MARKETING COMMUNICATION STRATEGIES AND SERVICE QUALITY
AMONG MOBILE PHONE SERVICE PROVIDERS IN KENYA

BY

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MAY, 2017
DECLARATION

This project is my original work and has not been presented for a degree in any other university.

…………………………… ..............................................

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REG NO: D53/CTY/PT/32341/2015

This project has been submitted for examination with my approval as university supervisor.

…………………………… ..............................................

Signature  Date

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DEDICATION

This research proposal is dedicated to my fellow MBA students, my parents Erick Kithinji, Margret Kanini, my siblings Victoria Mwende and Chris Karani.
ACKNOWLEDGMENT

I thank God for giving me good health and chance to do this work. I will also like to express my deep appreciation to my supervisor Dr. Elishiba Murigi for tolerance and guidance at every stage of this proposal.
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<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Service quality</td>
<td>An assessment of how well a delivered service conforms to the client's expectations.</td>
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<tr>
<td>Integrated marketing communication</td>
<td>An expansion of modern and traditional marketing strategies, to optimize the communication of a consistent message conveying the company's brands to stakeholders.</td>
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<tr>
<td>Advertising</td>
<td>An audio or visual form of marketing communication that employs an openly sponsored, non-personal message to promote or sell a product, service or idea.</td>
</tr>
<tr>
<td>Publicity</td>
<td>Gaining public visibility or awareness for the product, services or the company via media.</td>
</tr>
<tr>
<td>Public relations</td>
<td>A strategic management function that helps management organizations communicate, establish and maintain communication with the public.</td>
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# ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>CCK</td>
<td>Communications Commission of Kenya</td>
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<td>ES</td>
<td>Expected Service</td>
</tr>
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<td>ICT</td>
<td>Information and Communications Technology</td>
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<td>IMC</td>
<td>Integrated Marketing Communications</td>
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<tr>
<td>KPLC</td>
<td>Kenya Power and Lighting Company</td>
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<tr>
<td>PR</td>
<td>Public Relations</td>
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<tr>
<td>PS</td>
<td>Perceived Service</td>
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ABSTRACT

Customer service is an important aspect of whole business process. In today’s global competitive environment delivering quality service is considered as an essential strategy for success and survival. The general objective of the study aims at determining the effect of marketing communication strategies and service quality in the Mobile Phone service providers in Kenya, and the specific objectives of the study to establish the effect of advertising and service quality in the Mobile Phone service providers in Kenya, to determine the influence of sales promotion and service quality in the Mobile Phone service providers in Kenya, to investigate the influence of publicity and service quality in the Mobile Phone service providers in Kenya and to establish the effect of public relations and service quality in the Mobile Phone service providers in Kenya. The study is guided by the following theories; relationship marketing theory, hierarchy of effects theory and service quality theory. The study employed a descriptive research design. This study focused on 1050 staffs from the marketing, ICT and customer service departments of the four mobile phone network providers in Kenya. The study used stratified sampling method. The target population has 1050 staffs, therefore by use of Krejcie and Morgan’s method of determination of a sample size the eventual sample size obtained was composed of 276 respondents. Primary data was collected by means of a semi-structured questionnaire. Test-retest technique of reliability testing was employed. The data collected was analysed using descriptive statistics (measures of central tendency, regression and measures of variations) with the help of Statistical Package for Social Sciences (SPSS) version 20 to achieve the objectives of the study. The findings were presented using tables, frequencies and percentages. The study concluded that advertising, sales promotion, publicity and public relations positively influence service quality in the Mobile Phone service providers in Kenya. The study established that the mobile phone service providers in Kenya is extremely competitive due to competition from well established firms in the global market. Therefore, this study recommends that the Government of Kenya to intervene and support these companies through stimulating declining firms in order to promote social-economic development.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In today’s global competitive environment delivering quality service is considered as an essential strategy for success and survival. According to kotler (2007), customer service is an important aspect of whole business process. It is also creating customer satisfaction, loyalty, and high profitability and eventually increases organizational performance. Thus, service quality is the primary reason that customers differentiate company from its competitors. So, it is clearer to state that business success is due to the good customer service, in other words if the customer service of any organization increase, the performance of the organization increases in terms of sales growth, profit, and employee’s growth. Although delivering superior service quality can generate numerous benefits to Service providers, such as time saving, cost reducing, increased market share and Profits consistently delivering good service quality is difficult even when companies can benefit from high quality services (Hooley, 2011).

In a competitive environment, service companies have to focus on providing high quality service to maintain customer satisfaction and retain profitable customers. Although satisfying a customer is the main challenge to an enterprise, delighting them with unexpected quality is also a worthwhile effort. In African developing countries, service quality is used to evaluate a financial institution by looking at its performance. Service providers explain to the customers the expectations and the perception of the service received that is very important because the services are not matured enough in Africa compared to Europe hence there is a gap.
Chaoprasert and Elsey, (2014) show how it is important for the service providers to focus on service quality as a main tool to attack a competitor because people can compare the quality and choose the best. Gronroos (2010), show perception of service quality can be good or bad in terms of what service deriver and how can be delivered. Service providers must make sure that services are being provided according to needs and wants of the customer. In South Africa Patricia (2012), focused on the service quality factors related to private hospitals, as means of attaining competitive advantage. It was found that service quality attributes are positively associated with patient satisfaction, which was measured by the patients’ willingness to use the hospital in future as well as refer the hospital to others.

In Kenya, quality service provision is important to the management of the businesses. Many organizations are keen on ensuring that they provide excellent service to their customers as it determines their performance. Kangi (2008) noted that the level of service in many sectors in Kenya is related to increase in profits, cost cutting and achieving a market share in the industry. Quality service remains crucial in a competitive market in Kenya and the service providers need to deliver to ensure that the customers are satisfied. Understanding the services that need to be provided is important in ensuring that effective treatment is provided as the customer defines it. Mobile phone industry management perceives that the quality of service in Kenya has high relationship with performance of the companies and also significantly influences the industry performance (Muturi, 2010). Mobile phone companies in Kenya ought to provide quality services to their clients so as to retain them.
1.1.1 Service Quality

Lewis and Mitchell (2010), service quality as the extent to which a service meets customers’ needs or expectations. Service quality can also be defined as the difference between customer expectations of service and perceived service. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs. Service quality is a comparison of expectations with performance. A business with high service quality will meet customer needs whilst remaining economically competitive. Improved service quality may increase economic competitiveness (Gole, 2015). This aim may be achieved by understanding and improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes. There are two main models of service quality, which include: service quality model of (Cummings & Worley, 2012), which indicates that the expectations of the customer depend on the five determinants market communication, image, word of mouth, customer needs and customer learning.

Experiences depend on the technical quality (what/outcome) and the functional quality, which is filtered through the image. Both expectations and experiences can create a perception gap.

