotion. Unlike the list of generate excitement between the business and its customers. If you are effective in stating you are effective in starting your advantage the customer will make their

conclusion. Some good example of phrases used in identifying advantages are longer lasting, and a non others. Brown, M, Morara, Mureith (2006).

These advantages may or may not be related the primary features or functions of your service but the advantage can set you're a part.

C) Benefit

It is important to identify the customer value to be realized by the advantages of your service. The list of features details the item. The advantages identify why yours is superior. The benefit statement makes it personal in some cases may be implied for example obvious benefits for many customers. If the customer benefits are not inherently obvious, then it is good practice to state the benefits. This is especially true if you are selling services (Armstrong 2006)

Image

If your want to maintain your customer continue providing them with quality services and product. To always be remembered and highly effective, use images to portray your product or service with complimentary text (features advantage and benefits). Some common mistakes are not including a picture of the product using cartoons in connection with professional services. An effective method is to use pictures that convey life style associated with your product. For example, images of people enjoying the use your product. Proper use of images can gain immediate attention and a lasting impression (Peninah 2003)

Offer

Also commonly referred to as the "call to action" Make sure that your services material enters the customer to fellow- up by asking for the sale. Effective offer typically include a price, place to purchase and completing reason to act now. Your quality services may be your one opportunity to reach that customer, so use it wisely. Once you have reviewed your own services, compare to your completion and commercials to see who is producing effective quality services Barns , A.C Ronald F.B (1999).

2.5 Developing Quality Services and Business Performance.

Quality services strategy outline the strategic direction and tactics that the services providers and the teams must implement to support their company's performance.

Objectives including

- Reducing cost.
- Being best in providing better services.
- Increasing revenue.

Quality services strategy contains a number of important decisions about price offering communication and distribution channels. The results of the strategy and its repercussions and rewards are felt every day for years.

2.6 Determining how much quality services strategy you need

The level detail and the associated with services strategy depends on several factors, including.

Where your company is in its life cycle (for example starting up, growing, manufacturing, and declining)

The size of your company

Whether you are making strategic decisions about the company's entire product portfolio, a particular product line, or just one product.

While formulating services strategies it does not have to be an all or nothing process, do not look for reason to economic on specific areas of your company because your company success is at stake.

2.7 Roles of quality services on business performance.

Quality services on business performance include strategy for a business of any size the business to make timely improvements. The 21st century businessmen need to observe and analyze the quality services activities used and skills you need to research on the requirements for the products. It also pays to conduct research via surveys to identify the technology used to

produce quality services and most importantly understands the benefits customers seek from a particular product or services you render. Philip Kotlers, principle of marketing (2end) Phil learning PVT ltd

As a businessman it is vital to check on what competitors are providing and then decide on service to provide and which groups to target then the services should be able to fit into and adapt to the chosen target group profitability.

The states and promotional campaign invested in should be worked upon by first calculating the proper ranking of the products then effectiveness and efficiency of the associated distributors and agent you need to regularly personally monitor the activities to identify customer satisfaction levels and impact the base- line-of – action.

Better quality service always maintains customers as the point of every business activity. The equation simple. A happy customer equal higher profit! Today's customer likes to operate from within personalized space and either optimized satisfaction

Empower the whole team to play a cruel role in taking the product from inceptor level to self-life.

Effective quality services are about empowerment. You need to motivate the staff to come up with innovative ideas regularly regarding how to produce better product so that you can out compete other competitors producing similar product.

It is also about Budgeting. Train the manger and operational staff to plan and budget for the operational activity and use the little resources efficiency, effectively and make sure all departments are coordinating with each other.

2.8 Different types of quality service strategy.

Quality service is a process that allows an organization to concentrate is limited resources on the organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable competitive advantage. A service strategy should be centered on the

key concept that customer satisfaction is the main goal by Patton sales force: sales management simulation game.

Service strategy is a method of focusing an organizational is energy and resources on a course of action which can lead to increased sales and dominance of a target groups.

A service strategy combines pricing, promotion, distribution relationship management and other elements, identifies the organizational goals and explains how they will be achieved, ideally within a stated time frame. Service strategy determines the choice of market segment positioning and allocation of resources.

It is most effective when it is an integral comment of overall firm strategy defining how the organizational will in the market arena. Corporate strategy, cooperate, mission sources of a company revenue service strategy is closely linked with marketing.

Tactics and actions

A service strategy can serve as the foundation of a marketing plan. Because servicing plan contains a set of specific actions required to successfully implement a marketing strategy example use of a low cost production to attract consumer (customer), once organization via low product has established a relationship with consumer.

A strategy consists of well thought technology out services of tactics to make a servicing plan more effective, quality service strategies serve as the fundamental underpin to meet organization needs, plans and objectives are generally tested for measureable results.

Many companies cascade a strategy goals and throughout an organizational by creating strategy tactics that then become strategy group such strategies in public relation with the organization. Each group is expected to take that strategy goal and develop a set of tactics to achieve that goal. This is why it is important to make each strategy goals measurable.

Relationship between quality service and business performance

For effective quality services to work out, you must first discover how your competitors are perceived? What technology do they use to produce their services? Of what quality? If you have found out their weaknesses then this means you have a tremendous opportunity to use a new technique in order to come up with a better quality services than your competitors.

excellent quality services is the foundation for services delivery, content Leonard Berry and A Parasuraman in the companion volume to delivering quality services develop a model for understanding the relationship between quality and marketing in services.

