

Relationship between reliability, assurance, the tangible clues of customer service and customer satisfaction and trust in Hotels in Uganda

Abdon Rutega Aruho¹, Noel Kiiza Kansiime²

¹ACADEMIC REGISTRAR'S DEPARTMENT, Bishop Stuart University, Mbarara Uganda

²FACULTY OF BUSINESS, ECONOMICS AND GOVERNANCE, Bishop Stuart University, Mbarara Uganda

Corresponding author: Abdon Rutega Aruho.

ABSTRACT: Customer Service is the provision of service to customers before, during, and after getting services in Hotels in Uganda. This article reveals that staff of these hotels fail to deliver consistently the promises made and guests become dissatisfied because of the bad services received from the hotels. This study intended to establish the relationship between reliability, assurance, tangible clues of Customer Service, and customer satisfaction, and trust in Hotels in Uganda. Correlational survey design and convenience sampling techniques were used where 42 out of the 50 Hotels were sampled, revealing that reliability, assurance, and tangible clues of customer service positively influence customer satisfaction. The article has revealed that by increasing the speed and timing of services with friendly and courteous staff, customers' expectations and promises are fulfilled. The customers who are satisfied use word of mouth to tell others about the great services being offered by the hotels. Hotel staff who do not deliver adequately the accepted services will make the guests not come back for extra services. A hotel guest who experiences negative customer service is more likely to share it among others. The article reveals that boosting reliability, assurance and tangible clues of customer service will enhance customer satisfaction in hotels. When Hotel guests fail to receive excellent services the first time, they are dissatisfied and eventually lose trust in the Hotel. The hotels which provide timely service will be able to maintain the guests' promises but for those who are insincere in service provision, guests will end the visit or re-purchase.

Keywords -Customer Satisfaction, Customer Service, Trust

I. INTRODUCTION

According to the Ministry of Finance and Economic Development (MFED) survey report (1989), 120 hotels many of which were dominated by small units were estimated in Uganda. About 38% and 36% of the total beds were estimated to be in larger and small units respectively. Furthermore, based on the former Ministry of Tourism, Wildlife and Antiquities (MTWA) Hotel survey (1991), the tourist arrivals in the country since 1986 have been growing steadily at an average rate of 10%. The World Bank (WB) Analysis Sector Report (2012), revealed Uganda's growth in international arrivals which has been growing at an average of 20% per annum as compared to a 5.8% growth rate in the East African region.

Data from MFED, MTWA, and Bank of Uganda indicated that the actual figures grew from 12,786 tourists in 1986 to 220,000 tourists in 1997. This represented the actual increase in tourists of 94% and out of these tourists, 33% have been reported staying in hotels in Uganda by market area and purpose. This was below average compared to 54% of these tourists staying in private non-commercial accommodation (Integrated tourism master plan (ITMP) 1993).

The occupancy rates of 15%, 39%, and a drop from 65% to 29% were reported for Sheraton, Nile complex, and Paraa Lodge in 1991, 1994, and 1996 respectively (ITMP, 1993; New Vision April 21, 2001). The occupancy rate of 45% was reported in hotels outside Kampala and Entebbe and which continued to register below average in most hostels in western, northern, and eastern Uganda (ITMP, 1993; Lucy, 2000). These occupancy rates were not profitable and did not generate a sufficient volume of revenue to meet current expenses, periodic refurbishment, and re-equipment. The rooms that were not sold mean lost business and sales

to other centers of the hotel. This was attributed to poor customer service with poor facilities and inadequate hotel grading standards (ITMP, 1993).

Poor customer visits and stays to these hotels happen due to the failure of the hotels to deliver consistently the promises made. This could lead to customers getting the below-average value of money from the services promised (Monitor Oct 30, 2000). A dissatisfied customer would not return but is likely to tell friends about bad customer services received mistrust. This reduced additional business and revenue (Lucy, 2000). Poor provision of customer expectations in terms of reliability, assurance and tangible clues of customer service appear to cause customer diastification and mistrust in Hotels in Uganda

II. PROBLEM STATEMENT

Failure of Hotels to deliver consistently what they promise contributed to poor customer visits and stays with the guests after their first patronage. The reported bad service experiences include failure to deliver promised services timely and lack of understanding of customer needs while delivering customer service offered by hotels (Monitor Oct 30, 2000). In addition, inadequate facilities and weak communication materials in use contributed to the deterioration of customer satisfaction and trust in these Hotels in Uganda. Consequently, customer satisfaction and trust appear to be undermined due to poor reliability, assurance, and tangible clues of customer service in these hotels in Uganda (ITMP, 1993).