There are a couple of elements that constitute quality service delivery and they vary according to nature of business and products being offered by an organization (Lim, 2010). Some of the key elements include empathy which is the caring individualized attention the firm provides its customers and assurance to build confidence. Also, a firm
should ensure there is consistent and good customer service with established communication channels. Quality customer service delivery should be responsive and flexible to evolving user needs, and ensure sustainability, availability, timeliness, dependability and reliability. Generally, this can be summed up to identification of customers’ needs and specifications and in response the firm develops products and services that will satisfy and meet customer’s needs (Kueng, 2007).

1.1.2 Marketing Communications Strategies

Marketing Communications Strategies has emerged as the dominant approach used by companies to plan and execute their marketing communication programs. Many marketers, as well as advertising agencies are embracing the IMC paradigm and developing integrated campaigns that use a variety ways to communicate with their target audiences (Duncan, 2011). Although it makes for exciting times the adoption of new technologies, and the advertising in them, has expanded at a faster rate than the knowledge of how to leverage them, (Shimp, 2010). As marketers work to find the right way to send the right message to the right person at the right time they are looking beyond advertising and the traditional mass media-focused approach to marketing communication, (Schultz & Kitchen, 2009).

Marketing communications strategies recommends that marketers focus at the customer first his or her preferences, buying patterns, media exposure, and other factors and then customer is exposed to the products that fits its need through mix of communication methods which the customer find more attractive and credible. According to Jones (2008), it is revolutionary step because of a whole culture of agencies, in-house
departments, and consultants had grown up around the notion of separation for advertising, direct marketing, sales promotion, and public relations efforts, rather than the harmonious, customer-centered planning process that marketing communication strategies requires.

Integration has become an essential concept in marketing because technological advances have changed how business stakeholders interact. Marketing theory that was established during the discipline’s formative years has been overtaken by the complexities of real-time, multimodal, multi directional communication. Reid and Mike (2012) defined IMC as concept of marketing communication planning that combine and evaluate strategic role of different communication discipline to get the clarity, consistency and greater impact.

IMC provides new dynamic model that facilitate the business to make marketing communication as consumer oriented (Schultz& Kitchen, 2009). It makes easy availability and access of goods and services and makes message more efficient and reduces product related risks in the mind of consumers. Integrated marketing communication emphasizes the value of coordinating marketing communications activities advertising, direct response, Web sites, sales promotion, and publicity. However, these IMC coordination efforts within marketing largely ignore the most significant marketing tool for communicating and influencing relationships with customers the company’s sales force.
1.1.3 Mobile Phone Service Providers in Kenya

There has been a noticeable sharp increase in mobile phones networks in developing countries, especially in Kenya where most people own mobile phones. This was caused mainly by the drop in the price of mobile handsets making them within the reach of low incomes people. Another contributing factor was the drop in mobile phone tariffs as a result of stiff competition between the four mobile phone service providers as well as the low cost of prepaid calling cards (Muturi, 2010). The industry had four network providers: Safaricom, Airtel, Yu and Orange which were operational as at 2014 (CCK, 2014).

There is stiff competition in the mobile phone industry, which calls for each provider to look for a strategy that will contribute to the firm performing better than its competitors (Akar & Mbiti, 2010). Safaricom has remained the market leader with other network providers trying to outperform it by formulating all sorts of strategies like offering free calls and messages across the networks, offering cheaper services in mobile money transfer and other forms of advertisement but without much success (Ofwona & Kibera, 2009, & Odhiambo & Ogutu, 2011).

Safaricom started as a department of Kenya Post and Communication Corporation. Then, on 3rd April, 1997, it was incorporated as Safaricom Limited under the Companies Act as a private limited company and licensed in 1999. Safaricom controls 65.3% (19.1 million subscribers) of the market, with its calling charges being Ksh 4 within the network and kshs.5 off the network. Other major and common services rendered by Safaricom include internet provision, mobile phone banking and money transfer services (M-pesa). Airtel was launched and licensed in Kenya in 1997 as Kencell and rebranded as Celtel in 2000,
as Zain in 2008 and finally as Airtel in 2010. Airtel has 15.3% (4.5 million subscribers) market shareholding with the calling charges of Kshs 2 across the network. Airtel’s so their common services include money transfer services, Airtel money and internet provision. Airtel has been lowering its charges with the objective of outperforming the market leader Safaricom who have retained the top position for a number of years (Muturi, 2010).

1.2 Statement of the Problem

To survive in the competitive marketing environment, both small and large organizations need to adopt integrated marketing communication practices in order to attract and retain customer hence long term relationships and sales performance and overall productivity (Reid, 2005). No organization can be successful without satisfying its customers. The demand for mobile phones in Kenya in the last few years has been more than most people expected and continues to expand. In Kenya, mobile phone usage has grown an average of 65 percent a year for the past five years (CCK, 2014). The service providers need to deliver quality services to ensure mobile subscribers are satisfied (Kangi, 2008).

A number of studies have been done on marketing communication strategies and service quality both in Kenya and other parts of the world. Hattaya (2010) investigated the factors influencing the use of integrated marketing communication tools in the banking service of Thai Commercial Banks. The study found that the three most effective IMC tools in banking service were quality of bank customer service, followed by advertising and sales promotion. The study focuses on a different context which is mobile phone service providers in Kenya which was a gap left.
On the other hand, Leung (2006) conducted a study on service quality and behavioral intentions in Hong Kong where he concluded that network quality as a dimension of quality is important to customers in evaluating service quality along with the established five SERVQUAL dimensions. This study uses the indictors of reliability, security and competence. Mbayisi (2015), investigated the influence of integrated marketing communication and sales performance of Commercial Banks in Kenya. The study concluded that there was a positive relationship between advertising, personal selling, sales promotion, public relations and direct marketing and Sales Performance of Commercial Banks in Kenya.

Kubania (2015), studied effects of integrated marketing communication channels on brand equity at Samsung Phone Kenya. The study showed that electronic media, social media, print media and online media significantly influence brand equity at Samsung mobile Kenya. Studies show that there is a gap that has not been done on effect of marketing communication strategies and service quality in the Mobile Phone service providers in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

To determine the effect of marketing communication strategies and service quality among Mobile Phone Service Providers in Kenya

1.3.2 Specific Objectives

i. To establish the effect of advertising and service quality in the Mobile Phone Service Providers in Kenya
ii. To determine the influence of sales promotion and service quality in the Mobile Phone Service Providers in Kenya

iii. To investigate the influence of publicity and service quality in the Mobile Phone Service Providers in Kenya

iv. To establish the effect of public relations and service quality in the Mobile Phone Service Providers in Kenya

1.4 Hypothesis of the Study

**Ho₁:** Advertising has no effect on service quality in the Mobile Phone Service Providers in Kenya

**Ho₂:** Sales promotion does not influence service quality in the Mobile Phone Service Providers in Kenya

**Ho₃:** Publicity does not affect service quality in the Mobile Phone Service Providers in Kenya

**Ho₄:** Public relations have no effect on service quality in the Mobile Phone Service Providers in Kenya

1.5 Scope of the Study

The scope of the study was limited to mobile phone Service Providers in Kenya, Mobile phone network providers; Safaricom, Airtel, Orange and YU. The research administered questionnaires and conduct informal interviews with employees of the four mobile phone network providers who work in the customer service department.
1.6 Significance of the Study

The findings from this study are of importance because they have the capacity of being used to formulate policies which are relevant and sensitive to the forces influencing the service quality in the mobile phone industry and penetration in Kenya. This study benefit the government and especially the Ministry of communication for making policy decisions whose overall objectives are to quality services in mobile phone industry in Kenya and at the same time accelerate the rate of growth in the communication sector.