They argue that superior cannot be manufactured in a factory, packaged and delivered infarct to customers.

Though an innovation service concept may give a company an initial edge, superior quality is vital to sustainability success. Berry and Parasuraman show that inspired leadership, a customer-minded corporate culture an excellent service system design, an effective use of technology and information are crucial to superior service quality and service mentality.

When company service is excellent customers are more likely to perceive value in transaction, spread favorable word of mouth impression and respond positively to employee efforts.

Lambert and stock strategic logistics management 3rd edition.

The focus of any company they insist must be customer satisfaction though integration of service quality throughout the entire system.

METHODOLOGY

CHAPTER THREE

3.0 Introduction

This section describes the research design, study area, study selection, sample size, method and procedure, data collection, sources and methods, research instruments, data processing and analysis, limitations to the study and ethical considerations.

3.1 Research Design

In this study both descriptive survey and analytical research designs were used, in order to facilitate the researcher in extracting both quantitative and qualitative data used in establishing the relationship between quality services and business performance in Eagle Box Investment Company. It was useful in gathering data from the sample population at a particular time in order to obtain information about preferences, attitudes, practices, concerns or interests of a group of people.

3.2 Study Population

The study population comprised of employees of Eagle Box Investment Company. The total population of the study is 300 respondents. These included the customer of the company, the employees and the top management of the company (personnel reports, 2009).

3.3 Sample size

The sample size included Eagle Box Investment Company and all the departments were chosen and distributed as follows, using the Slovenes formula

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

Where is n = sample size

N = population

e = level of significance (005)

$$n = \frac{300}{1 + 300(005)^2}$$

n=60

Table 1: Distribution of sample size employee level

Respondents	Target population	Sample size
Administrators of the company	30	10
Customers	210	25
Employees	60	25
Total	300	60

Source: primary data

3.2.3 Sampling procedure

The researchers employed the simple random sampling and purposive sampling techniques to select participants in the study. The two sampling techniques were considered appropriate to the study owing to the fact that the former was a fundamental sampling technique where a sample was selected in the way that all the elements in the sampled population had the same probability of being selected, thus reducing bias in the selection of the participants

The researcher were stratified sampling method, where by all the 7 departments were selected for the study, which involves dividing the population into three strata of high-level employees, middle level employees and lower level employees and thereafter-simple random sampling were used to select respondents from each stratum because they are considered to be potential, knowledgeable and crucial for employee engagement. Kohari (2001) defines deliberate sampling as a technique that involves purposive selection of particular units of a population that constitutes a sample that represents the population, has information and is easy to access

3.3 Data collection

3.3.1 Data sources The researcher used both secondary and primary data. Secondary data was obtained from company records, Journals and textbooks as well as the internet. Primary data was obtained from respondents selected from the company staff and customers.

3.3.2 Data collection Instruments

Questionnaire, the data collection instrument was a self-administered questionnaire on appointment with the intended respondents. This was used to seek responses from employees of the company and the customers of the company. It was designed in the Likert scale formant (strongly agree, agree, disagree and strongly disagree)

Interview guide, this was used to collect data from administrators of the company or top management. These acted as the key informants of the study as they are thought to have a lot of information regarding service quality and business performance

Documentary analysis was used to get the available information and its supplementary method of reviewing documents like reports, minutes and letters useful in developing understanding of the study.

3.3.3 Procedure The researcher obtained an introductory letter from the school of business and economics that will enable him to get permission to collect data from employees of Eagle Box Investment Company.

3.4 Validity and Reliability of Instrument

3.6 Validity

Validity is the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda, 1999). Validity of instruments were be ascertained by first of all discussing the questionnaire and interview schedule drafts with the supervisor. The content validity of the instrument was found worthy executing for the pilot run and thus the study. After constructing the questionnaire the researcher shall contact the supervisor and three other experts in order to get expertise judgment on the validity. According to Gay (1996) construct validity of an instrument is based on expert advice. The following formula was used to test validity index

CVI = Number of items regarded relevant by judges

Total number of items

3.7 Reliability

According to Mugenda, (1999), reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials.

The reliability of the questionnaire was measured using Cronbach's Alfa reliability analysis test using SPSS computer program – The questionnaires was pretested on 50 respondents, the data was entered into the SPSS and Cronbach Alfa reliability – analysis was conducted

3.8 Data gathering procedure

Before determine of questionnaire, an introduction the letter was obtained from the school of business and management and studies and research to ask for the approval to conduct the study from respect project managers

When it was approved, the researcher secured a list of the qualified respondents from the organizations authorities in charge and select the respondents using simple random sampling procedure.

Explanations were given to the respondents who later requested to sign a consent form. Enough questionnaires were reproduced for distribution. Research assistants assisted with data collection were selected, briefed and oriented.

During the administration of the questionnaires

The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires were checked if all are answered.

3.9 Data analysis

After the administration of the questionnaires

The data gathered were collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

During the administration of the questionnaires

The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered. The researcher and assistants emphasized retrieval of the questionnaires within five days from the date of distribution. On retrieval, all returned questionnaires will be checked if all are answered.

After the administration of the questionnaires

The data gathered were correlated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.10 Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities will be implemented by the researcher:

Acknowledge the authors quoted in this study and the author of the standardized Request the respondents to sign the Informed Consent Form (Appendix 3)

Instrument through citations and referencing

3.11 Limitations of the Study

In view of the following threats to validity, the researcher will argue an allowable 5% margin of error at 0.005 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

Extraneous variables which were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study. The researcher will request the respondents to be as honest as possible.

