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**EFFECT OF PUBLIC RELATIONS ON ENHANCING CUSTOMER
SATISFACTION: A CASE STUDY OF POSTAL CORPORATION OF KENYA,
NAIROBI BRANCH**

YASMIN HUSSEIN SALAD

DIR/6/00037/3/19

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF DIPLOMA IN MANAGEMENT AND
LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA**

MARCH, 2021

DECLARATION

This research project is my original work and has not been presented for the award in any other University or institution. No part of this research should be reproduced without the author's consent or that of the Management University of Africa.

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Date.....

YASMIN HUSSEIN SALAD

DIR/6/00037/3/19

Supervisor Declaration:

This research project has been submitted for examination with my approval as the University Supervisor.

Sign.....

Date.....

ANN MWANGI

Management University of Africa

DEDICATION

I dedicate this project to my lovely family for her immense their love, support and encouragement throughout my study. May God guide, protect and bless them abundantly.

ACKNOWLEDGEMENT

I would like to take this opportunity to express my gratitude to the Almighty God and all the people whose contribution have made this work successful.

Special thanks to go my supervisor Ann Mwangi for her assistance and advice given to me in completion of my research.

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LIST OF ABBREVIATIONS

PR - Public Relation

HR - Human Resource

PCK - Postal Communication of Kenya

PROs - Public Relations Officers

ABSTRACT

Service value today has turned out to be not only the rhetoric of every organisation, but has also occupied a prominent position in every discourse and or research study. No business organisation can survive without satisfying its customers hence the study main objective was to determine the effect of public relations on enhancing customer satisfaction with Postal Corporation of Kenya as a Case study. The study was guided by the following objectives, to establish the effects of customer service on customer satisfaction in Postal Corporation of Kenya, to establish the effect of staff competence on customer satisfaction in Postal Corporation of Kenya and to determine the effect complaints handling on customer satisfaction in Postal Corporation of Kenya. The study was anchored on the following theories: Attribution Theory and Systems theory. The literature review indicated that the Public Relations makes organizations more effective by building long-term relationships with strategic constituencies, and more specifically, by developing relations with stakeholders in the internal or external environment that constrain or enhance the ability of an organization to accomplish its mission. The researcher adopted descriptive survey design with quantitative and qualitative methods. The researcher targeted senior staff, middle-level staff and lower staff of Postal Corporation of Kenya, Nairobi Offices. The target population was 150 respondents. The researcher used Slovene's formula and computed the same on each category of employees to obtain a sample size of 55 respondents. The study involved collection of data using both primary and secondary data collection method. The primary data was collected through the use of questioners which was self-administered. The data analysis procedure involved the use of quantitative techniques whereby the information to be dealt with was derived from the questionnaires. The following techniques of analysis and interpreting data was used: Tabulation, Bar graphs, Pie charts and Percentage. The researcher established that Customer service at Postal Corporation of Kenya exceeds Customer Expectations. The findings indicated that the Staff competence enhances customer orientation at Kenya Postal Corporation. The findings indicated that Complaint Management practice has enhance customer satisfaction in postal corporation of Kenya. The researcher concluded that In order to provide higher quality services users' perceptions should be higher than expectations. The researcher concluded that Staff competence enhances customer orientation at Kenya Postal Corporation the findings also indicated that Staff competence enhances Commercial Friendship at Postal Corporation of Kenya. On Complaints handling it was concluded that Customers, complaining directly with high expectations over a firm, are still in the hope of changing and unwilling to abandon the firm immediately. The study recommends that stronger communication mechanisms should be installed and well integrated in the system to ensure easier and convenience in dissemination of information to the public which would satisfy the rest of the stakeholders of Postal Corporation of Kenya. The study recommends that Postal Corporation of Kenya should devise ways and means to maintain a long-term commitment with clients so as to spur customer satisfaction.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides an overview of the background of the study, profile and organizational structure of the case study, Statement of the problem, significance and limitations of the study, objectives and lastly scope of the study will be discussed.

1.1 Background of the Study

Public relations are a leadership function that includes the study and analysis of public opinion, and the maintenance of relationships and mutual understanding between the organization and the public. Public Relations is an important department in any company, dealing with relationships and customer service. Its main goal is to improve communication skills and create new ways to create a two-way flow of knowledge and understanding (Chandra, 2016).

Onah (2015) argues that public relations (PR) is concerned with how people think of you as a person or organization. These images or views can be positive or negative. So this is an attempt by the public relations department to turn a bad idea into a good cover or picture.

According to Harlow (2016), Public Relations is a specific management function that helps establish and maintain a line of communication, understanding, acceptance and interaction between an organization and its wider public. Includes problem or problem management, helps managers stay informed and effectively implement change as a first step in managing trends and applying research and good communication with culture and its core resources.

In developing countries such as England, Holland, Spain and Turkey, public relations are viewed as "focused, strategic and dynamic to create and maintain mutual understanding between the

organization and its suppliers." From management to worker management of people and resources.

Grunig, Grunig, and Dozier (2015) state that public relations programs are important because they help organizations achieve their goals by building relationships with professional people: for all members of society and organization members, i.e. awareness, practice, and the nature of the relationship between organizations and their communities.

Rapper and Grunig (2015) argued that "Public Relations enables organizations to thrive by building long-term relationships with strategic areas" and, more importantly, "improving relationships with internal or external stakeholders that force or enhance the organization's ability to fulfill its Relationship Function in achieving organizational goals, it is reasonable to assume that building public relations and relations is the primary goal of public relations programs (Chandra, 2016).

Anxiety Ibrahim Olamilekan (2018) noted that the ethics of firms in African countries, especially Nigeria, Ghana and Morocco, their work ethic in the telecommunications sector is consistent with underdevelopment in areas such as technology. Thus, the services provided do not satisfy the customers of the service. As such, there is a need to bridge the gap and create relationships and partnerships that can lead organizations to meet their challenges and create a communication platform that addresses customer needs.

Public relations (PR) in Kenya had to move from the comfort zone of the 1970s and early 1980s to an unimaginable and difficult situation where it is necessary to maintain the structure and reputation of the movement between economic and social instability (PR Field, 2017). In the twenty-eighth century, the biggest fear for any CEO is growing power and the voice of

shareholders is increasingly critical and aware of the experiences of organizations seeking to protect their interests. (Rova, 2016).

The Kenyan movement since 1992 has been characterized by a culture of aggressive consumers, a large and powerful society, a free society, and violent people. The government recognized these practices and had to support this idea by investing in public relations for external and external relations. Most relationship (PR) professionals now need to keep the skills in mind as they strive to become proficient in order to be able to respond effectively to the new challenges they face (PR Arena, 2018).