The findings are useful to the organizations management by providing them with information, on how to improve the company’s service delivery. In addition, the findings may make the managers aware of the importance of innovation, research and development in helping develop new and unique services that are highly competitive in the market and will therefore improve the company’s performance. The managers may use this knowledge to address the concerns of the consumers who want to use their services by making their services unique and available, hence improving performance.

To the scholars, the study explored the direct relationship between integrated marketing communication and service quality. The results are of great help to researchers and scholars, for it is anticipated to help them increase general knowledge on the subject in terms of how the variables should be related and may provide useful reference to future studies as part of their literature. The research findings suggest recommendations for further studies, such as drivers of organizations in mobile phone companies that would be of importance to scholars and researchers. The research methods and approaches applied
in this study is anticipated to aid future researchers who would wish to carry out a study related to a phenomenon in this area.

1.7 Limitations of the Study

The researcher faced difficulties in getting or accessing confidential business information from concerned employees due to fear of incrimination from management executives. To overcome these, the researcher had to assure the sampled respondents on the confidentiality of the information collected and no names divulged in the final report. The researcher may be confronted with the challenge of accessing adequate studies done in the developing world with suitable information that suit the Kenyan scenario. The limitation is addressed through research and consultation with relevant stakeholders in Mobile Phone Service Providers and the supervisor.

1.8 Organization of the Study

The study is divided into five chapters. Chapter one of the study contains introduction, giving a background of the study while putting the topic of study in perspective. It gives the statement of the problem and outlines the objectives, hypothesis, scope, limitations, and the significance of the study. Chapter two outlines the theories guiding the study which are; relationship marketing theory, hierarchy of effects theory and service quality theory. It reviews the relevant literature on advertising and service quality, sales promotion and service quality, publicity and service quality and public relations and service quality. Chapter three consists of research methodology which is used in the study. It covers the research design, target population, sample design, data collection, validity and reliability of data collection instruments, data analysis techniques, and
ethical considerations. Chapter four consists of data analysis and presentation while chapter five represents summary of findings conclusion, recommendations and suggestions for further studies.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on the effect of integrated marketing communication on service quality as presented by various researchers, scholars, analysts and authors. The chapter also provides the theories underpinning the study.

2.2 Theoretical Review

This section examines the various theories that were used to inform the study on the effect of marketing communication strategies and service quality. The study was guided by the following theories; relationship marketing theory, hierarchy of effects theory and service quality theory

2.2.1 Relationship Marketing Theory

The roots of marketing and relationship marketing theory stem from economics. The theory was developed by Wroe Alderson (1958). Relationship marketing theory is a form of marketing developed from direct response marketing campaigns which emphasizes customer retention and satisfaction, rather than a dominant focus on sales transactions (Alexander & Schouten, 2002). As a practice, relationship marketing differs from other forms of marketing in that it recognizes the long-term value of customer relationships and extends communication beyond intrusive advertising and sales promotional messages. With the growth of the internet and mobile platforms, relationship
marketing has continued to evolve and move forward as technology opens more collaborative and social communication channels (Berglof & Bolton, 2008).

Relationship marketing involves a short-term arrangement where both the buyer and seller have an interest in providing a more satisfying exchange (Adebsi, 2006). This theory tries to disambiguously transcend the simple post purchase-exchange process with a customer to make more truthful and richer contact by providing a more holistic, personalized purchase, and uses the experience to create stronger ties. Relationship marketing relies upon the communication and acquisition of consumer requirements solely from existing customers in a mutually beneficial exchange usually involving permission for contact by the customer through an "opt-in system" (Adebsi, 2006). With particular relevance to customer satisfaction the relative price and quality of goods and services produced or sold through a company alongside customer service generally determine the amount of sales relative to that of competing companies (Berglof & Bolton, 2008).

The theory is relevant to the study since it ensures retention of customers in the service providers through varying means and practices to ensure repeated trade from preexisting customers by satisfying requirements above those of competing companies through a mutually beneficial relationship (Albers & Straughan, 2009). The theory is centered on means of attracting customers and creating transactions rather than maintaining them, the majority usage of direct marketing used in the past is now gradually being used more alongside relationship marketing as its importance becomes more recognizable. Increased profitability associated with customer retention efforts
occurs because of several factors that occur once a relationship has been established with a customer.

2.2.2 Hierarchy of Effects Theory

The hierarchy of effects model was created in 1961 by Lavage and Gary. This marketing communication model, suggests that there are six steps from viewing a product advertisement (advert) to product purchase. The job of the advertiser is to encourage the customer to go through the six steps and purchase the product which include; awareness, knowledge, liking, preference and purchase. Customers see many adverts each day but will only remember the brand of a tiny fraction of products. Knowledge of the customer begins when the product is advertised using various communication channels which include; the internet, retail advisors and product packaging (Smith 2007). In today’s digital world this step has become more important as consumers expect to gather product knowledge at the click of a button.

Consumers will quickly move to competitor brands if they do not get the information they want. The advertiser’s job is to ensure product information is easily available (Belch & Belch, 2003). Liking of the product involves customer willingness to buy a product after information search in the market concerning the product on offer. Preference involves consumers being loyal to a particular brand compared to competitor brands. At this stage advertisers, will want the consumer to disconnect from rival products and focus on their particular product. Advertisers want to highlight their brand's benefits and unique selling points so that the consumer can differentiate it from competitor brands. Conviction to a product is a stage of creating the customer’s desire to
purchase the product in the market. Advertisers may encourage conviction by allowing consumers to test or sample the product (Buzzell, 2004).

Purchase involves is the final stage that consumers experience in the buying process. The advertiser may want the customer to purchase their product by emphasizing on the benefits of the product to the consumer (Belch and Belch, 2003). This stage needs to be simple and easy, otherwise the customer will get fed up and walk away without a purchase. For example, a variety of payment options encourages purchase whilst a complicated and slow website discourages purchases. Companies should identify new ways of increasing purchase habits among consumers. Modern technologies like online purchase and mobile phone technologies should drive competitive companies thus minimizing costs of operation (Alexander and Schouten, 2002).