Testing: The use of research assistants can bring about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the

questionnaires and explanations given to the respondents. To minimize this threat, the research assistants were oriented and briefed on the procedures to be done in data collection.

Attrition/Mortality: Not all questionnaires may be returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher will reserve more respondents by exceeding the minimum sample size. The respondents will also be reminded not to leave any item in the questionnaires unanswered and will be closely followed up as to the date of retrieval.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

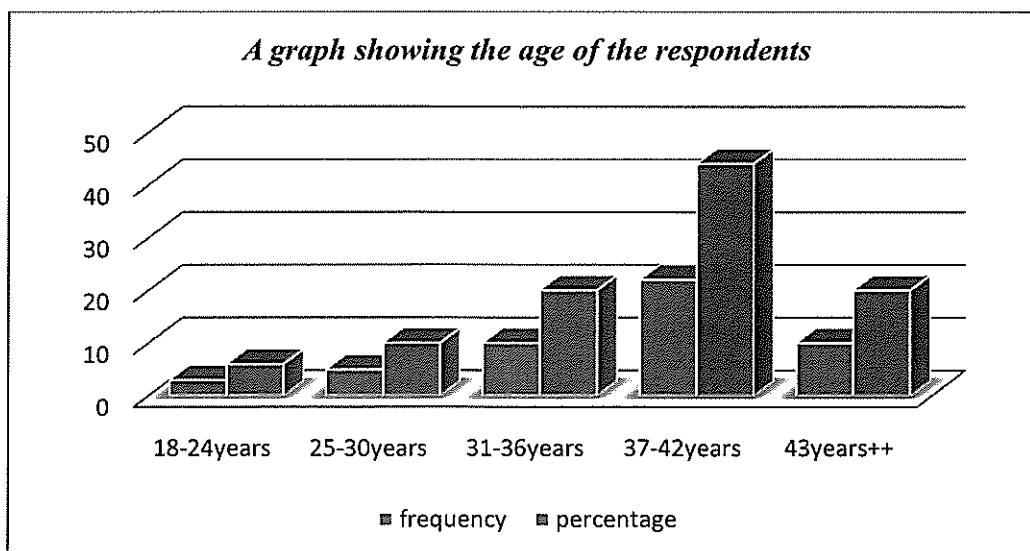
4.0 Introduction

The results presented in this chapter were based on a study that set out to analyze the relationship between quality services and business performance in Eagle Box Investment Company in Uganda. In this section, the results on demographic features of respondents and the empirical analysis are reported and presented. Data collected under the above objectives was presented in two sections: section one of this chapter presented information on the demographic features of the respondents, while section two provided empirical results of the study. The researcher distributed 50 questionnaires to be filled by customers and employees of the company and all of them were returned.

4.1 Profile of the respondents

The background information of respondents were summarized and analyzed according to age, sex, education level and years in service. These were particularly to help establish sample characteristics to be able to form appropriate opinions about the research findings.

4.1.1 Respondent distribution by age



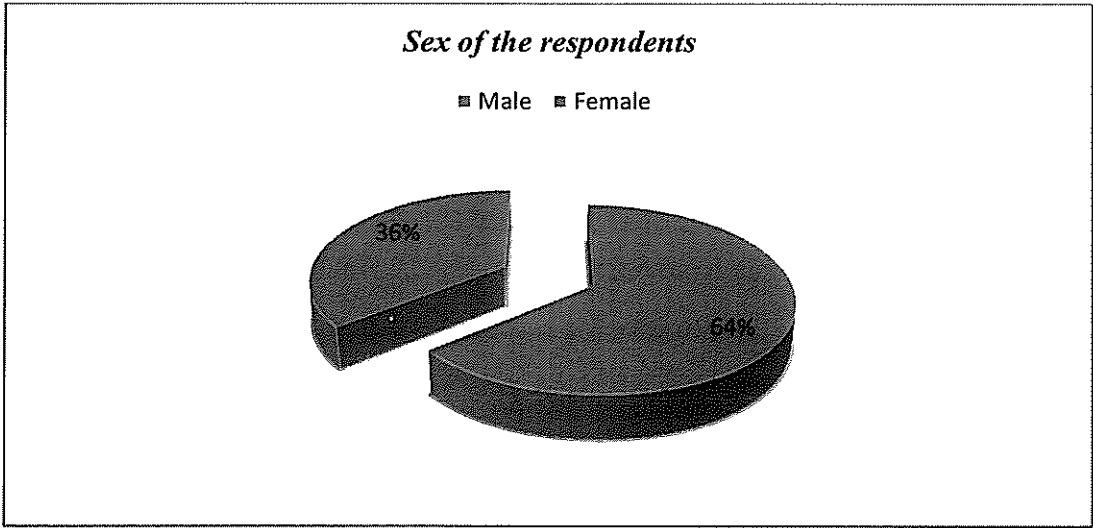
Source: primary data 2013

As indicated in figure 1 above, the study examined the age distribution of respondents with the purpose of ensuring that the views captured in this study are a reflection of mature and experienced respondents toward quality services and business performance. The highest number of respondents fell within the age range of 37-42years constituting 44% (n=22), followed by the age brackets of 31-36 years and 43years above with each representing 20% (n=10) of the respondents. 10% (n=5) and 6% (n=6) were represented by 25-30 years and 18-24years. This is a clear indication that as the study was mainly responded too by a group of people who had enough years and experience. However, it should be noted that the study was a mixture of all kinds of ages which gives the study a mileage of cutting across ages meaning that it can be accepted by different age groups.