Churchill and Surprenant (2014) defined customer satisfaction as a product of purchase and use, based on customer comparisons with the purchase price and expected results. "On the other hand, satisfaction can be seen as a way to practice and reinforce ideas, analysis, and psychological processes that help satisfaction (Tse and Wilton, 2018) Hunt (2018) described customer satisfaction as assuming that the event was as good as expected.

In Definition by Wilton (2018), three satisfaction options can be distinguished: -.

Customer expectations or expected results; actual action or assumptions; instability or reinforcement / instability is the difference between expected performance and imagined performance. Consumer satisfaction has become one of the most powerful tools for maintaining a competitive advantage of business success and survival today through quality work ethic (Chandra, 2016).

Parasuraman (2018) stated that "big work is a useful tool because it leads to new customers, business and existing customers, fewer lost customers, separation from competitive pricing, and fewer repeat errors. Service delivery. Mentzer, (2015) stated that" increasing customer satisfaction will increase profits and market share.

Postal Corporation of Kenya

Created in 2014 following massive conversion of state-run organizations into full business-orientated entities, Posta as the Postal Corporation of Kenya as known was meant to capture the fast-growing market in delivery of parcels both on land and air systems across the world. In fact, the corporation was set to compete globally with major private firms including DHL, UPS and FedEx among the very best. Like any other state corporation, Posta is guided by government policy and laws through the Communications Act of 2014 (PCK, 2019).

The state-owned corporation faces normal competition from all types of competition but specifically, the fast growing multiple couriers that have flooded the Kenyan market present the toughest challenge to Posta's existence. With poor results over many years and failure to take advantage of the vibrant economic growth witnessed in the millennium years, Posta has had a turbulent period thus leaving customers unsatisfied with their services. This has implied that many branches of Posta had to close and consolidation of some was inevitable leading to cut down in employee size as well as retarded pay increases (PCK, 2019).

1.2 Statement of the Problem

The positive image of the Kenya Postal Corporation (PCK) is determined by the level of satisfaction that the public receives from its services. The Public Affairs Department of the Kenya Postal Corporation was asleep and the public was unaware of the PCK incidents (PCK, 2019). Kenya Postal Corporation suffers from bad reports such as scandals about misuse of public funds, nepotism and harassment of its senior employees. It contradicts this understanding when the district created a public relations (PR) department to help it restore its status. The Public Affairs Department of the Kenya Postal Corporation (PCK) is accused of maintaining rapport between PCK and the public.

There lies the relative need for a study of this magnitude poised to discover how public relations can be used as a mediator between organisations and their customers as it provides an in-depth understanding of how customer-organisation relationship can help stimulate and or act as fuel for customer satisfaction. Therefore, this study intends to bridge this gap by establishing the effect of public relations on enhancing customer satisfaction with Postal Corporation of Kenya as a Case study.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study will be to determine the effect of public relations on enhancing customer satisfaction.

1.3.2 Specific Objective

1. To investigate the effects of customer service on customer satisfaction
2. To explore the effect of staff competence on customer satisfaction in Postal Corporation of Kenya.
3. To assess the effect complaints handling on customer satisfaction in Postal Corporation of Kenya.

1.4 Research Questions

1. What is the effect of customer service on customer satisfaction in Postal Corporation of Kenya?
2. What is the effect of staff competence on customer satisfaction in Postal Corporation of Kenya?
3. How does complaints handling on customer satisfaction in Postal Corporation of Kenya?

1.5 Justification of the Study

This course helps you to understand how postal companies can improve their business performance through high quality service and customer satisfaction, which leads to their loyalty.

This is not just a prelude to ongoing and future research.

And again, this study enables organizations to critically evaluate the value and value of a variety of factors that determine customer satisfaction in the industry.

This study provides a very useful source of feedback and information for managers and researchers in the field of public relations and customer satisfaction. This study provides new evidence on the performance and usefulness of public relations in creating a relationship-friendly relationship that promotes or satisfies customer satisfaction.

They look to the future; this study will make a sauce for the writings of other researchers on related topics;

1.6 Scope of the Study

This study will be conducted at Postal Corporation of Kenya in Nairobi County. The study will be guided by the following independent variables: customer service, staff competence, and complaints handling with employee Customer Satisfaction as the dependent variable. The targeted population will be employees of various departments at Postal Corporation of Kenya. The study is expected to take a period of 3 months.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter has published a comprehensive review of the literature relevant to this study to make it a suitable place to teach. Therefore, the results of the collaborative search for this study are discussed here. The literature review provides the reader with an overview of the theoretical study of the problem under study, as well as of the studies already carried out and how their results relate to the current problem.

2.1 Theoretical Framework

Attribution Theory

Attribution theory provides the basis for understanding how consumers respond to service disruptions (Folkes 1984); and predicts that the perceived cause of service failure affects customer satisfaction. Contributions are the cause of service disruption (Bitner 2010). Bitner (2010) argues that perceived factors can be categorized into three categories, including locus (who is responsible), management, and stability. For management, this refers to factors that can be controlled, such as skills, versus uncontrollable factors, such as the actions of others (Weiner, 2000).

Giving information deals with how people interpret events and how they relate to their thinking and actions. Haider (1958) was the first to offer the concept of giving; and Weiner (1986) developed a teaching format that became a major exploration paradigm for social psychology.

Attribution theory shows that people try to figure out why they do what they do, such as giving reasons for behavior. Weiner (2000) argues that the theory of reasoning is the study of reasoning. Maxham and Netemeyer (2003) stated that existing research has shown that behaviors help

define customer perceptions and goals in terms of service return experience; Promoting customer engagement and satisfying results and quantity of purchases.

Systems theory

The main proponents of this theory are Grunig, Grunig, and Dozier, who argue that systems theory is useful in human relationships because it allows one to think about relationships.

Typically, systems education focuses on organizations of interdependent components that adapt and adapt to changes in the political, economic and social spheres in which they operate.

Systems have known boundaries within which a communication system must exist that directs parts of the organization to achieve the goals of the organization. Organizational leaders create and maintain internal structures.

Grunig, Grunig, and Dozier note that a systems perspective strengthens the interaction of organizations and their domains, both inside and outside the organization. Depending on how the system looks, organizations rely on the resources of their communities, such as raw materials, sauces for staff, and customers or customers for the services or products they produce. The community needs an organization for its products and services. Organizations have open systems that use public relations professionals to gain insight into how successful their relationships are with customers, customers, and other stakeholders. Closed systems organizations are not looking for new information. Designers work on the past or on their own interests. Organizations are part of a larger environment with more systems.