2.2.3 Service Quality Theory

The study is anchored on the service quality theory advanced by Gronroos (1982), and promulgated by Parasuraman (1985). Service quality traces its theoretical background to the pioneering works of Juran (1991), who laid the foundry works on the measurement of quality in manufacturing plants paving way to the contemporary subject of total quality management and specifically service quality. The construct of service quality as conceptualized in the literature, centers on SERVQUAL model that posits that service quality depends on the nature of the discrepancy between Expected Service (ES) and Perceived Service (PS). When ES is greater than PS, service quality is less than satisfactory, when ES is less than PS, service quality is more than satisfactory and when ES equals PS service quality equals satisfaction.
Mobile phone service providers are responsive if they are prompt in service delivery, are willing to help customers and have service staffs who respond to customer requests. Smith (2007), argue that assurance is knowledge and courtesy of employees and their ability to convey trust and confidence. The service providers must instill confidence in customers in the process of transacting, make customer feel safe and display courtesy consistently. Robledo (2001) suggests that empathy is the approachability, ease of access and effort taken to understand customers’ needs. Empathy is the individual attention given to customers including showing care and empathy in handling claims about the service. Tangibility is the physical evidence of the service, meaning physical facilities, appearance of personnel, tools or equipment used to provide the service (Suresh Chandra et al., 2002).

2.3 Empirical Review

2.3.1 Advertising and Service Quality

Pascale and Simon (2007), studied service quality and advertising in the Australian advertising industry. The study found that attempts to identify which one of these scales would be best suited for the purpose of Australian advertising agencies. SERVPERF was found to be the best overall predictor of service quality. Discusses the study’s limitations and makes suggestions for further research in the concluding section. Similarly, Hae-Kyong and Mary (2005) studied a comparison of service quality dimensions conveyed in advertisements for service providers in the USA and Korea. The results of a content analysis of over 400 magazine advertisements suggest that advertisers may be
able to standardize services advertising in magazines by type of advertising appeal and on specific service quality dimensions.

Research conducted by Lukia and Uswatun (2001), explain the advertisement effectiveness of detergent-related branded products namely Rinso, Attack and So klin had several findings which included; Advertisement significantly influence brand awareness advertisement significantly influence confidence, advertisement significantly influence attitude, brand awareness significantly influence confidence, Brand awareness significantly influence attitude, and lastly brand awareness strengthens the relationship between advertisement message and confidence.

2.3.2 Sales Promotion and Service Quality

According to Brassington and Pettit (2000) sales promotion is tactical marketing techniques with mostly short-term incentives, which are to add value to the product or service, in order to achieve specific sales or marketing objectives. Furthermore, Meidan (2006), states that it has two distinctive qualities. Firstly, it provides a “bargain chance” since many sales promotion tools have an attention gaining quality that communicates an offer that although they appeal to a wide range of buyers, many customers tend to be less brand loyal in the long run. Secondly, if sales promotions are used too frequently and carelessly, it could lead to insecure customers, wondering whether the services are reliable or reasonably priced. Pettit (2000), claim that normally, coupons, special offers and other forms of price manipulation are the dominant forms of sales promotion.
Dolak (2009) investigated the relationship between sales promotion and service quality of Thai commercial banks in Bangkok. Thai commercial banks integrate sales promotion campaign via online and offline channels. In addition, as the choices for products and services are becoming broader, promotion will also have higher influence on customers’ decision because customers choose what they think is best and brand loyalty can result afterward. The study found that many Thai commercial banks launch sales promotion via media and non-media marketing communication. The two bank departments, Currency Exchange Service and International Funds Transfer Department of BBL launched a promotion from 1st January to 31st December, 2009 for students with getting a discounted exchange rate.

Obonyo (2015) investigated the influence of sales promotion and customer service quality case of Kenya Power and Lighting Company. The study found out that people strategies has the highest influence on customer service quality at Kenya Power and Lighting Company followed by promotion strategies, pricing strategies, process strategies, product strategies, distribution strategies and physical evidence strategies respectively. Other measures to be put in place in order to improve customer service quality at KPLC were; provide quick, efficient and friendly service, build a good relationship with customers and handle customer complaints quickly and courteously.

**2.3.3 Publicity and Service Quality**

According to Mersham (2015), Publicity is the movement of information to the general public from the media. The subjects of publicity include people, goods and services, organizations, and works of art or entertainment. Publicity is gaining public visibility or
awareness for a product, service or the company via the media. It is the publicist that carries out publicity. This can be done internally, without the use of media.

Tibebe (2012), studied the impact of publicity on service quality and customer satisfaction at the public owned National Alcohol and Liquor Factory in South Africa. The study found that the impact of five service quality dimensions on customer satisfaction was significant in all factors of service quality. More specifically, customers indicated high satisfaction with the five dimensions of service quality examined in the study (Reliability, Responsiveness, Empathy, Assurance, and Tangibles). In this regard, it was interesting to note that the dimension of Responsiveness and empathy had the lowest mean ratings; however, the correlation between Assurance and customer satisfaction was the highest, which implies that improvement in employees Assurance is an important issue that requires attention. The research also concluded that service quality can be used to predict customer satisfaction

Similarly, Owino (2013), studied the relationship between publicity and service quality and corporate image on customer satisfaction among University Students in Kenya. A statistically significant relationship was established between service quality and customer satisfaction. The relationship between service quality and corporate image was statistically significant. Further findings revealed that a statistically significant relationship existed between corporate image and customer satisfaction. A test of the mediated relationship confirmed that the relationship between service quality and customer satisfaction was partially mediated by corporate image, an observation that adds to existing literature by uncovering the mediating effect of corporate image on the
relationship between service quality and customer satisfaction amongst university students.

On the other hand, Njoroge (2013), investigated publicity and perceived service quality in the Hotel Industry in Nairobi, Kenya. Study concludes that employee related factors affected perceived service quality in Hotels. The study further concludes that employees ‘motivation aspects like salaries and allowances, personal development initiatives and fringe benefits greatly affect perceived service quality while promotions/demotions only affect perceived service quality to a limited extent. The study recommends that hotels take employee related factors like motivation seriously if they are to deliver high quality services to their customers.

2.3.4 Public Relations and Service Quality

According to Brassington and Pettit (2000) the essence of public relations (PR) is to look after the nature and quality of the relationship between the organization and its different publics, and to create a mutual understanding. Public relations cover a range of activities, for example the creation and maintenance of corporate identity and image; charitable involvement, such as sponsorship, and community initiatives; media relation for the spreading of good news as well as for crisis management, such as damage limitation. Moreover, an organization can attend trade exhibitions to create stronger relationships with key suppliers and customers as well as enhancing the organization’s presence and reputation within the market. Meidan, (2006) states that another part of public relations is the publicity gained through magazines. Organizational services obtain considerable publicity in so called quality press, such as different healthcare journals. In popular
newspaper, the publicity is, in contrary to the quality press, often negative from the healthcare firm’s point of view.

Suciyati (2013), studied the influence of marketing public relation and service quality on corporate image through public opinion studies at Mandiri Bank. The study found that marketing public relation and service quality have significant influence simultaneously and partially on public opinion on the first structure equation. The second structure equation shows that: marketing public relation, service quality had significant influence simultaneously on corporate image. The service quality has not partially the quality of service have not influence significant partially on corporate, but variable marketing and public relation have partially influential public opinion influence significant partially on corporate image.