III. LITERATURE REVIEW

3.1 Customer service

In the dictionary entitled Oxford – Version -, service has a multitude of meanings. As a noun, it is often referred to as a duty performed or a benefit provided to someone. As a verb, service refers to the act of providing aid to someone. Customer service, therefore, refers not only to a benefit but also an act performed beneficially. This includes what is provided and how it is provided (Trooboff, Schwartz & Macheill, 1995). Customers care about both the service offered and how it is delivered. Reilly (1996) argued that customer service is a practice in which all employees feel and act accountable for creating satisfied customers.

The quality of service is a measure of service which is often conceptualized as the comparison of service expectations with actual performance (Zeithaml, Parasuraman & Berry 1990). Five dimensions of service quality have been identified. These include Reliability, Responsiveness, Assurance, Empathy, and Tangible clues. But the validity and consistency of the difference between expectations and performance have been questions.

In the service quality literature, several weaknesses have been identified (Zeithamal & Bitner, 1996). A considerable number of authors have argued that service quality is an important determinant of service loyalty but its exact relationship has remained unclear (Grenler & Brown, 1996). But for the seller (Hotel), excellent service quality can avoid the consequences of customer dissatisfaction. This can establish a base of loyal customers that may lead to more business through word of mouth communication (Trooboff et al, 1995). Reliability, Assurance, and Tangible clues of customer service, which should be demonstrated by the Hotel staff, enabling the hotel to deliver excellent service and customers are satisfied, the result is repeat business, customer loyalty, and referrals.

It is, however, paramount that customer service centers on making employees feel and act accountable for creating satisfied customers. But the things that impress one customer and cause him/her to do more business with Hotel may not necessarily impress another and eventually encourage him/her to return.

3.1.1 Reliability of Customer Service

It is defined as the ability to deliver the promised service dependably and accurately. It is about keeping promises. Promises about delivery, pricing, complaint handling, and others. Parasuraman, Zeithaml, & Berry (1998) and Zeithamal et al., (1990) argue that reliability is the most dimension in creating customer loyalty regardless of the services setting. But the strategies for keeping customers involve delivering value. That is creating a feeling or response of value for money. These comments are consistent with the definition of value in the pricing literature as a tradeoff between customer perceptions of benefits and sacrifice (Gale, 1994). Customers are prepared to pay a premium price if the perceived benefits exceed the perceived costs (Monroe, 1990).

They will not mind waiting if they know that things will be done right the first time, promises will be kept and things will be delivered on time (Trooboff et al, 1995). This will avoid the consequences of customer complaints, establish a base of loyal customers and create more business through word of mouth communication. High reliability of Customer service will make customers satisfied. Therefore, the reliability of customer service in this study is very important. The hotel will be trusted and in turn result in repeat business, and customer referrals. Thus, the sales will increase and consequently improve relationship effectiveness in some Hotels in Uganda.

3.1.2 Assurance of Customer Service

It is a service quality dimension that focuses on the ability to inspire trust and confidence (Mudie& Cottam, 1999). The customers expect to deal with knowledgeable qualified Hotel staff during the service delivery process (Lapierre, 1996). Customers are particularly intolerant of the incompetence of hotel managers/staff (Filatrault&Lapierre, 1996). But the quality of a service may be compromised by a manager/staff who has little technical or interpersonal skills. Therefore, the ability to inspire confidence is increasingly cited as a variable, which influences the willingness of a customer to maintain the relationship with the hotel (Berry, 1995). If a customer has confidence in a hotel, then he/she can capitalize on the hotel staff expertise to meet his/her expectations. If it is met, will create a base of customer loyalty, which is potential for more sales and additional business. Therefore, the level of Relationship effectiveness is likely to improve in some hotels in Uganda.

3.1.3 Tangible Clues of Customer Service:

This is a service dimension that focuses on the elements of the service physically. These include the appearance of physical facilities, equipment, personnel, and communication materials. These are used to project an image that will favour customers, (Mudie& Cottam, 1999). These tangible clues will make the nature of the service more easily understood, and act as key motivators for purchase. Thus, the appearance of Tangible clues that projects an image of quality strengthens customer service. This will enhance relationship quality and in turn, raises the level of Relationship effectiveness in some hotels in Uganda.