The community creates obstacles for organizations. For example, consumers can attack an organization's products. The courts may be in charge of paying compensation for injuries to people affected by the product. Banks may decide not to lend money to the organization. Applying ethical theory, it is possible to identify the appropriate organizations and limit the

organizational boundaries that may reflect an individual relationship. When decision makers leave their systems open, they allow a two-dimensional flow of resources and information between the organization and its environment; they use this information in accordance with the environment, or they can use the incoming information to try to control the environment.

2.2 Empirical Review

Cronin and Taylor's (2014) research on service delivery such as banking, pest control, dry cleaning and fast food; found that customer satisfaction is crucial to the task of purchasing a target for all four sides. Similarly, in the clinical section, McAlexander et al. (2017) found that patient satisfaction and type of work significantly affect future purchasing goals. On the other hand, Cohen et al. (2015) argued that consumer value is a factor beyond consumer satisfaction because it not only includes the common benefits of most banks, but also calculates the value of the consumer.

Findings from Wu's (2014) study on the efficacy of a hospital image in the form of service, patient satisfaction and reliability suggest that the clinical symptom setting is both direct and indirect to the patient's credibility. This means that the nature of the hospital brand not only increases patient credibility, but also increases patient satisfaction by improving work ethic, which in turn increases patients' need to return to the hospital. Consistent with this, Udeze and Onyenejo (2014), studying the public perception of the Nigerian military structure in southeastern Nigeria, found that the image of the organization had great potential for the masses. According to the results, 62.1% of respondents agreed with the good image of the Nigerian military, 31.5% felt differently, and 6.5% were unemployed.

Singh (2015), who studies the importance of customer satisfaction in terms of customer loyalty and security, found that there is a positive relationship between customer satisfaction, reliability,

and customer security. Thus, customer satisfaction, loyalty and security are critical to the success of an organization.

Similarly, Bontis, Booker, and Serenko (2015), studying the effects of corporate reputation on customer loyalty and job promotion at the bank, found that customer satisfaction improves reputation in the workplace. Fame was also found to reconcile part of the relationship between satisfaction and loyalty, and fame was also associated with the relationship between satisfaction and motivation.

While trying to explore public relations in selected organizations in Durban, South Africa, Rawjee, Veerasamy, and Gqamane (2014) have found that public relations are an important part of any organization. This enables the organization to evaluate and communicate with other key groups within the organization. Common doctrines disrupt relationships and public communication; management and marketing. Public relations facilitate communication between the organization and the public, building and strengthening relationships that benefit all parties.

Naser (2016) found that convenience and competitiveness are not the critical factors for all gender, age and income groups. Kumar *et al.* (2014) and Lai (2015) found that assurance, empathy and tangibles are the important factor, and on the other hand, Baumann *et al.* (2015) found that tangibles are not related to customer satisfaction and Ahmed *et al.* (2014) find out that empathy is negatively related to customer satisfaction. Harwood (2016) argued that branding, as a tool to build image, is critical in the banking industry where all firms offer about the same kind of products. Bharadwaj *et al.* (2014) mentioned that services are highly intangible and are, therefore, high in experience and credence qualities. As a consequence, brand reputation is important as a potential competitive advantage.

In a survey of the effect of brand image benefits on satisfaction and loyalty intention in the context of colour cosmetic product Sondoh et al (2015) found that functions and appearance significantly affect loyalty intention. The results also indicated that overall satisfaction does influence customers' loyalty. The results imply that marketers should focus on brand image benefits in their effort to achieve customer loyalty.

Liat and Rashid (2014) in their study of Service Quality, Customer Satisfaction, Corporate Image and Customer Loyalty in the Hotel Industry in Malaysia; findings for this study showed that process quality and outcome quality had positive impacts on guest satisfaction. This study also found that customer satisfaction and corporate image play significant roles in building a strong customer loyalty base. Another noteworthy finding was that corporate image served as a partial mediator in the relationship between customer satisfaction and customer loyalty.

On their part, Gan, Clemes, Wei and Kao (2014) did an empirical analysis of New Zealand bank customers' satisfaction. The results of this study indicate that service quality has the most influence on bank customers' satisfaction compared to value and corporate image. The results also provide support for the moderating effect of value on the relationship between service quality and customer satisfaction, and the moderating effect of corporate image on the relationship between the service quality dimensions identified in this study and service quality. In addition, the results also reveal that demographic variables (age, income, and occupation) are also significant in explaining bank customers' satisfaction in the New Zealand banking sector.

2.3 Summary and Research Gaps

Service value today has turned out to be not only the rhetoric of every organisation, but has also occupied a prominent position in every discourse and or research study. No business organisation

can survive without satisfying its customers. Likewise no organisation can make a healthy living without meeting the needs of its customers (Msimba, 2016).

Today, service quality in the Postal corporations in Kenya is subject to underdevelopment in such factors as technology. Hence the services provided are not satisfactory to consumers of the services. Due to this, there is a need to bridge the gap by creating a mutual and sustainable relationship that can enable the organisations nip in the bud looming troubles as well as create a dialoguing platform aimed at satisfying the need of the consumers (Mwangi, 2015).

The literature circulated shows that the civil service department helps the community to value and empathize with the organization. Public relations should also be a two-way street to listen to what people have to say as they text organizations. A literature review shows that public-private partnerships can only be used for public purposes. Public relations are good, so it's all about what people love about you and your organization when they do more and then get what people hate about you or your organization and do less. "(Management and Communication Review, February 2014). Basically, for any organization to survive, public relations must be included. For it to be effective, public relations must be the leading role of any organization. The analysis not only allowed the researcher to look at the importance of public relations needs in the business system, but also showed that PR can influence customer satisfaction.

2.4 Conceptual Framework

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel & Ramey, 2013). The schematic diagrams below will not only guide the study but will also show the interrelatedness among the key variables in the study as illustrated in Figure 2.1.