4.1.2 Sex of the respondents

The study found out the gender distribution as indicated in the graph below.

Figure 2: showing the sex of the respondents

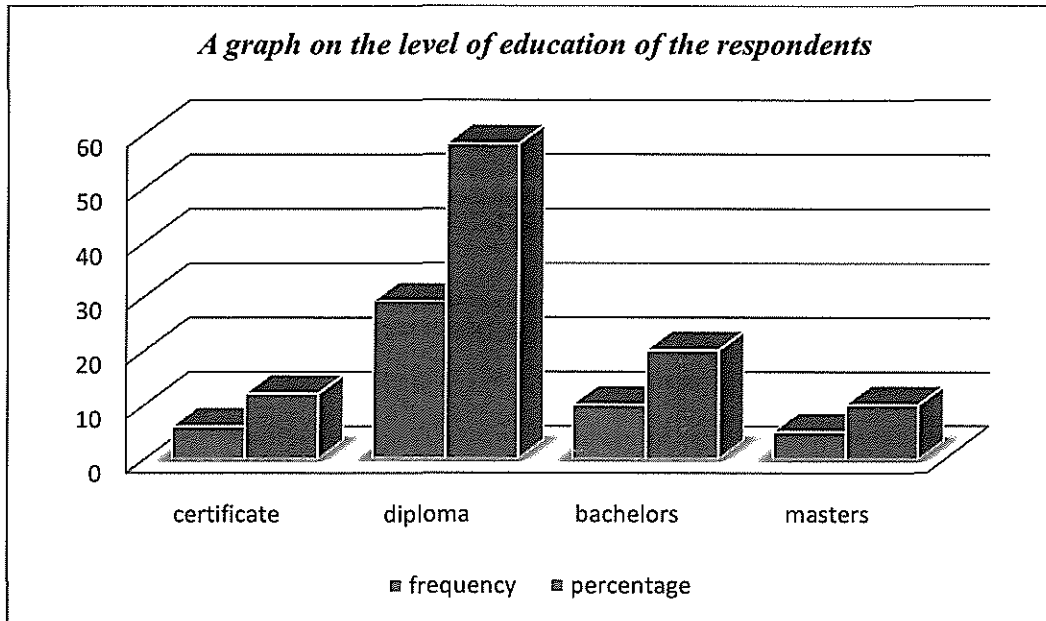


Source: study findings 2013

In terms of sex distribution of the respondents, the findings revealed that males were more represented at 64% (N=32), while the female respondents were 36% (N=18). It can be seen clearly that the difference between the male and the female respondents is quite big. But it remains significant that all sexes were represented in the study which makes gender sensitive.

4.1.3 Level of education of respondents

Figure 3: showing the Level of education of respondents



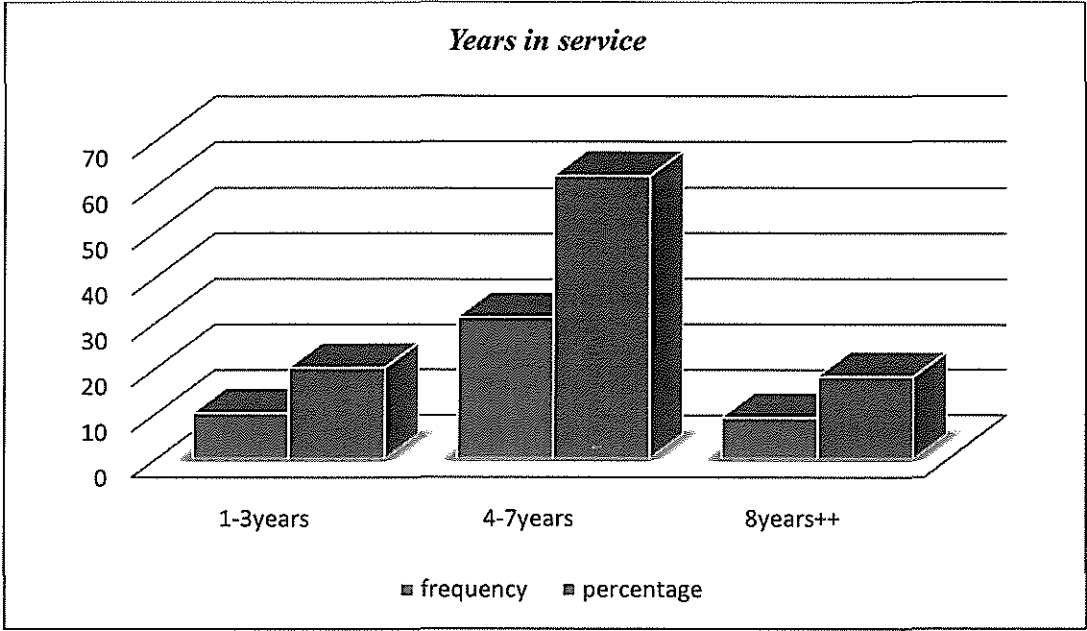
Source: study findings 2013

The researcher was interested in establishing the education level of the respondents. This was to help the researcher understand the ability of the respondents to get appropriate answers or responses on the investigation about quality services and business performance. The findings in figure 2 above reveal that the most common level of education attained was a Diploma, ranking 58%(n=29), followed by a degree at 20% (n=10), 12% (n=6) were for Certificate, masters were also represented at 10%(n=5). This could imply that the study was more informed by respondents at Diploma level, despite the fact that even other education qualifications were represented.