3.2 Quality of reliability, assurance, and tangible clues of customer service:

Today it is well understood that services are provided on an ongoing basis and that customers form relationships with people rather than with goods. Liljander and Strnadvik (1995) proposed that perceived relationship quality is a core concept when analyzing service quality. Service providers (Hotels) benefit from customer relationships. That consistent delivery of service creates a base of loyal customers. Loyal customers will generate more sales. More sales mean increased revenue (Reichheld& Sasser, 1990). Customers enter into relationships because they expect to receive relationship utility from their participation. Therefore, the result will be improved customer satisfaction and trust. Delivering quality customer service improves customer relationships with the hotel. Sales will increase through repeat business and in turn improve relationship quality in some hotels in Uganda.

3.2.1 Customer Satisfaction

Satisfaction can be described as a customers' cognitive and affective evaluation of a product/service. The product is being delivered to him/her by a specific Hotel /provider (Oliver, 1997). According to Oliver (1997), there is a clear distinction between quality and satisfaction. Satisfaction is an immediate response to consumption. Quality exists before and after consumption as an enduring signal of product or service excellence (Oliver, 1997). Despite the clear difference between quality and satisfaction, their relationship remains complex. Quality is an antecedent of satisfaction. Customer satisfaction based on value for money received from services offered is a prerequisite to retention or repeat purchase (Jones & Sasser, 1995). In general, greater satisfaction on the part of the customer should generate customer loyalty. A dissatisfied customer would be expected to end the relationship. Excellent customer service will make customers satisfied. This could improve sales through repeat business and in turn raise relationship effectiveness.

3.2.2 Trust

There is scientific consensus about the crucial role trust plays in establishing and maintaining long-term relationships between industrial partners (Morgan & Hunt, 1994). A relationship between two partners can only continue to exist if a certain level of trust has been developed between the parties (Wetzels, Ruyter&Birgelen 1998). Building trust between partners may increase the intention to continue the relationship. In some situations when information is unequally spread across parties, opportunistic behavior is believed to prevail and exchange may be commercially hazardous (Andelab, 1995; Krapfel et al 1991; Stern & Reve, 1980). Partners must trust one another to behave fairly when unforeseen events arise (Bendapudi& Berry, 1997). Trust can be defined as one party's belief that its needs will be fulfilled in the future by actions untaken by the other party (Anderson &Weitz, 1989). Other definitions of trust "are a willingness to rely on an exchange partner in whom one has confidence" (Moorman, Zaltaman& Deshpande 1992) and "Confidence" in an exchange of the partners' reliability and integrity (Morgan & Hunt, 1994). Trust is considered to be a long-term consequence of the service quality dimension that forms the core of customer service. The hotel will be trusted when its reliability, assurance, and tangible clues of customer service encourage customer satisfaction.

IV. METHODOLOGY

The article presents the methodology technique used in establishing the relationship between reliability, assurance, the tangible clues of service, and customer satisfaction and trust in hotels in Uganda.

4.1 Research design

A correlation survey was used to determine and establish the relationship between the study variables, and determine the suspected variables that positively or negatively influence the relationship.

4.2 Survey Population

The study population consisted of 400 guests, 42 hotel managers, 42 hotel chefs, and restaurant supervisors as well as 36 receptionists and housekeeping attendants all in 42 sampled hotels. These hotels accommodate customers mainly locals and foreigners who visit/stay purposely for leisure, workshops/conferences, and holidaymakers. The prices charged and services offered in these Hotels vary considerably, and that the staff employed have the highest level of academic qualification that portrayed the image of these Hotels.

4.2.1 Target Sample

To attain a representative sample, the study covered 6 (Six) districts; Kampala, Wakiso, Jinja, Mbale, Masaka, and Mbarara. These had the highest level of tourism standard hotels. The sample used in this study consisted of 50 operational Hotels, however, the results were only obtained from 42 randomly selected Hotels from the area of the study indicated. This represented a response rate of 84%. However, results from 8 hotels could not be easily obtained because of non-response errors, limited time, inadequate finance, and partial responses.

4.2.2 Sampling procedure

A total of 400 questionnaires were administered to hotel guests and Managers/Supervisors. The response rate of 80.2% and 19.8% for guests and managers respectively were registered. In addition, a convenience sampling technique was used to contact all the eligible hotels of the population. The sample used represented those hotels that were willing to co-operate with the research based on ease of access.