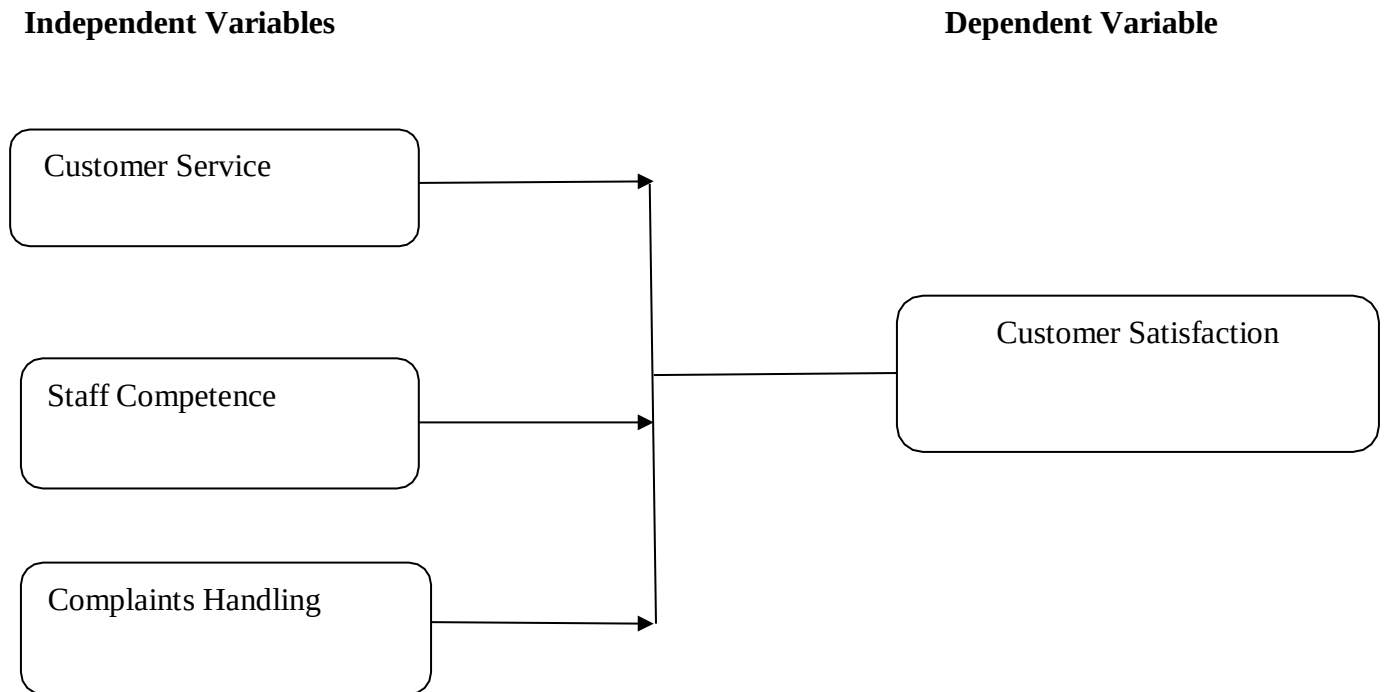


Figure 2.1 conceptual framework

Table 2.1 Operationalization of Variables

OBJECTIVE	VARIABLE	INDICATOR	MEASUREMENT STYLE
Customer Service	CS	Values Customer Contribution Quality Service Delivery Customers Perception	Measured by Question of part B, No.8 in the appended questionnaire
Staff Competence	SC	Commercial Friendship Listening Behaviours Familiarity	Measured by Question of part C, No.7 in the appended questionnaire
Complaints Handling	CH	Complaint Management Customer Complaints Complaint Response	Measured by Question of part D, No.7 in the appended questionnaire

2.5 Operationalization of variables

Customer Service

The nature of customer service has many visual perceptions and is defined differently in different contexts. Evans (2015) states W. Edward Deming (2014), Philip B. Crosby (2014), Armand W. Feigenbaum (2014), Kaom Ishikawa (2014) and Joseph M. Juran (2014). These reviewers provided high-quality descriptions that address specific characteristics such as "Importance", "Goodness" and "Compliance with criteria."

Globally, customers in the service industry are increasingly becoming more sophisticated and demanding (Sharp, 2016). In such an environment the quality of service has become vital (Qu, Ryan, & Chu, 2015). Perry (2016) suggests that facilities and services look increasingly alike and delivery often falls short of the published star ratings. This complicates the problem of competition since competitive advantage may no longer be achieved by product differentiation. Evans and Lindsay (2015) provide a comprehensive definition of quality-based models, namely, "Attributes that meet or exceed customer expectations." This interpretation is very popular today

and is based on the fact that consumers are the ultimate judge of quality and no other holders are involved in defining a brand. It was known that customer perceptions and expectations are important in choosing a brand. In order to provide a better service, user experience must be higher than expected. Thus, if the views are much lower than expected, it was a poor service.

Consumers in the service industry are becoming increasingly strict and pressurized around the world (Sharp, 2016). In such areas, the type of work becomes more important (Qu, Ryan, & Chu, 2015). Perry (2016) shows that buildings and services are becoming increasingly similar, and the type of delivery is often not the same as printed star ratings. This exacerbates the problem of competition as the competitive environment is no longer viable through product diversity.

Staff Competence

Customer satisfaction is central to the design of search engine marketing (Luo and Homburg, 2015) and is widely studied in service marketing (Noone, 2014). Satisfaction “the outcome of purchase and use is based on a comparison of the buyer's reward and purchase price in terms of the intended outcome” (Churchill and Surprenant, 2014). Because monitoring customers and controlling emotions can help an employee tune a service provider to better meet customer needs (Mattila and Enz, 2016), we focus on employee competence, directly and positively impacting customer satisfaction. Previous research has shown that consumer perceptions of other forms of employer behavior (e.g., dating, retention, social media marketing, listening habits, customer behavior) influence customer satisfaction (Dagger et al., 2015; de Ruyter and Wetzels, 2015; Dean, 2015); Gremler, Brown, 2014; Price by Arnould, 2014). As an integral part of employer's ethical behavior, it is assumed that employee competence directly affects customer satisfaction. The idea of distortion infusion (Forgas, 2014), suggesting that a person's character undermines

his or her judgment, supports this expectation: at best, driven by a skilled worker, consumers are less critical and therefore more satisfied with the work experience.

Customer satisfaction is a central construct in marketing research (Luo and Homburg, 2015) and widely studied in services marketing (Noone, 2014). Satisfaction is “an outcome of purchase and use resulting from the buyer’s comparison of the rewards and costs of the purchase in relation to the anticipated consequences” (Churchill and Surprenant, 2014). Because the assessment and regulation of customer emotions can help an employee customize the service offering to better address customer needs (Mattila and Enz, 2016), we expect staff competence to directly and positively affect customer satisfaction. Previous research has found that customer perceptions of other forms of employee interpersonal behaviors (e.g. familiarity, care, commercial friendship, listening behavior, customer orientation) affect customer satisfaction (Dagger et al., 2015; de Ruyter and Wetzels, 2015; Dean, 2015; Gremler and Brown, 2014; Price and Arnould, 2014). As a key component of employee interpersonal behaviors, staff competence is expected to directly affect customer satisfaction. The theory of affect infusion (Forgas, 2014), positing that a person’s affective state influences his or her judgment, supports this expectation: in a positive affective state induced by an emotionally competent employee, customers are less critical and, thus, more satisfied with the service encounter

Complaints Handling

Complaints and their handling practices are of particular concern to service providers as they can potentially undermine customer satisfaction and integrity (Anderson, 2017). The two main search terms encourage or correct items in the complaint process (Bolfing, 2014); consumer goods such as demographic characteristics (Tronvoll, 2015); behavior and experience in relation to complaining behavior (Singh, 2014).