4.1.4 Respondent's years in service

To establish the experience of the respondents as far as quality service provision is concerned, respondents were asked to state their years they had spent in service or receiving services from the company. Figure 4 below has results.

Figure 4: showing years in service



Source: study findings 2013

The results as indicated in figure 4 above, majority of respondents had spent a period of between 4-7years working at the company or seeking the services of the company and these were represented by 62%(n=31). Those who had spent 1-3years followed with 20% (n=10) and 8 and above years came last with 18% (n=9). This can tell how the study was based on respondents that were aware of quality services and business performance in Eagle Box Investment Company Ltd.

4.2 Empirical findings

The topic of the study was quality services and business performance, a case of Eagle Box Investment Ltd in Uganda. This section of the study presents results in line with the objectives of the study. This section handles the main objectives of the study and below is critically reported as per the study findings.

4.2.1 Level of Service Quality in Eagle Box Investment Company ltd

This was the second objective of the study after having established the profile of the respondents. It clearly looked at level of service quality to clearly determine whether there is quality service

provision in Eagle Box investment company ltd. To find out this the researcher adopted the following questions which are presented in different themes.

4.2.1.1 Responses customer complaints and requests

To find out whether company was responsive to the complaints and requests of their customers, they were asked to respond to such and below are the results in table 2.

Table 2: showing responses on customer complaints and requests

Response	Frequency (N)	Percentage (%)
Strongly agree	27	54
agree	20	40
disagree	1	2
Strongly disagree	2	4
Total	50	100

Source: primary data 2013

It can be observed in table 2 above that most of the respondents strongly agreed with the assertion that the company is responsive to customer complaints and requests. These constituted 54% of the respondents. Those who agreed also came second with 40% (n=20%). Few disagreed and strongly disagreed with the assertion as they are only represented by 2% and 4%. This means that the company clearly responds to customer complaints and requests. This is an indication of quality services.

4.2.1.2 Responses on Prompt services

Respondents were also asked to have their responses on whether the company gives prompt services. Their responses are what table 3 below indicates.

Table 3: showing responses on prompt services

Response	Frequency (N)	Percentage (%)
Strongly agree	21	42
agree	17	34

disagree	6	12
Strongly disagree	6	12
Total	50	100

Source: primary data 2013

Results indicated that most of the respondents were strongly agreeing with 42%, those who were only agreeing were 34%. On the other hand, those who disagreed and strongly disagreed were 12% each. This implies that the company gives prompt services to its customers which are a clear indication of availability of quality services in the company. This is in line with what interviews generated as most of the staffs of the company admitted providing prompt services

4.2.1.3 Responses on the politeness of employees

On politeness, customers were asked whether employees of the company were polite and ever ready to serve. Below are results in table 4.

Table 4: showing responses on the politeness of employees

Response	Frequency (N)	Percentage (%)
Strongly agree	13	26
agree	18	36
disagree	15	30
Strongly disagree	4	8
Total	50	100

Source: primary data 2013

It can be realized that 36% of the respondents agree that employees at the service center are polite and ever ready to serve. 30% disagree with that assertion. 26% strongly agree and 8% strongly disagree. This means that the employees of the company are polite but on a certain extent. This is an indication of the presence of quality services in Eagle box. The Manager of the company said, *“We train them to be polite and always not show tiredness because we know that is what customers always need...”*

4.2.1.4 Responses on the knowledge of employees to handle customer complaints

To find out on the knowledge of employees, customers were asked to state whether employees were knowledgeable to answer their questions and complaints. Below is what they replied.

Table 5: showing responses on the knowledge of employees to handle customer complaints

Response	Frequency (N)	Percentage (%)
Strongly agree	10	20
agree	11	22
disagree	2	4
Strongly disagree	27	54
Total	50	100

Source: primary data 2013

It can be substantiated that 54% of the respondents strongly disagreed that employees were not knowledgeable to answer most of their questions and complaints. 22% agreed that they are knowledgeable. 20% also strongly agreed and only 4% disagreed with the assertion. This therefore, means that the company lacks employees who are knowledgeable enough to attend to customer's questions and complaints which is an indication of poor quality service in the company.

4.2.1.5 Responses on the number of employees in the company

On whether there enough employees in the company to attend to the customer's services, customers had this to say in table 6

Table 6: showing responses on the number of employees in the company

Response	Frequency (N)	Percentage (%)
Strongly agree	3	6
agree	9	18
disagree	30	60
Strongly disagree	8	16
Total	50	100

Source: primary data 2013

Table 6 above indicates that 60% of the respondents disagreed that the number of employees in the company were enough. 18% agreed that they were enough but 16% continued to strongly disagree and 6% strongly agreed. This therefore, means that the number of employees employed by the company is not enough to meet customer services required. This is an indication of poor quality service in the company. This was contrary to what the human resource manager of the company said, *“I understand we don’t have the number of employees required but it has been in our interest to recruit what we can afford...since you’re trying to find out on quality services, on that we score zero but we wish to recruit with time...”*

4.2.1.6 Responses on busyness of workers

Customers were also asked whether employees are never too busy to respond to customers. Below are what was reported.