4.3. Data collection methods.

A Questionnaire was used to collect data. Data from guests and managers per hotel was collected using closed and open-ended questionnaires. The secondary information sourced from the ministry of finance and Economic Planning (MFEP), Uganda Tourist Board (UTB), Uganda Hotel Owners Association (UHOA), and University Graduate Research Centres were used to supplement the questionnaire.

4.4. Data Quality Control.

Permission to conduct this study was obtained from the management of each Hotel on acceptance of the letter of introduction, and access to guests was granted. At the reception desk of each Hotel, a receptionist was contracted to assist the researcher in administering the questionnaires to guests. The procedures for filling in the questionnaires were properly explained to the receptionist. The researcher in most hotels would secure an instant response. The completed questionnaires from each hotel would be coded once received/collected. The coded questionnaires would be organized together per hotel and classified into meaningful categories of guests/managers.

4.5 Measurement of Variables:

The variables were measured using Likert scales and itemized on a five rating scale. Reliability was rated by guests on a five Likert scale ranging from (1) poor to (5) excellent on; speed and timing of service as delivery, value for money (price) paid, and adequacy of procedure in handling guest complaints. Assurance was rated by guests on five points Likert scale ranging from (1) poor (5) excellent on; The employee's technical knowledge, their ability to demonstrate such knowledge and competence, welcome guests, be courteous, and undertake the training aimed at improving the quality of employee-customer interaction. Tangible service was rated by guests on five points Likert scale ranging from (1) poor to(5) excellent on; the availability and appearance of physical facilities, equipment, personal and communication materials.

Customer satisfaction on the actual services received was rated by guests on a five-point Likert scale ranging from (1) poor to (5) excellent on; overall quality of service received as perceived by guests, value for money guests received from the service offered, and the willingness of customers to pay premium prices for the services offered.

Trust was rated by guests on a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree on; the reliance of guests on the hotels' employees' knowledge to meet their needs and the ability of the hotel to act sincerely in its dealing with guests by doing what is fair to them or both.

4.6 Data Analysis

A statistical computer package for social scientists (SPSS) was used in data analysis. Therefore to test for the significance of the relationship between two variables, a Person's correlation coefficient was used. The strength of the relationship was indicated by the correlation coefficient r but measured by the coefficient of determination r^2 . The significance of the relationship is expressed in probability levels p (where $p = .05; .01$). The value of p tells how unlikely a given correlation coefficient r will occur given that no relationship exists in the population. It was noted that the larger the correlation r , the stronger the relationship, whereas a smaller p -level indicates a more significant relationship.

V. DISCUSSION OF EMPIRICAL RESULTS, CONCLUSION AND RECOMMENDATIONS

5.1 Presentation of Empirical Results

Establishing the relationship between reliability, assurance, and Tangible clues of customer service and customer satisfaction and trust in Hotels in Uganda.

Table 1: Showing Pearson's correlation coefficients between the variables.

Variable	Reliability of customer service	Assurance of Customer service	Tangible clues of customer service	Customer satisfaction	Trust
Reliability of Customer Service	1.000				
Assurance of Customer Service	0.488**	1.000			
Tangible clues of Customer Service	0.199	0.528**	1.000		
Customer Satisfaction	0.442**	0.487**	0.438**	1.000	
Trust	0.216	0.251	0.231	0.299	1.000

From Table 1 above there was no significant correlation between reliability and trust. But there was a significant positive correlation between the reliability of customer service and customer satisfaction ($r=0.442$, $p<0.1$). Thus, as the reliability of customer service increases likewise customer satisfaction increases.

Also, in the Table I above there was no significant correlation between assurance and trust. But there was a significant positive correlation between assurance and customer satisfaction ($r=0.487$, $P<0.01$) Thus, as assurance of customer service increases, customer satisfaction increases.

Furthermore, in Table I above, there was no significant correlation between tangible clues and trust. But there was a significant positive correlation between Tangible clues and customer service ($r=0.438$, $p<0.01$). Thus as tangible clues of customer service increase, customer satisfaction increases.

5.2 Discussion of Results

In Table 1 above, the results confirmed a significant positive correlation between reliability, assurance, and tangible clues of customer service and customer satisfaction. There was no significant correlation between reliability, assurance, and tangible clues of customer service and trust. This concurs with Wetzel, Ruyter, and Birgelen (1998)'s assertion that a relationship between the parties can only continue to exist if a certain level of trust has been developed between the parties.