It is very important that the firm has a working response to the complaint. This should be reflected in the response, the ability to address customer concerns and perspectives, and future warnings. Behrens et al. (2015). Different authors have tried differently to estimate complaints. For example, Wysocki et al. (2014) outlines three key elements for resolving grievances, including (i) consumer grievance redressal practices; (ii) identify the type of customer who is complaining; and (iii) full response depending on the type of appellant.

Nowadays, many firms place a high value on consumer complaints, and some even consider consumer complaints to be a significant indicator of satisfaction. They try to increase customer loyalty by reducing customer complaints, but these practices are unsatisfactory. Some statistics suggest that encouraging unhappy customers to complain directly is an expensive way to increase satisfaction and loyalty (Bodey & Grace, 2015). One reason for this is that these firms disrupt the types of complaint processes.

Consumers who complain directly about high expectations from the firm are still hoping for a change and are reluctant to leave the factory immediately. If their grievances were resolved amicably, the number of dissatisfied customers would be increasing. Complaints have a wealth of valuable information, such as product design, type control, and management management, which helps firms provide satisfactory products and services (Lerman, 2015). Bodey & Nyasha (2015) also found that if a company is able to process customer-wide complaints across the organization and manufacture products, customer satisfaction is improved.

Complaints and the processes for handling them are important issues for service providers because they have the potential to have an adverse effect on customer satisfaction and loyalty (Anderson, 2017). Two major areas of research are on the motivation or antecedents for

complaining behaviour (Bolfing, 2014); customer factors like demographic characteristics (Tronvoll, 2015); attitudes and experience with regard to complaining behaviour (Singh, 2014). It is essential for a firm to have an effectual response when a complaint takes place. This should be seen in the form of the quality of the reply, ability to address customers concern and perception and plan for future prevention. Behrens et al. (2015). Various authors have separately tried to conceptualized complaint management process. For example, Wysocki et al. (2014) identifies three important aspects of the complaint process which includes (i) activity seeking customer complaints; (ii) recognizing the type of customer that is complaining; and (iii) responding appropriately based on the type of complainants.

At present, many firms pay great attention to customer complaint, and some ones even take the number of customer complaints as an important measure way about satisfaction. They try to increase customer loyalty by reducing customer complaints, but this approach is not satisfactory. Some statistics indicate that encouraging dissatisfied customers to complain directly is a cost efficient way to improve satisfaction and loyalty (Bodey & Grace, 2015). One reason for the fact is that these firms confuse the types of complaint behaviors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter aimed at explaining the research methods or instruments used in collecting the data. It describes the research design, the population and sample size, the sampling techniques, data collection methods and procedures and finally data analysis and presentation.

3.1 Research Design

The research design that was used is a descriptive survey design as it will answer the questions who, what, when, where and how, Cooper and Schindler (2014). The study used a descriptive design where staff were questioned and their responses was recorded for analysis in order to get their opinion. This design allows the participants to describe what they find meaningful and does not restrict them to predetermined categories. It allows high credibility and allows the researcher to probe for more details that ensures the participants interpret questions as intended. Thus, it was possible to get results that will show a feel of the whole industry.

3.2 Target Population

(Gubbins (2014) defines quantitative expectation as the number of subjects or persons assessed whose characteristics are likely to be taken into account in the study of a sample if samples were taken from them. In this study, the researcher was referring to senior, middle and lower-level staff at the Kenya Postal Corporation in Nairobi. The target population was 150 respondents. This information is further tabulated in Table 3.1 below;

Table 3.1: Target Population

Category	Population	Sample Size
Senior Staff	32	13
Middle-Level Staff	54	16
Lower Staff	64	26
Total	150	55

Source: (Postal Corporation of Kenya, 2020)

The researcher adopted a Slovene's formula to arrive at the sample size to be used in the study;

$$n = N / (1 + Ne^2)$$

Whereas n=Sample size and N=target population e = error tolerance

$$n=? \quad N=150 \quad e=0.05$$

$$n=55$$

A sample of 55 employees was selected from the population using the Slovene's formula.

3.3 Sample and Sampling Technique

Bayman and Bell (2012) define a sample as the segment of the population that is selected for the investigation. Sampling is the procedure used in selecting the population units that constitute the sample. The study employed stratified random sampling, where respondents from each stratum were selected using simple random sampling and convenience sampling methods. Stratified random sampling was used since each unit of population has equal probability of inclusion in the sample and there is no opportunity of human bias. Also the method is not dependent on employee availability all of them were chosen. Random numbers were used to select respondents hence giving each member an equal opportunity for selection and reducing biasness.

3.4 Instruments

The researcher used questionnaires as a tool for data collection. The questionnaires contain closed ended questions that solicited respondents' views on customer satisfaction, as weighted on linker scale. Questionnaires were self-administered and picked one week later to allow respondents ample time to fill them. In addition to primary data, secondary data was obtained from relevant journals, books, researches and other academic publications.

3.5 Pilot Test

A draft questionnaire was tested informally concentrating on the research questions by my colleagues and family who read through and provided constructive comments on wording and meaning of each question. To ensure that the research instrument are valid, reliable, clear and free from errors, the study conducted a pilot study on selected 12 staffs of Postal Corporation of Kenya who were later omitted from the main study. The questionnaires that were tested on members of the Wajir County Government for piloting were not included in the final study findings.

3.5.1 Validity

According to Zikmund (2013) validity tests involve ascertaining the accuracy of the instrument by establishing whether the instrument focuses on the information they are intended to collect. For this study, to ascertain face validity, the instruments were constructed and passed over to supervisor for constructive criticism and later were revised according to his comments. On the other hand, content validity was achieved by subjecting the data collection instruments to an evaluation by a group of experts who were expected to provide their comments on the relevance of each item on the instruments. The results of their responses were analyzed to establish the percentage representation using the content validity index.

3.5.2 Reliability

Fidelity testing is important because it shows the extent to which the site gives results when the measurements are repeated. The validity of this study was made by establishing the relationship between the components obtained by the different uses of the scale. Cronbach's alpha was used to determine the validity of the questionnaire for use in this study. According to Sekran (2014),

reported by Nyanyoikeike (2013), the reliability should be up to 0.70. Cronbach alpha larger than 0.7 indicates that the instrument being used is reliable and acceptable for use, as the alpha is above the recommended quality.

3.6 Data Collection Procedures

The study recorded and distributed the questionnaires to the identified sample and gave the respondents a time frame within which the questionnaires were collected.