On the other hand, research conducted by Yumei (2011), on an empirical analysis of the influence of public relation to the service quality of the Hero Supermarket in Indonesia. The method used is a simple linear regression analysis. Thus, public relation Hero Supermarket has a positive and significant influence on the image of the Hero Supermarket. Wanjau (2012), investigated effects of public relations on provision of service quality in the of Kenyatta National Hospital. The study found that the ineffective communication channels affected delivery service quality in public health sector while insufficient financial resources resulted to decrease in provision of health service quality. This implied that low employee’s capacity, low technology adoption, ineffective communication channels and insufficient fund affect delivery of service quality to patients in public health sector affecting health service quality perceptions, patient satisfaction and loyalty.
### 2.4 Summary of Empirical Literature

**Table 2.1: Summary of Empirical Literature**

<table>
<thead>
<tr>
<th>Author and Year</th>
<th>Topic of study</th>
<th>Area of study</th>
<th>Findings</th>
<th>Focus of Current Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pascale and Simon (2007),</td>
<td>Service quality and advertising in the Australian advertising industry</td>
<td>Service quality and advertising</td>
<td>SERVPERF was found to be the best overall predictor of service quality</td>
<td>The current study focuses on the influence of advertising on Service quality</td>
</tr>
<tr>
<td>Kyong and Mary (2005),</td>
<td>Comparison of service quality dimensions conveyed in advertisements for service providers in the USA and Korea</td>
<td>Service quality dimensions and advertising</td>
<td>Advertisers may be able to standardize services advertising by type of advertising appeal and on specific service quality dimensions.</td>
<td>The current study focuses on the link between advertising and Service quality.</td>
</tr>
<tr>
<td>Dolak (2009), Obonyo (2015),</td>
<td>The relationship between sales promotion and service quality of Thai commercial banks in Bangkok</td>
<td>Sales promotion and service quality</td>
<td>Thai commercial banks integrate sales promotion campaign via online and offline channels.</td>
<td>This study focuses on the influence of sales promotion on service quality</td>
</tr>
<tr>
<td></td>
<td>The influence of sales promotion and customer service quality case of Kenya Power and Lighting Company</td>
<td>Sales promotion and customer service quality</td>
<td>People strategies has the highest influence on customer service quality at Kenya Power and Lighting Company followed by promotion strategies</td>
<td></td>
</tr>
<tr>
<td>Tibebe (2012)</td>
<td>Impact of publicity</td>
<td>Publicity,</td>
<td>The study found that the</td>
<td>This study</td>
</tr>
<tr>
<td>Source</td>
<td>Study Details</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>---------------</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The study found that marketing public relation and service quality have significant influence simultaneously and partially on public opinion on the first structure equation. The current study focuses on the influence of public relations on service quality.

Source: (Survey Data, 2017)
2.5 Conceptual Framework

The conceptual framework captures the relationship between the study variables namely Advertising, Sales promotion, Publicity, Public relation and Service quality.

![Conceptual Framework Diagram](image)

**Independent Variable**

- **Advertising**
  - Advertising elasticity
  - Advertising elasticity database
  - Gross rating points

- **Sales Promotion**
  - Return on sales
  - Total asset turnover
  - Contemporary sales

- **Publicity**
  - Service awareness
  - Service credibility
  - Service advertising

- **Public Relations**
  - Relevance of information
  - Target clients
  - Information management

**Dependent Variable**

- **Service Quality**
  - Reliability
  - Security
  - Competence
  - Tangibility
  - Responsiveness

**Source:** (Author, 2017)
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the outline of the research methodology that was used in this study. It focuses on the research design, population, sample and sampling techniques, instruments for data collection and procedures, pilot tests and data processing as well as data analysis methods used in this study.

3.2 Research Design

According to Cooper and Schindler (2006), a research design is a general blue-print for the collection, measurement and analysis of data, with the central goal of solving the research problem. It includes the outline of what the research, from writing the hypothesis and its operational application to final analysis of data.

The study employed a descriptive research design. A descriptive survey enabled the researcher to describe the characteristics of the variables of interest. This study is about determining the effect of marketing communication strategies and service quality in the Mobile Phone service providers in Kenya. It is therefore justified that descriptive research design is most suited and justifiably adopted in this study. Surveys are useful in describing the characteristics of a large population. Additionally, high reliability is easy to obtain by presenting all subjects with a standardized stimulus which ensures that observer subjectivity is greatly eliminated (Mugenda & Mugenda, 2003).
3.3 Target Population

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate. A study population can be defined as the entire collection of cases or units about which the researcher wishes to draw conclusions. One of the major steps in formulating a research design is to define the population according to the objectives of the study.

According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. According to Communications Commission of Kenya (CCK, 2016) there are 1050 staffs from the marketing, ICT and customer service departments of the four mobile phone network providers in Nairobi Kenya. This study focused on 1050 staffs from the marketing, ICT and customer service departments of the four mobile phone network providers in Kenya.

Table 3.2 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safaricom</td>
<td>401</td>
<td>38.20</td>
</tr>
<tr>
<td>Airtel</td>
<td>261</td>
<td>24.86</td>
</tr>
<tr>
<td>Orange</td>
<td>230</td>
<td>21.90</td>
</tr>
<tr>
<td>YU</td>
<td>158</td>
<td>15.04</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1050</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: (Survey Data, 2017)*
3.4 Sampling Frame and Sampling Procedure

A sample design is the architecture or the strategy used to select study participants or respondents (Creswell & Clark, 2007). Sampling refers to the systematic selection of a limited number of elements out of a theoretically specified population of elements. The basis is to draw conclusions about the entire population using the sample drawn.

The study used stratified sampling method. The stratified sampling method measures the overall population parameters with greater precision and ensures an extraction of a representative sample from a relatively homogenous population (Kothari, 2004). On the other hand, the proportionate stratification ensures that the sample size of each stratum, which is represented in various departments, is proportionate to the population size of the stratum (Kothari, 2004).

The sample size was determined by using Krejcie and Morgan’s method of determination of a sample size for a given population size. If the target population is finite, the following formula (Krejcie& Morgan, 1970) may be used to determine the sample size.

\[
n = \frac{\chi^2 * N * P * (1 - P)}{d^2 * (N - 1) + +\chi^2 * P * (1 - P)}
\]

Where:

- \(n\) = required sample size.
- \(\chi^2\) = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).
- \(N\) = the population size.
- \(P\) = the population proportion (assumed to be .50 since this would provide the maximum Sample size).
d = the degree of accuracy (the margin of error) expressed as a proportion (.05).

The target population has 1050 staffs, therefore by use of Krejcie and Morgan’s method of determination of a sample size the eventual sample size obtained was composed of 276 respondents. According to the Central limit theorem, if the sample size is large enough (N > 30), the data follows a normal distribution curve, (Gilbert & Churchill, 2001).