Table 7: showing responses on busyness of workers

Response	Frequency (N)	Percentage (%)
Strongly agree	21	42
agree	13	26
disagree	6	12
Strongly disagree	10	20
Total	50	100

Source: primary data 2013

Table 7 shows that 42% of the customers strongly agree that employees are never too busy to respond to them and 26% in addition agree with the assertion. Only 20% strongly disagreed and 12% disagreed. This therefore, tell us that the employees are ready to serve and not too busy for the customer, an indication of quality services.

4.2.1.7 Responses on knowing customer’s specific needs

Table 8: showing responses on knowing customer’s specific needs

Response	Frequency (N)	Percentage (%)
Strongly agree	3	6

agree	7	14
disagree	29	58
Strongly disagree	11	22
Total	50	100

Source: primary data 2013

It can be established that the biggest number of the respondents disagreed that the employees know their specific needs 58% and additionally, 22% also strongly disagreed. Only 14% and 6% agreed and strongly agreed with the assertion. This is an indication of poor quality service level.

4.2.2 Level of business performance of Eagle Box investment company ltd

This was the third objective of the study. The researcher adopted this objective with a major of understanding the rate at which Eagle Box Investment Company performs. This is because by understanding how it performs; the picture of quality service can easily be reflected. Therefore, the researcher adopted different questions to establish business performance in the company as they were asked in the following themes below.

4.2.2.1 Responses on complaints about services provided

On whether the company has got complaints, respondents were asked to state whether they have had complaints on services provided. Below are what they said.

Table 9: showing responses on complaints about services provided

Response	Frequency (N)	Percentage (%)
Strongly agree	19	38
agree	20	40
disagree	8	16
Strongly disagree	3	6
Total	50	100

Source: primary data 2013

It can be evidenced in table 9 above that most of the respondents agreed and strongly agreed and these constituted 40% and 38% of the respondents. 16% and 6% disagreed and strongly

disagreed that they have heard complaints on services provided. This is indication of good business performance as customers always turn around to complain instead of going away. The manager of the company on this said, *“It’s two way, for us, we have customers who come complaining and those who doesn’t complain. These two kinds of customers have something to tell on the business performance. In most cases, clients who come back complaining are our usual customers who trust and those who don’t complain we think that they are satisfied. So we have both of the customers.”*

4.2.2.2 Responses on returns on investment (ROI)

To know whether the returns on investment of the company were good, staffs were asked to react to this assertion. Below are their responses.

Table 10: showing responses on returns on investment (ROI)

Response	Frequency (N)	Percentage (%)
Strongly agree	16	32
agree	17	34
disagree	17	34
Strongly disagree	10	20
Total	50	100

Source: primary data 2013

It can be established that 34% of the respondents agreed as well as disagreeing accordingly that return on investments were good. 16% strongly agree and 10% strongly disagreed. This means that company to a certain extent performs very well.

4.2.2.3 Responses on financial performance

On whether financial performance is good, table 12 below has the details.

Table 12: showing responses on financial performance

Response	Frequency (N)	Percentage (%)
Strongly agree	23	46

agree	22	44
disagree	0	0
Strongly disagree	5	10
Total	50	100

Source: primary data 2013

It is indicated that 46% and 44% of the respondents strongly agree and agree that financial performance of the company is good. Only 10% strongly agreed. This is an indication that company performs very well. According to the financial manager of the company, he asserted, *"We believe that our company has so far had a progressive curve, we have been performing very well for years..."*

4.2.2.4 Responses on sales growth

On whether the company has experienced sales growth, results were obtained in table 13 below;

Table 13: showing responses on sales growth

Response	Frequency (N)	Percentage (%)
Strongly agree	27	54
agree	23	46
disagree	0	0
Strongly disagree	0	0
Total	50	100

Source: primary data 2013

54% of the respondents strongly agreed that there have been sales growth in the company and 46% also agreed with that assertion. However, no one disagreed and strongly agreed with this matter. This is a total indication that the company has had its sales increasing and growing over time which is an indication of good business performance. This is in line with the sales manager, who said, *"Since I joined this company, our sales have been going up and our clients keep on expanding and expanding..."*

4.2.2.5 Responses on service reliability and timeliness

On the reliability of the company services and whether they are on time, respondents had this to say.

Table 14: showing responses on service reliability and timeliness

Response	Frequency (N)	Percentage (%)
Strongly agree	29	58
agree	21	42
disagree	0	0
Strongly disagree	0	0
Total	50	100

Source: primary data 2013

It can be realized that 58% of the respondents strongly agreed and 42% agreed that services at the company are available and on time. No one disagreed or strongly agreed with this position. Therefore, it can be established that company is performing very well given the fact that it's services are available and on time.

4.2.3 Relationship between Service Quality and Business Performance

This was the fourth and last objective of the study. To understand how services provided by Eagle Box investment company ltd are related to the business performance of the company, the study acquired the following questions as they are addressed in the themes below.

4.2.3.1 Responses on competitive advantage

Table 15: showing responses on competitive advantage

Response	Frequency (N)	Percentage (%)
Strongly agree	17	34
agree	13	26
disagree	10	20
Strongly disagree	10	20
Total	50	100

Source: primary data 2013

34% strongly agreed that company has a competitive advantage over its competitors. 26% of the respondents also agreed with the assertion. However, 20% each strongly disagreed and disagreed that the company has a competitive advantage with its competitors. This is an indication that the company offers quality services that have managed to have that competitive advantage over its competitors.

4.2.3.2 Responses on quality and marketing

To understand whether quality of services provided by the company markets its products. Respondents were contacted and below are the results.