3.7 Data Analysis and Presentation

Both quantitative and qualitative techniques were used in analysis of the study findings. Qualitative data which is non-numerical took into account the respondents, opinions; statements and suggestions. This study used quantitative data specifically descriptive statistics. Regression analysis was used. The findings were presented in the form of a table, bar graphs, pie charts and percentages.

3.8 Ethical Consideration

Moral values determine the moral decision of our character and our relationship with other people. Traditional thinking:

3.8.1 Informed Consent

Wherever direct contact with the search respondent is mentioned. The interviewer should start by introducing his or her name, the name of the search site, and a short description of the purpose and benefits of the search.

3.8.2 Voluntary Participation

Encouragement to participate, financially or otherwise, must not be incompatible with work or be fashioned into a coercive fashion.

3.8.3 Confidentiality

Once a privacy guarantee is granted, confidentiality becomes essential. Applicants must restrict access to information that displays names, phone numbers, addresses, or other indicators.

3.8.4 Privacy

All people have a right to privacy, and investigators should respect this right. Ensuring that confidentiality is important not only to maintain the integrity of the study, but also to protect respondents.

3.8.5 Anonymity

The rights and well-being of the respondent must be fully protected. Before taking part in the study, respondents had to give their consent.

3.9 Chapter Summary

This chapter describes the steps and steps in completing the lesson. It includes a data collection program. This section is a detailed description, demonstration, or character designed to help the researcher answer the search questions. Therefore, this part of the study outlines the methods and techniques used in capturing, processing and analyzing the data. In particular, the following sections are integrated; search design, target population, sampling methods, data collection tools, data collection methods and data analysis.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents and discusses the analysis, presentation and interpretation of research findings related to the research objectives. These explained the procedures and techniques applied to analyse and present the data acquired through the use of questionnaires and these data expresses different respondents.

4.1.1 Response Rate

The researcher managed to establish the gender representation of the sample population of the study. The table and diagram below shows the findings.

Table 4.1 Response Rate

Category	Frequency	Percentage
Response	40	73
Non-response	10	27
Total	50	100

The table 4.1 show the total number of respondent who responded and those who did not respond. As the findings indicated, 50 questionnaires were prepared thereafter, they were distributed, 40 questionnaires were returned full answered which represent 73% while 10 questionnaires equivalent to 27% were not returned.

4.2 Demographic Information

4.2.1 Gender of the Respondents

The researcher established the gender representation of the sample population of the study. The table and diagram below shows the findings.

Table 4.2 Gender of the respondent

Category	Frequency	Percentage
Male	17	60
Female	13	40
Total	40	100

Figure 4.2 Gender Response

Attempts were made to establish the gender of the respondent. These were regarded important as it would establish the gender that mainly contributed to the study. The study findings as shown on table 4.2 and figure 4.2 indicated that 60% of respondent were male while 40% were female, this shows that male respondents mainly contributed major respondent in the study.

4.2.2 Age of the Respondents

The researcher established the age representation of the respondents. Age brackets were given for selection and the findings are shown in the table and diagram below.

Table 4.3 Age of the Respondents

Age	Frequency	Percentage
19 – 30	10	25
31 – 40	14	35

41 – 50	12	30
51 – and above	4	10
Total	40	100

From the table 4.3 above 25% of respondents were between the ages of 20 – 30, 35% were between 31 – 40, 30% between 41 – 50 and 10% were age 51 and above respectively. Based on the study it can be inferred that majority of the respondents were between the age of 31 – 40 years old.

4.2.3 Level of Education

The researcher established the Level of Education of the sample population of the study. The diagram below shows the findings.

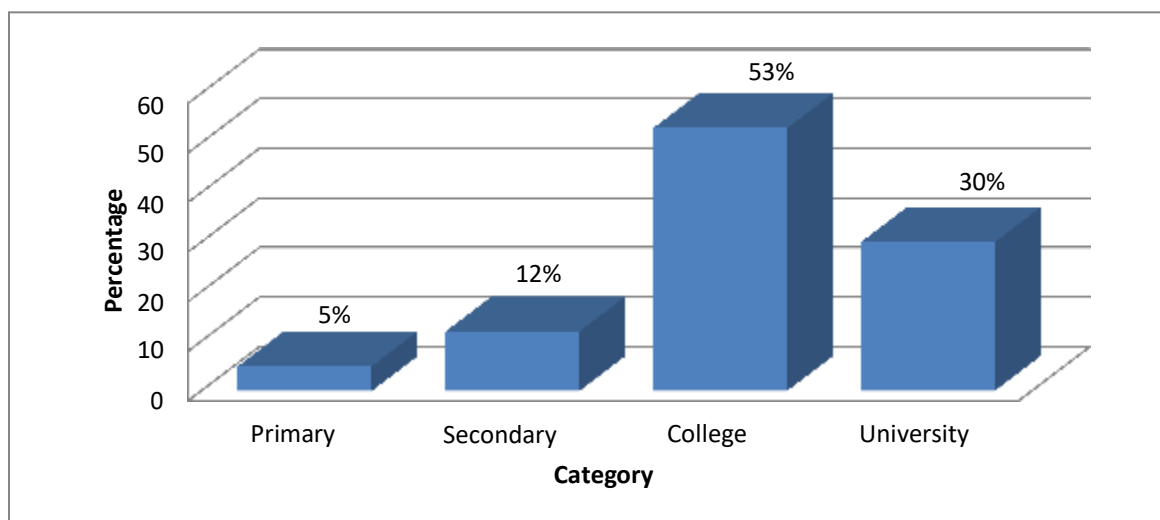


Figure 4.4 Highest Educational Levels of Respondents

The study findings in figure 4.4 indicates that 4% of total respondent were from primary school, 16% were from secondary school, 53% of respondents were from college and 27% of respondents were from university. From the highest number of the respondents 53% respondents,

it is clear that the highest number of employees in Postal Corporation of Kenya have college qualification.

4.2.4 Work Experience

The researcher seek to find out how long the respondents have work since work experience enhance good relationship service for customer satisfaction performance. The following were the findings.