There is a positive correlation between customer service (reliability, assurance tangible clues, and customer satisfaction). This indicates that an increase in reliability, assurance and tangible clues increases customer satisfaction. This is in line with Oliver (1997)'s assertion that quality service exists before and after consumption as an enduring signal of product/ service excellence.

Thus, customer satisfaction is more related to offering excellent customer service (reliability, assurance, and tangible clues) that exceeds customer expectations. A trust which does not correlate with customer service can be considered as a long-term oriented consequence of customer service (reliability, assurance, and tangible clues).

The relationship confirmed between customer service (reliability, assurance, and tangible clues) & customer satisfaction is achieved by paying attention to having friendly & courteous employees, providing timely service which is consistent, adequate, and in a general conducive physical appearance of the hotel facilities. This in turn enhances customer service that contributes positively to customer satisfaction.

When the guests visit/stay in the hotel, they expect excellent reception procedures .subsequently, service is delivered following the order made, correctly presented, and executed timely to him/her at the various checkout stages. This is further facilitated by the general positive attitude of front-line staff, who also contribute positively to customer satisfaction.

When the services received are less than expected, customer satisfaction drops. This decrease in customer satisfaction depends on the guest's perception of the overall customer service (reliability, assurance, and tangible clues). This undermines the establishment of the long-term trust between the Hotel and its guests (customers). The service barriers will be encountered by the guests that cause failures in the production and delivery of

service to customers. These failures come in and frustrate the fulfillment of customer promises timely, consistently, and adequately especially handling customer complaints together with value for money received. This scenario is manifested in the early stages of making a reservation, subsequent delays in obtaining the actual service make the guests dissatisfied. When the guests realize that their expectations do not tally with their experiences, a perception of unfairness in the service outcome is created. This is not surprising since in a service setting and more specifically in Hotels, this is common because the employee who is directly in touch with the guests and is responsible for the delivery of the service, lacks the knowledge of understanding the guest's requirements and how they should be fulfilled expeditiously.

The guests, therefore, become dissatisfied which inhibits trust in the long run. In support of this reasoning is Filatrault&Lapierre, (1996) that customers are particularly intolerant of the incompetence of staff who have no technical or interpersonal skills. This is in line with Lapierre (1996) that customers expect to deal with knowledgeable and qualified staff during the service delivery process.

Thus, reliability, assurance, and tangible clues of customer service are a necessity for enhancing customer satisfaction which promotes trust in the long run. The absence of excellent reliability, assurance & tangible clues of customer service results in customer dissatisfaction, which inhibits trust in the long run. Therefore, the positive correlation of reliability, assurance, and tangible clues) of customer service confirmed with customer satisfaction in this study enhances trust. Therefore, managers of these hostels need to provide high-level standards of customer service focusing on reliability, assurance, and tangible clues to strengthen customer satisfaction and enhance build trust in the long run in these Hotels in Uganda.

5.3 Conclusion

The study confirmed a positive relationship between reliability, assurance, and tangible clues of customer service and customer satisfaction. This is exemplified in the speed and timing of service as perceived by guests, keeping promises, providing adequate procedures of handling guest complaints, ensuring value for the price paid, and offering friendly and courteous service by the Hotel staff as well as the availability and appearance of Hotel physical facilities. All these were found to be the elements in the dimensions of customer service and enhance key drives to customer satisfaction.

5.4 Recommendations and implications

The article proposes that hotels and especially their Managers should pay attention to the dimensions of customer service i.e. reliability, assurance, and tangible clues because these variables play a central role in enhancing in bridging service quality gaps leading to customer satisfaction and trust.

Therefore, Hotels should engage in training programs aimed at empowering employees to increase assurance that will enhance adequate service delivery while finding the right solutions for possible guest complaints/problems. Consequently, this will improve service recovery because the frontline personnel will be empowered to do what they perceive as right and fair to the guest in question.

Also, Hotels, and especially their Managers should strive to offer excellent customer service (reliability and tangible clues) to the guests to enhance customer satisfaction) which in long run build Trust. This requires improving or maintaining reliability and tangible clues by offering speedy and timely service as perceived by guests, keeping promises, ensuring value for money paid, and providing adequate procedures for handling guest complaints as well as maintaining hotel physical facilities, equipment, personnel, and communication materials. This article proposes areas of further research since reliability, assurance and tangible clues of customer service did not show any correlation with trust.

VI. ACKNOWLEDGEMENT

I would like to send my sincere gratitude and indebted appreciation to all those people who morally, financially and academically assisted me in making this study a success. Thanks to my supervisors Professor John C. Munene and Prof. G. Bakunda.