Table 16: showing responses on quality and marketing

Response	Frequency (N)	Percentage (%)
Strongly agree	24	48
agree	24	48
disagree	2	4
Strongly disagree	0	0
Total	50	100

Source: primary data 2013

It can be summarized from the finding in table 16 above that 48% each strongly agreed and agreed that the quality of services provided by the company markets its products. And only 4% disagreed with this assertion. Therefore, it can be easily understood that quality of services provided in the company has had an impact of business performance of the company.

4.2.3.3 Responses on customer satisfaction

Still, to find out the relationship between services provided and customer satisfaction, respondents were asked whether they are satisfied with the services provided by the company. Below are what was responded.

Table 17: showing responses on customer satisfaction

Response	Frequency (N)	Percentage (%)
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Strongly agree	12	24
agree	26	52
disagree	10	20
Strongly disagree	2	4
Total	50	100

Source: primary data 2013

From table 17, it can be seen that 52% agreed that they are satisfied with the services provided by the company. 24% also strongly agreed. However, 20% of the respondents disagreed and 4% continually strongly disagreed. This indicates that there is a good relationship between services provided in the company and customer satisfaction.

4.2.3.4 Responses on customers and their coming back

Here, respondents were asked whether the company has too many customers coming over and over again. This is what was found out in table 18 below.

Table 18: showing responses on customers and their coming back

Response	Frequency (N)	Percentage (%)
Strongly agree	42	84
agree	8	16
disagree	0	0
Strongly disagree	0	0
Total	50	100

Source: primary data 2013

Table 18 above implies that 84% of the respondents strongly agreed that customers are many and keep coming and coming back to buy from the company. 16% also agreed. No one strongly disagreed and disagreed. This means that quality service provision has an impact on business performance as it was indicated that quality services had led to customers to increase and keep on coming back again and again.

4.2.3.5 Responses on whether complaints are handled in time

In the last attempt to understand the relationship between quality services and business performance, respondents were asked whether the company handles complaints in time. Below are the results.

Table 19: showing responses on whether complaints are handled in time

Response	Frequency (N)	Percentage (%)
Strongly agree	15	30
agree	20	40
disagree	13	26
Strongly disagree	2	4
Total	50	100

Source: primary data 2013

It can be observed in table 19 above that 40% of the respondents agree their complaints are handled in time. 30% of the respondents also strongly agreed with that assertion. However, 26% of the respondents disagreed and 4% strongly agreed. Therefore, this implies that with quality services, customer complaints in the company are handled in time and this is an indication of improved business performance in long-run.

4.3 Discussion of the findings

It can be concluded that Eagle Box Investment Company Ltd has got quality services as it was reported by most of the respondents despite in few cases like lack of knowledgeable employees and lack of enough employees. On business performance, the company is performing very well and this is related directly to its provision of quality services.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter contains summary of findings, conclusions and recommendations drawn from the analysis. It is a highlight of issues that were revealed during the research. It also involves recommendations that can help improve quality services and business performance using Eagle Box Investment Company Ltd in Uganda.

5.1 Summary

This study was done on quality services and business performance. Therefore, to explore this topic of study, the researcher adopted three objectives. The first objective was to find out the level of quality services, the second objective was to find out the level of business performance and the third objective was to establish a relationship between quality services and business performance in Eagle Box Investment Company Ltd.

The general introductory aspect shade more light on the essential elements and background of quality services and business performance. A lot of literature, journals and academic publication from different authors about quality services and business performance were also presented.

In the course of the study, the researcher found out the following observations

5.1. 1 Level of service quality

It was found out that Eagle Box Investment Company provides quality services and the most respondents were: responding to customer complaints and requests, giving prompt services and politeness of employees. However, it was also found out that the company lacks enough employees to provide customer care and they even lack enough knowledge to answer all questions of the customers.

5.1.2 Level of business performance

It was also found out that Eagle Box Investment Ltd performs very well. The biggest number of the respondents continually agreed and strongly agreed that the company fairs very well in financial performance, has a competitive advantage over its competitors and its sales keeps on increasing.

5.1.3 Relationship between service quality and business performance

It was found out that quality of services has a direct relationship with the performance of Eagle Box Investment Company Ltd. This is because a biggest number of respondents agreed and strongly agreed that the customers are satisfied with the services provided. Also due to the quality of services provided by the company, the customers have kept on increasing and coming and coming over and over again.

5.2 Conclusion

In conclusion, the study found out the following as per the objectives set;

The level of service quality in Eagle Box Investment Company is high as it responds to customer complaints and requests in time, workers are not too busy when it comes to serving customers and so many others reasons provided.

On the second objective, it can be concluded that Eagle Box Investment Company limited has had good performance as this is confirmed in its sales growth and improved financial performance.

On the third objective, it can be summed up that there is a direct relationship between service quality and business performance in Eagle Investment Company Ltd.

5.3 Recommendations

1. Therefore, it can be recommended that there is a need for businesses to adopt and promote quality services. Quality services have been found to have a significant impact on the customer retention and satisfaction.
2. There is a need for companies to realize that improving business performance starts with improving the quality of services provided.

3. There is a need to provide free training to businessmen about quality service provision as it has seemed that quality service provision has a direct relationship to business performance improvement.
4. Lastly, it should be understood by companies and other stakeholders concerned that 'standards' of quality services and regulations should be passed and implemented as this will enable business survival and marketing all over the globe.