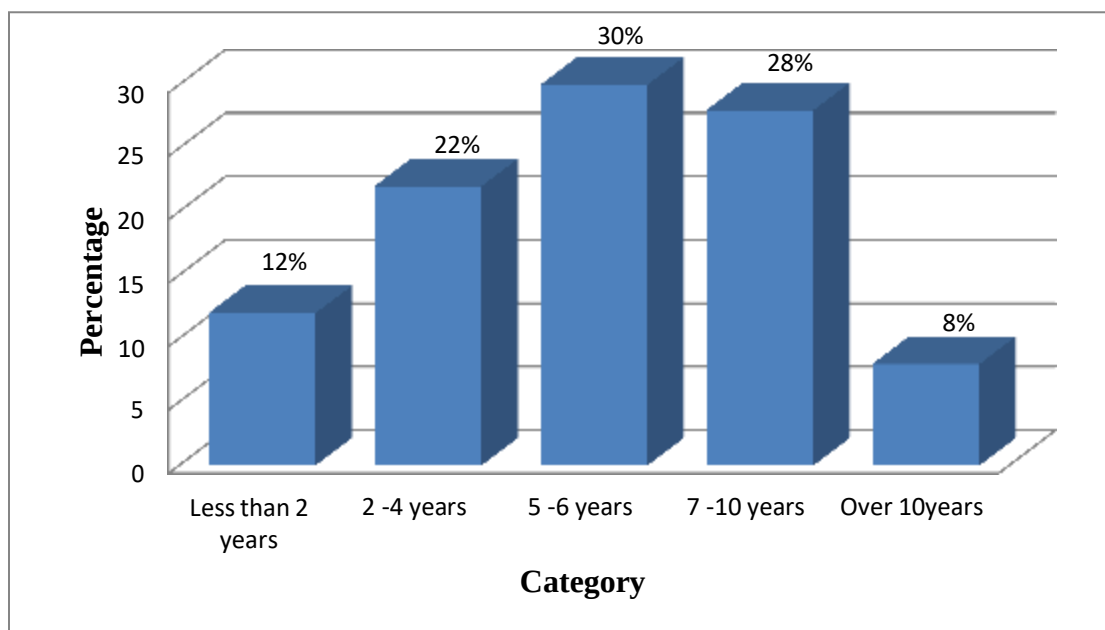


Figure 4.5 Years in Service/Duration in the Department

According to the figure 4.5 13% of the total respondent indicated that they have been working in the organization for less than 2 years. 23% said they have worked for a period of 2 – 4 years while 30% have been working for 5 – 6 years, 27% stated they have been working for 7 – 10 years, 7% have been working over 10 years respectively.

4.3 Effects of customer service on customer satisfaction in Postal Corporation of Kenya

Four statements about the effect of customer service on customer satisfaction were presented at Postal Corporation of Kenya. They were requested to respond to the statement using a five scale point from 'strongly disagree to strongly agree. The findings are presented in the table 4.6 below

Table 4.6 Effect of customer service on customer satisfaction

Statement	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Customer service in your organization values Customer Contribution	22%	0	11%	56%	11%
Customer service in your organization exceeds Customer Expectations	67%	0	11%	22%	0
Customer service in your organization enhances Quality Service Delivery.	0%	11%	0	11%	89%

To proper analyse the results in table 4.5 respondents who strongly agreed and those who agreed were computed to one category of respondents who concurred with the statements and respondents who strongly disagreed and those who disagreed were computed to one category of respondents who opposed the statements. Thus three proportions of respondents were compared and included, who opposed, not sure and concurred with the statements.

From the first statement in the table 4.6, findings show that most respondents (56%) who agreed with the statement that Customer service in your organization values Customer Contribution, compared to those who concurred (33%) while (11%) were not sure.

From the second statement in the table 4.6, findings show that more respondents (67%) opposed the statement that Customer service in your organization exceeds Customer Expectations, compared to those who concurred (22%) while (11%) were not sure.

From the third statement in the table 4.6, findings show that most respondents (89%) concurred with the statement that customer service in your organization enhances quality service delivery, compared to those who opposed (11%).

4.4 Effect of staff competence on customer satisfaction in Postal Corporation of Kenya

Three statements about the effect of staff competence on customer satisfaction were presented to respondents at Postal Corporation of Kenya, they were requested to respond to the statements using a five scale point from “strongly disagreed to strongly agree” findings are presented in the 4.7 below followed with an analysis and interpretation.

Table 4.7 Effects of staff competence on customer satisfaction

Statement	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Staff competence enhances Commercial Friendship at Postal Corporation of Kenya.	0	17%	6%	0	78%
Staff competence enhances listening behaviour of both customers and staffs	0	11%	0	0	89%
Staff competence enhances customer orientation at Kenya Postal Corporation	0	11%	22%	11%	56%

From the first statement in the table 4.7, findings show that most respondents concurred (78%) with the statement that Staff competence enhances Commercial Friendship at Postal Corporation of Kenya, compared to those who opposed (17%) while (6%) were not sure.

From the second statement in the table 4.7, findings show that most respondents concurred (89%) with the statement that Staff competence enhances listening behaviour of both customers and staffs, compared to (11%) who opposed.

From the third statement in the table 4.7, findings show that most respondents concurred (67%) with the statement that Staff competence enhances customer orientation at Kenya Postal Corporation, compared to those who opposed (11%) while (22%) were not sure.

4.5 Effects of complaints handling on customer satisfaction in Postal Corporation of Kenya

Table 4.8 Effects of complaints handling on customer satisfaction

Statements/Questions	Strongly disagree	disagree	Not sure	Agree	Strongly agree
Complaint Management practice has enhance customer satisfaction in postal corporation of Kenya	56%	0	22%	22%	0
Activity Seeking Customer Complaints has enhance customer satisfaction in postal corporation of Kenya	67%	0	11%	22%	0
Complaint Response strategy has enhance customer satisfaction in postal corporation of Kenya	0	22%	0	78%	0

From the first statement in the table 4.8, the findings show that most respondents opposed (56%) the statement that Complaint Management practice has enhance customer satisfaction in postal corporation of Kenya, compared to those who concurred (22%) while (22%) were not sure.

From the second statement in the table 4.8, the findings show that most respondents opposed (67%) the statement that Activity Seeking Customer Complaints has enhance customer satisfaction in postal corporation of Kenya, compared to those who concurred (22%) while (11%) were not sure.

From the third statement in the table 4.8, the findings show that most respondents concurred (78%) with the statement that Complaint Response strategy has enhance customer satisfaction in postal corporation of Kenya, compared with those that opposed (22%).

4.6 Effect of public relations on enhancing customer satisfaction

Table 4.9 Customer Satisfaction

Descriptive Statistics			
			Std.
	N	Mean	Deviation
Customer service enhance customer satisfaction in Postal Corporation of Kenya.	40	3.91	1.525
Staff competence enhance customer satisfaction in Postal Corporation of Kenya	40	3.45	.978
Complaints handling enhance customer satisfaction in Postal Corporation of Kenya	40	4.08	.734
Valid N (list wise)	40		

The statement that Customer service enhance customer satisfaction in Postal Corporation of Kenya had a mean score of 3.91 and a standard deviation of 1.525. The statement that Staff competence enhance customer satisfaction in Postal Corporation of Kenya had a mean score of 3.45 and a standard deviation of 0.978. The statement that Complaints handling enhance customer satisfaction in Postal Corporation of Kenya had a mean score of 4.08 and a standard deviation of 0.734.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the summary, conclusion of the study and recommendations for actions and future research directions. It was drawn from the findings and the analysis which were made after conducting the study.