**Table 3.3: Sample Size of Respondents**

<table>
<thead>
<tr>
<th>Service Provider</th>
<th>Category of Strata/Department</th>
<th>Target population (N)</th>
<th>N/1050*n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safaricom</td>
<td>Marketing department</td>
<td>201</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>ICT department</td>
<td>71</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>customer service department</td>
<td>129</td>
<td>34</td>
</tr>
<tr>
<td>Airtel</td>
<td>Marketing department</td>
<td>114</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>ICT department</td>
<td>49</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>customer service department</td>
<td>98</td>
<td>26</td>
</tr>
<tr>
<td>Orange</td>
<td>Marketing department</td>
<td>110</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>ICT department</td>
<td>58</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>customer service department</td>
<td>62</td>
<td>16</td>
</tr>
<tr>
<td>Yu</td>
<td>Marketing department</td>
<td>79</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>ICT department</td>
<td>32</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>customer service department</td>
<td>47</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1050</strong></td>
<td><strong>276</strong></td>
</tr>
</tbody>
</table>

*Source: (Survey Data, 2017)*
3.5 Data Collection Method

Primary data was collected by means of a semi-structured questionnaire. The questionnaires were self-administered via drop and pick later method to the respective staffs of mobile operators. The questionnaire allowed greater uniformity in the way questions were asked, ensuring greater compatibility in the responses. According to Cooper and Schindler (2006), the use of structured questions on the questionnaire allows for uniformity of responses to questions; while unstructured questions gave the respondent freedom of response which helped the researcher to gauge the feelings of the respondent, he or she used his or her own words. The structured questions were in form of a five point Likert scale, whereby respondents were required to indicate their views on a scale of 1 to 5.

The researcher exercised care and control to ensure all questionnaires issued to the respondents are received and achieved this, the researcher maintained a register of questionnaires, which were used. The structured questions were used in an effort to conserve time and money as well as to facilitate in easier analysis as they are in immediate usable form; while the unstructured questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information.

3.6 Pilot Testing

A pilot test is conducted in order to test the validity of the questionnaire and it is carried out with the help of research assistants. The main reasons for the pilot study is to identify any potential deficiencies, omissions and errors in the questionnaire and eliminate them
before it is used to collect the actual data (Brotherton, 2008). A pilot study was conducted where 3 staffs were picked from each company for the pilot study. Test re-test method was used to test for reliability of the instrument. The instruments were administered to the respondents and re-administered to the same respondents after one week.

3.7 Reliability and Validity

The reliability and validity of the research instruments was computed after pilot study is conducted.

3.7.1 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Cooper & Schindler 2006). Reliability refers to the consistency of the research and the extent to which studies can be replicated. To ensure a high degree of reliability of instruments in this study, the researcher personally collected the data and only in a few cases where assistance was sought from well-trained and motivated research assistants. Test-retest technique of reliability testing was employed whereby the pilot questionnaires were administered twice to the respondents, with a one week interval, to allow for reliability testing. Reliability was conducted where three staffs from each company were used for pilot study.

For reliability, the researcher used internal consistency measure known as Cronbach’s Alpha (α) which indicates the extent to which a set of measurement items could be treated as measuring a single latent variable. Reliability provides a measure of the internal consistency and homogeneity of the items comprising the scale. This is in line with Brotherton (2008), who stated that the instrument should be administered at two
different times and then the correlation between the two sets of scores computed. As rule of thumb, reliability value of 0.7 and above is recommended for most researches to denote the research instrument as reliable (Sekaran, 2003, Robert, 2006). A correlation coefficient of above 0.7 was deemed to mean that the instrument is reliable thus the questionnaire was used for data collection.

3.7.2 Validity

Validity shows whether the items measure what they are designed to measure (Brotherton, 2008). The researcher will use content validity to examine whether the instruments answered the research questions. Adjustments and additions to the research instruments consultations and discussions with the supervisor were done to establish content validity. Mugenda and Mugenda (2003), define content validity as a measure of the degree to which data collected using a certain instrument represent a specific domain of indicators or content of a particular subject. Content validity of an instrument is improved through expert judgment. Content validity refers to whether an instrument provides adequate coverage of a topic.

3.8 Data Analysis and Presentation

Data analysis, according to Cooper and Schindler (2006), involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions. The operations include editing, coding, classifying and tabulating. It also entails categorizing, ordering, manipulating and summarizing data, to find answers to the research questions. Before the actual analysis of data using SPSS, data will be cleaned, edited, checked for
accuracy and coded. These processes are essential to ensure that the collected data is systematically organized in a manner that facilitates analysis (Mugenda & Mugenda, 2003).

The research yielded both qualitative and quantitative data. The data collected was analysed using descriptive statistics (measures of central tendency, regression and measures of variations) with the help of Statistical Package for Social Sciences (SPSS) version 20 to achieve the objectives of the study. The findings were presented using tables, frequencies and percentages.

Regression was used in determining the relationship between integrated marketing communication variables and service quality in the Mobile Phone Industry in Kenya.

The study applied the following regression model:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Where \( Y \) = Service Quality

\( X_1 \) = Advertising

\( X_2 \) = Sales Promotion

\( X_3 \) = Publicity

\( X_4 \) = Public Relations

\( \beta_1, \ldots, \beta_4 \) are the regression co-efficient or change introduced in \( Y \) by each independent variable

\( \epsilon \) is the random error term accounting for all other variables that affect service quality but not captured in the model. ANOVA test was conducted to determine the level of
significance of the variance by the use of a one-Way ANOVA in order to determine the existence of significant variations between the variables.

3.9 Ethical Consideration

The researcher exercised utmost caution while administering the data collection instruments to the respondents to ensure their rights and privacy is upheld. Prior to actual administration of the instruments, an introduction on the aim and the purpose of the study was made to the respondents in the language they best understood.

The study also sought the consent of the respondents before they are provided with all the requirements of the study. To ensure confidentiality, the respondents’ names were not appear on the questionnaire. Furthermore, no respondent was forced into the exercise at any level. The study findings were presented without any manipulation or influence by the researcher in any way.
CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents data analysis of the findings obtained from the field. It presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive statistics were used to discuss the findings of the study. The findings are based on the research question regarding the integrated marketing communication and service quality in the mobile phone industry in Kenya.

4.1.1 Response Rate

The study targeted a sample size of 276 respondents from which 203 filled in and returned the questionnaires making a response rate of 73.02%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

Table 4.4: Response Rate

<table>
<thead>
<tr>
<th>Respondents Administered</th>
<th>Questionnaires filled &amp; Returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>276</td>
<td>203</td>
<td>73.02</td>
</tr>
</tbody>
</table>

Source: (Survey Data, 2017)

4.2 Demographic Information

The study sought to establish the demographic data of the respondents: which included;
gender, level of education and period of service in the company.

4.2.1 Gender Distribution

The study sought to establish the gender distribution of the respondents in the companies.