5.4 Areas of further Research

1. More research is required to fully understand the forms of quality services required to be adopted by businesses so as customers can be retained.
2. On top of quality services, additional research is required to understand customer care as a variable in itself because it is customer care that shortly makes up quality service provision.
3. A research is also required to make an investigation on other factors that lead to improved business performance because it has appeared from this study that there are other factors that lead to business performance other than quality services alone

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR EMPLOYEES AND CUSTOMERS

QUESTIONNAIRE FOR EMPLOYEES AND CUSTOMERS

Dear Respondents,

I am a bona fide student of Kampala International University pursuing a bachelor's Degree in Business Administration specializing in marketing. I am conducting a research on the role of quality services on Business Performance using a case study of Eagles Box investment ltd.

This research is purely for academic purposes, all the information given will be treated in utmost good faith with high confidentiality and privacy and the consent and anonymity of the respondent will be observed.

SECTION I

SECTION A: BACKGROUND INFORMATION FOR RESPONDENTS

1.1 What is your age?

Response	Code
18-24	1
25-30	2
31-36	3
37-42	4
Above 43	5

1.2 What is your sex?

Response	Code
Male	1
Female	2

1.3 What is your education level?

Certificate	1
Diploma	2
Bachelors	3
Masters	4
Others specify	5

1.4 Years of working Experience

Response	Code
1-3years	1
4-7years	2
8years and above	3

SECTION II

Direction: Please write your preferred option on the space provided before each item.

Kindly use the rating guide below:

Response Mode	Rating	Description
Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Disagree	(2)	You disagree with some doubt
Strongly disagree	(1)	you disagree with no doubt at all

SECTION B: LEVEL OF SERVICE QUALITY (fir both customers only)

N0.1	Responsive to customer complaints and requests	1	2	3	4
2	Gives prompt service				
3	Employees are polite and ever ready to serve				
4	Have knowledge to answer questions				
5	There is enough employees to handle customers in time				
6	Never too busy to respond to customers				
7	Understands customers specific needs				

SECTION C: LEVEL OF BUSINESS PERFORMANCE (employees only)

N0.1	We have heard few complaints about services provided	1	2	3	4
2	Our returns on investment are good				
3	Our financial performance is good				
4	There is sales growth				
5	Our services are reliable and on time				

SECTION D: RELATIONSHIP BETWEEN SERVICE QUALITY AND BUSINESS PERFORMANCE (for both customers and employees)

N0.1	There is a competitive advantage over the competitors	1	2	3	4
2	quality markets our products				
3	customers are satisfied with our service				
4	We have too many customers coming over and over again				
5	Complaints are handled in time				

APPENDIX IV: INTERVIEW GUIDE FOR KEY INFORMANTS (administrators of the company)

1. How would you describe the service in *general* from the customers' point of view?
2. How would you describe high level (quality) service in *your service activity* from the customers' point of view?
3. How would you describe the *ideal company* in your field of activity?
4. Which factors are relevant for customers in rating service quality?
5. How do you control, follow up service quality in your company?
6. Do you think quality services have anything to do with business performance? If yes, how?
7. Do you take efforts to improve service quality, if yes, how?
8. Are there any barriers of providing high level service?

CURRICULUM VITAE

NAME: Opio George

DATE OF BIRTH: 3rd october, 1986

PLACE OF BIRTH: Apach District Health Center

CELL: + 0771844382/ 0701053893

E-MAIL: georgegopio74@yahoo.com

EDUCATION BACKGROUND.

Year/Period	Institution	Degree/Award and Subjects
2011- 2013	Kampala international university	Degree in Business Administration
2011-2012	Africa institute of music	Diploma in music
2011	Prestige driving school	Defensive courses of driving
20011	Community actions	Certificate in computer
2008-2009	Nsambya sss	UACE Certificate
2004-2007	Central college mityana	UCE Certificate
1996-2003	Teboke primary school	P L E Certificate

CERTIFICATES OF RECOGNITION

- i. I attained a certificate confirming my leadership skills for serving as a sports minister at ordinary level.
- ii. Number of Certificates recognizing my sports skills having participated in various games at different levels.

CAREER OBJECTIVE:

- I believe that having a positive belief and being ambitious plus hard work can lead to your success. I am therefore a positive, ambitious, motivated and organized individual who knows how to present myself in a business way in addition to striving for excellence.

SUMMARY OF KEY COMPETENCIES.

- Computing skills, including administration of multiple operating systems and ability to use all computer packages.
- Strong interpersonal skills and very keen to learn and gain experience from others and the challenging situations.
- Trustworthy with a high sense of responsibility, alert courteous, emotionally stable, neat and good writing skills.
- Ability to communicate accurate, relevant and up-to-date information to individuals and groups in a professional and helpful manner taking into account the needs of beneficiaries.

SKILLS

Technical Skills

- Good working knowledge of Ms Word, Ms Excel, Ms Access, Ms Power Point .

Personal skills

- Good communication skills
- Team work
- Fast learner.
- Flexibility.

HOBBIES/INTERESTS:

- Travelling and camping.
- Poetry
- Playing basket ball
- Watching series
- Business networking

LANGUAGES SPOKEN AND WRITTEN.

- English –Excellent
- Luo - Excellent
- Luganda- Fair
- Kiswahili -Fair

REFEREES.

1. Mr.ochen Hudson

Accountant

Eagle box Investment Company limited

Tell. 0773000318

2. mr..Angala Patrick

The manager Eagle box investment company limited

Mob; 0777520421