5.1 Summary

This section provides a summary of the key findings in relation to the study objectives of the study.

5.1.1 Effects of customer service on customer satisfaction in Postal Corporation of Kenya

The researcher established that Customer service at Postal Corporation of Kenya exceeds Customer Expectations and that Customer service in Postal Corporation of Kenya enhances Customer Contribution, this was clearly elaborated from the findings which showed that majority of the respondents were not in agreement with the issue that customer service in your organization enhances quality service delivery in Postal Corporation of Kenya.

5.1.2 Effects of staff competence on customer satisfaction in Postal Corporation of Kenya

The findings indicated that the Staff competence enhances customer orientation at Kenya Postal Corporation the findings also indicated that Staff competence enhances Commercial Friendship at Postal Corporation of Kenya, this was clearly elaborated from the findings which showed that majority of the respondents were in agreement with the issue that Staff competence enhances listening behaviour of both customers and staffs.

5.1.3 Effects of complaints handling on customer satisfaction in Postal Corporation of Kenya

From the findings majority of the respondents were in agreement with the issue that Complaint Management practice has enhance customer satisfaction in postal corporation of Kenya and that Activity Seeking Customer Complaints has enhance customer satisfaction in postal corporation of Kenya. They interpreted that the Complaint Response strategy has enhance customer satisfaction in postal corporation of Kenya.

5.2 Conclusions

In terms of customer service, the researcher concluded that in order to maximize the user experience, his experience must be higher than expected. It was clear that the facilities and services seemed to be becoming more and more similar, with supplies often limited to print star ratings. This worries the problem of competition, as competitive advantage may be lacking.

In an employee competition, the reviewer concluded that employee competence increases customer focus at Kenya Postal Corporation. The findings also showed that employee competence improves sales relationships at the Kenya Postal Corporation. The study also concluded that a person's personality undermines his or her judgment, confirms this expectation: in a positive environment created by a highly skilled employee, consumers are less critical and therefore more satisfied with the work experience.

On Complaints Handling has concluded that consumers, while directly complaining about high expectations from the firm, still hope for change and do not want to leave the factory immediately. If their complaints are resolved amicably, other unsatisfied customers will be honored. Complaints management improves customer satisfaction at the Post Corporation of Kenya.

Finally, the study objective was met and clear relationship between the variables was determined and tested.

5.3 Recommendations

Based on the results of the study, the following recommendations were developed to simplify and quickly have customer satisfaction scenarios.

The communication of the Kenya Postal Corporation is bad. Therefore, this study recommends that reliable communication channels be integrated and integrated into the system in order to provide simple and easy information to the public, which will satisfy all other Kenyan Post Corporation affiliates.

Seek out a dedicated PR department of any organization that contributes to the promotion and satisfaction of customers. In this regard, this study encourages the creation of a strong and integrated public relations department at Kenya Post Corporation and thus earns sufficient funding to ensure success.

And again, the study urges Kenya Postal Corporation to develop mechanisms and methods to maintain long-term commitment to consumers in order to promote customer satisfaction.

5.4 Suggestion for future research

This study could be further developed by including more independent variables to the model and increasing the sample size. The researcher further recommends research in related areas in both the private and public sector

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APENDICES

APPENDIX II: QUESTIONNAIRE

SECTION A: PERSONAL INFORMATION (TICK WHERE APPROPRIATE)

I would like to commence by asking you a few questions about yourself and your work. This helps me to understand the sample.

To answer the questions, please tick the box that is more appropriate to you

1. Name in full (optional).....
2. Your Sex:
(a) Male ☐ (b) female ☐.
3. Which position do you occupy on the organization?
(a) Management staff ☐ (b) Non-management staff ☐
4. Age bracket (years)
20– 29 (☐) 30 – 39 (☐)
40 – 49 (☐) 50 and above (☐)
5. Please tick the highest level of your education (academic)
PhD (☐) Diploma (☐) Certificate (☐)

Masters (☐) Degree (☐) Secondary (☐)
6. Please state your professional qualification if any
.....
.....
7. How long have you served in your position stated in question 3 above?

1– 5 year (☐) 5 – 10 years (☐)
10 – 15 years (☐) 15 years and above (☐)

SECTION B: EFFECT OF PUBLIC RELATIONS ON ENHANCING CUSTOMER SATISFACTION

The following is a list of Customer Service aspects. Please indicate your level of agreement to each of the following items regarding their effect on customer job satisfaction in the public sector using the scale of 1-5 where 1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree & 5 = Strongly Agree	To what Extent?				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Customer Service					
Values Customer Contribution.					
Quality Service Delivery					
Exceeding Customer Expectations					
Customers Perception					

	To what Extent?
--	-----------------

The following is a list of Staff Competence aspects. Please indicate your level of agreement to each of the following items regarding their effect on customer job satisfaction in the public sector using the scale of 1-5 where 1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree & 5 = Strongly Agree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Staff Competence					
Commercial Friendship					
Listening Behaviours					
Familiarity					
Customer Orientation					

The following is a list of Complaints Handling aspects. Please indicate your level of agreement to each of the following items regarding their effect on customer job satisfaction in the public sector using the scale of 1-5 where 1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree & 5 = Strongly Agree	To what Extent?				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	1	2	3	4	5
Complaints Handling					
Complaint Management					
Activity Seeking Customer Complaints					
Complaint Response					

SECTION C. CUSTOMER SATISFACTION

Indicate the extent to which the following public relations aspects have enhanced customer satisfaction in the Postal Corporation of Kenya 1= Not at all; 2 = Small extent; 3 = Moderate extent; 4 = Great extent; 5 = Very great extent	What is the extent				
	Not at all	Small extent	Moderate extent	Great extent	Very great extent
	1	2	3	4	5
Does customer service enhance customer satisfaction in Postal Corporation of Kenya?					
Does staff competence enhance customer satisfaction in Postal Corporation of Kenya?					
Does complaints handling enhance customer satisfaction in Postal Corporation of Kenya?					

Note, if you would want to get a copy of the project, kindly give your contact information. (**This is an optional**).

Name:

Position Held:

Work address:

Telephone: Fax:

Email address:

APPENDIX II: WORK PLAN

Phase	Description	1 st month				2 nd month				3 rd month			
		W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1	Preliminary activities												
2	Literature review												
3	Research methodology												
4	Proposal writing												
5	Compilation and presentation												

APPENDIX III: BUDGET

CATEGORY	PROJECT COST
Direct cost:	1000
1. Transport	
2. Materials	20900
3. Internet and documentation	12500
4. Compilation	4100
5. Miscellaneous	1500
Total cost	40000