Table 4.5: Gender Distribution

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>116</td>
<td>57.14%</td>
</tr>
<tr>
<td>Female</td>
<td>87</td>
<td>42.86%</td>
</tr>
<tr>
<td>Total</td>
<td>203</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Survey Data, 2017)

From the research findings the study revealed that majority of the respondents as shown by 57.14% was male, whereas 42.86% of the respondents were females. This this implies that respondents were fairly distributed in terms of their gender in the companies.

4.2.2 Education Level

The study sought to establish the education level of the respondents in the companies.

Table 4.6: Education Level

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>College diploma</td>
<td>61</td>
<td>30.06%</td>
</tr>
<tr>
<td>Undergraduate degree</td>
<td>101</td>
<td>49.75%</td>
</tr>
<tr>
<td>Master degree</td>
<td>41</td>
<td>20.19%</td>
</tr>
<tr>
<td>Total</td>
<td>203</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Survey Data, 2017)

On respondents’ level of education attained, the study revealed that most of the
respondents as shown by 49.75% had attained university undergraduate degree or whereas 30.06% of the respondents had attained college diplomas and 20.19% of the respondents had attained master’s degree. This implies that respondents were well educated and therefore they were in position to respond to the research questions with required information.

4.2.3 Period of Service

The study sought to establish the period which the respondents had served for in the company.

**Table 4.7: Period of Service**

<table>
<thead>
<tr>
<th>Period of Service</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2 years</td>
<td>23</td>
<td>11.35%</td>
</tr>
<tr>
<td>3-5 years</td>
<td>41</td>
<td>20.19%</td>
</tr>
<tr>
<td>6-8 years</td>
<td>82</td>
<td>40.39%</td>
</tr>
<tr>
<td>Above 9 years</td>
<td>57</td>
<td>28.07%</td>
</tr>
<tr>
<td>Total</td>
<td>203</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Source: (Survey Data, 2017)*

From the research findings, the study revealed that most of the respondents 40.39% had served the company for 6-8 years 28.07% of the respondents had served the company for a period of more than 9 years, 20.19% had served the company for a period of 3-5 years and only 11.35% had served the company for less than 2 years. This implies that majority of the respondents had served the company for a considerable period of time and thus were in a position to give credible information rating to this research.
4.3 Integrated Marketing Communications

The study sought to establish how various integrated marketing communications aspects which are; advertising, sales promotion, publicity and public relations influence service quality in the Mobile Phone Industry in Kenya.

4.3.1 Advertising

The study sought to establish the extent to which respondents agreed with the following statements relating to advertising.

Table 4.8: Advertising

<table>
<thead>
<tr>
<th>Advertising</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication is directed towards target audiences and transmitted through various mass media</td>
<td>4.21</td>
<td>0.22</td>
</tr>
<tr>
<td>Communication promotes and present a product, services or idea to customers</td>
<td>4.09</td>
<td>0.23</td>
</tr>
<tr>
<td>It is impersonal and communicates with large numbers of people through paid media channels</td>
<td>4.05</td>
<td>0.18</td>
</tr>
<tr>
<td>The organization uses its advertising for either its short-term or its long term objectives</td>
<td>4.26</td>
<td>0.12</td>
</tr>
<tr>
<td>Long-term relationship, in the company are buildup of its name by using institutional advertising</td>
<td>4.31</td>
<td>0.26</td>
</tr>
<tr>
<td>Advertising consists of promotion of the firms’ image as a whole and promotion of the products offered</td>
<td>4.28</td>
<td>0.24</td>
</tr>
</tbody>
</table>

Source: (Survey Data, 2017)

From the research findings, majority of the respondents strongly agreed that; long-term relationship, in the company are buildup of its name by using institutional advertising (M=4.31, SD=0.26); advertising consists of promotion of the firms’ image as a whole and promotion of the products offered (M=4.28, SD=0.24); the organization uses its advertising for either its short-term or its long term objectives (M=4.26, SD=0.12). The findings are in line with Meidan (2006), who found that the institutional advertising
consists of promotion of the firms’ image as a whole and promotion of the products offered, with extra emphasis on the specific firm’s name organization. The organizations seek through its marketing communications to build awareness and to impress customers looking for the best range of services.

The respondents further agreed that communication is directed towards target audiences and transmitted through various mass media (M=4.21, SD=0.22); communication promotes and present a product, services or idea to customers (M=4.09, SD=0.23); and that it is impersonal and communicates with large numbers of people through paid media channels (M=4.05, SD=0.18). The findings concur with Pascale and Simon (2007), who found that in attempts to identify which one of these scales would be best suited for the purpose of Australian advertising agencies. SERVPERF was found to be the best overall predictor of service quality.

4.3.2 Sales Promotion

The study sought to establish the extent to which respondents agreed with the statements relating to sales promotion
Table 4.9: Sales Promotion

<table>
<thead>
<tr>
<th>Sales Promotion</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical marketing techniques are applied in promoting company’s products and services</td>
<td>4.15</td>
<td>0.24</td>
</tr>
<tr>
<td>Short-term incentives, add value to the product or service in the company, in order to achieve specific sales or marketing objectives</td>
<td>4.02</td>
<td>0.19</td>
</tr>
<tr>
<td>Promotion allows products to gain quality that communicates an offer that appeal to a wide range of buyers</td>
<td>4.23</td>
<td>0.16</td>
</tr>
<tr>
<td>Use of sales promotions frequently and carelessly lead to insecure customers wondering whether the services are reliable or reasonably priced</td>
<td>4.04</td>
<td>0.20</td>
</tr>
<tr>
<td>Price based promotions are difficult and dangerous to use for organization service markets.</td>
<td>4.27</td>
<td>0.21</td>
</tr>
<tr>
<td>Sales promotion within organization services attract new customers</td>
<td>4.34</td>
<td>0.26</td>
</tr>
</tbody>
</table>

Source: (Survey Data, 2017)

From the research findings, majority of the respondents strongly agreed that; sales promotion within organization services attract new customers (M=4.34, SD=0.26); price based promotions are difficult and dangerous to use for organization service markets. (M=4.27, SD=0.21) and that promotion allows products to gain quality that communicates an offer that appeal to a wide range of buyers (M=4.23, SD=0.16). The findings concur with Meidan (2006), who noted that it provides a “bargain chance” since many sales promotion tools have an attention gaining quality that communicates an offer that although they appeal to a wide range of buyers, many customers tend to be less brand loyal in the long run.

The study further revealed that tactical marketing techniques are applied in promoting company’s products and services (M=4.15, SD=0.24); use of sales promotions frequently and carelessly lead to insecure customers wondering whether the services are reliable or
reasonably priced (M=4.04, SD=0.20) and that short-term incentives, add value to the product or service in the company, in order to achieve specific sales or marketing objectives (M=4.02, SD=0.19). The findings confirm study by Obonyo (2015), who found that organizations launch sales promotion via media and non-media marketing communication to achieve good service quality.

4.3.3 Publicity

The study sought to establish the extent to which respondents agreed with the following statements relating to publicity.