In the same way, I would like to thank the Management of Bishop Stuart University for being co-operative and always willing to share knowledge and ideas and also thanks to the hotel managers and staff whom I sampled for their co-operation, acceptance and assistance rendered to me.

Special thanks go to my corresponding author Dr. Noel Kiiza Kansime who enabled me to proofread this article.

REFERENCES

- [1] Trooboff .S.R, schwartz&MachNeill. D.J. (1995). Travel Sales & Customer Service. The Institute of Certified Travel Agents. USA.
- [2] Reilly. T. (1996). The employees guide for creating satisfied customers. Value added Customer service Chicago USA.
- [3] Parasuraman, A. Berry, L.L. &Zeithanl, V.A. (1990). An Empirical Examination of Relationships in an extended service quality model. MSI Report, Marketing Science Institute Cambridge No.90-122.

- [4] Zeithaml, V.A. & Bitner, M.C. (1996). *Service Marketing*. York N.Y. McGraw-Hill New
- [5] Gremler, D.D. & Brown S. W. (1996) Service loyalty; its mature importance and implications. In Edvardsson, B. Brown S. W, Johnson, R. & Scheuing, E. (Eds), *QUIS V: Advancing Service Quality: A Global perspective ISQA*, New York, N.Y. PP 171-81.
- [6] Parasuraman, A. Zeithaml, V.A. & Berry, L.L. (1998). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing* Vol. 67. PP 420-50.
- [7] Gale, B.Y. (1994). *Managing Customer value. Creating quality and service that Customers can see*. New York, N. Y. The Free Press
- [8] Monroe, K.B. (1990). *Pricing. Making Profitable Decisions (2nd Ed.)* London, McGraw-Hill.
- [9] Mudie, P. & Cottam, A. (1999). *The Management and Marketing of services (2nd edition)* U. K.
- [10] Lapierre, J (1996). Service Quality, the construct, its Dimensionality and Measurements in Swartz T.A, Bowen, D. E & Brown, S. W. *Advances in Services Marketing and Management Vol 5* Inco. Greenwich. JAI
- [11] Filiatrault, P. & Lapierre, J. (1996). *Managing Business to Business Service Marketing Relationships*. Industrial Marketing Management.
- [12] Berry L.L. (1995). Relationship Marketing of Services: - Growing interest, emerging perspective. *Journal of Academy of Marketing Science* Vol. 23 No.4 Pg. 236-45.
- [13] Lilijander, V. & strandvik, T, (1995). The Nature of Customer relationships in Services. In Swartz, T. A, Bowen, D. E. & Brown, S. W. (Eds). *Advances in Services Marketing & Management. Vol. 4* LONDON JAI Press.
- [14] Reicheld, F.F. & sasser W. E. Jr. (1990). *Harvard Business Review* Vol. 68 No. 5 pp. 105-11.
- [15] Oliver, R. L. (1997). *Satisfaction. A Behavioural Perspective on the Consumer*, New York N. Y. Macgraw – Hill.
- [16] Morgan, R.M. & Hunt, S. O. (1994). The commitment trust theory of relationship Marketing. *Journal of Marketing* Vol. 58 pp. 20-28.
- [17] Wetzels, M. de Ruyter, K & Van Birgelen, M. (1998). Marketing Services Relationships the roles of Commitment. *Journal of Business & Industrial Marketing*, Vol. 13 Nos. 4/5. Pp 406 -23.
- [18] Andaleeb, S.S. (1995). Dependence relations & Moderating Role of Trust. Implications for Behavioral Intentions in Marketing Channels. *Intentional Journal of Research in Marketing* Vol.12. Pg. 157-72.
- [19] Bendapudi, N. & Berry, L.L. (1997). Customer's Motivations for Maintaining Relationships with Service Providers *Journal of Retailing* Vol. 73.No. 1 pp. 15-37
- [20] Anderson, E. & Weitz, B. (1989). Determinants of Continuity in Conventional Industrial Channel Dyads. *Marketing Science* No. pp. 310-22.
- [21] Moorman, C; Zaltaman, G. & Deshpande, R. (1992). Relationships Between Providers and Users of Market Research. The dynamics of Trust within and between Organizations. *Journal of Marketing Research*, Vol. 29. pp. 314-28.

**Corresponding author: First Author: Abdon RutegaAruho*

¹ACADEMIC REGISTRAR'S DEPARTMENT, Bishop Stuart University, Mbarara Uganda