Table 4.10: Publicity

<table>
<thead>
<tr>
<th>Publicity</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services gain public visibility in the company</td>
<td>4.01</td>
<td>0.25</td>
</tr>
<tr>
<td>Awareness for a product or service of the company is done via the media</td>
<td>4.36</td>
<td>0.21</td>
</tr>
<tr>
<td>Publicity is done by works of art or entertainment in the company</td>
<td>4.11</td>
<td>0.26</td>
</tr>
<tr>
<td>Publicity establishes and maintains communication with the public</td>
<td>4.23</td>
<td>0.24</td>
</tr>
<tr>
<td>Publicity via media has low cost and is credible</td>
<td>4.00</td>
<td>0.22</td>
</tr>
<tr>
<td>There is lack of control over how your releases will be used that are taken up by the media.</td>
<td>4.18</td>
<td>0.23</td>
</tr>
</tbody>
</table>

*Source: (Survey Data, 2017)*

From the research findings, majority of the respondents strongly agreed that; awareness for a product or service of the company is done via the media (M=4.36, SD=0.21); publicity establishes and maintains communication with the public (M=4.23, SD=0.24); there is lack of control over how the company releases is used that are taken up by the media. (M=4.18, SD=0.23); publicity is done by works of art or entertainment in the company (M=4.11, SD=0.26); services gain public visibility in the company (M=4.01,
SD=0.25) and that publicity via media has low cost and is credible (M=4.00, SD=0.22). The findings are in line with Mersham (2015) that publicity is gaining visibility or awareness for a product, service or the company via the media. It is the publicist that carries out publicity, while PR is the strategic management function that helps an organization communicates, establishing and maintaining communication with the public.

### 4.3.3 Public Relations

The study sought to establish the extent to which respondents agreed with the following statements relating to public relations.

**Table 4.11: Public Relations**

<table>
<thead>
<tr>
<th>Public Relations</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>It creates relationship between the organization and its different publics, and to create a mutual understanding</td>
<td>4.41</td>
<td>0.21</td>
</tr>
<tr>
<td>The company creates and maintains corporate identity and image through public relations</td>
<td>4.21</td>
<td>0.16</td>
</tr>
<tr>
<td>It creates media relation for the spreading of good news as well as for crisis management</td>
<td>4.16</td>
<td>0.19</td>
</tr>
<tr>
<td>Trade exhibitions create stronger relationships with key suppliers and customers</td>
<td>3.98</td>
<td>0.24</td>
</tr>
<tr>
<td>Public relations enhance the organization’s presence and reputation within the market</td>
<td>4.32</td>
<td>0.22</td>
</tr>
<tr>
<td>Public relations spreads damage limitations of the company</td>
<td>4.01</td>
<td>0.20</td>
</tr>
</tbody>
</table>

*Source: (Survey Data, 2017)*

From the research findings, majority of the respondents strongly agreed that; it creates relationship between the organization and its different publics, and to create a mutual understanding (M=4.41, SD=0.21); public relations enhance the organization’s presence and reputation within the market (M=4.32, SD=0.22); the company creates and maintains corporate identity and image through public relations (M=4.21, SD=0.16). The findings
concur with Suciyati (2013), who found that an organization can attend trade exhibitions to create stronger relationships with key suppliers and customers as well as enhancing the organization’s presence and reputation within the market. Meidan, (2006) states that another part of public relations is the publicity gained through magazines. Organizational services obtain considerable publicity in quality press.

It creates media relation for the spreading of good news as well as for crisis management (M=4.16, SD=0.19); public relations spreads damage limitations of the company (M=4.01, SD=0.20) and that trade exhibitions create stronger relationships with key suppliers and customers (M=3.98, SD=0.24). The findings are in line with Yumei (2011), who found that public relations cover a range of activities, for example the creation and maintenance of corporate identity and image; charitable involvement, such as sponsorship, and community initiatives; media relation for the spreading of good news as well as for crisis management, such as damage limitation. Moreover, an organization can attend trade exhibitions to create stronger relationships with key suppliers and customers as well as enhancing the organization’s presence and reputation within the market.

4.4 Service Quality

The study sought to establish the extent to which respondents agreed with the following statements relating to service quality.
Table 4.12: Service Quality

<table>
<thead>
<tr>
<th>Service Quality</th>
<th>Mean</th>
<th>Std deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company is able to perform the promised service dependably and accurately</td>
<td>4.35</td>
<td>0.20</td>
</tr>
<tr>
<td>The company ensures employees have knowledge and courtesy and their ability to convey trust and confidence</td>
<td>4.28</td>
<td>0.17</td>
</tr>
<tr>
<td>The appearance of physical facilities, equipment, personnel and communication materials in the company is good</td>
<td>4.26</td>
<td>0.22</td>
</tr>
<tr>
<td>The company provides of care and attention to customers</td>
<td>4.32</td>
<td>0.18</td>
</tr>
<tr>
<td>Company employees have willingness to help customers and to provide prompt service</td>
<td>4.15</td>
<td>0.23</td>
</tr>
</tbody>
</table>

*Source:* (Survey Data, 2017)

From the research findings, majority of the respondents strongly agreed that; the company is able to perform the promised service dependably and accurately (M=4.35, SD=0.20); the company provides of care and attention to customers (M=4.32, SD=0.18); the company ensures employees have knowledge and courtesy and their ability to convey trust and confidence (M=4.28, SD=0.17); the appearance of physical facilities, equipment, personnel and communication materials in the company is good (M=4.26, SD=0.22) and that company employees have willingness to help customers and to provide prompt service (M=4.15, SD=0.23). The findings confirm the findings of Lim (2010), who noted that some of the key elements include empathy which is the caring individualized attention the firm provides its customers and assurance to build confidence. Also, a firm should ensure there is consistent and good customer service with established communication channels. Quality customer service delivery should be responsive and flexible to evolving user needs, and ensure sustainability, availability, timeliness, dependability and reliability.
4.5 Inferential Statistics

4.5.1 Hypothesis Testing

The section presented the findings based on the research hypothesis. Results are presented in the table 4.13 below.

Table 4.13: Integrated Marketing Communication and Service Quality

<table>
<thead>
<tr>
<th>Goodness of fit</th>
<th>Test statistics</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted R-squared</td>
<td>0.724</td>
<td></td>
</tr>
<tr>
<td>F-statistics (4.561)</td>
<td>75.8</td>
<td>0.001</td>
</tr>
<tr>
<td>Dependent variable = Service Quality</td>
<td>Linear regression results</td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>0.782</td>
<td>15.303</td>
</tr>
<tr>
<td>Sales promotion</td>
<td>0.671</td>
<td>5.3938</td>
</tr>
<tr>
<td>Publicity</td>
<td>0.698</td>
<td>15.650</td>
</tr>
<tr>
<td>Public relations</td>
<td>0.674</td>
<td>3.0622</td>
</tr>
<tr>
<td>Constant</td>
<td>1.584</td>
<td>4.9284</td>
</tr>
</tbody>
</table>

*Source: (Survey Data, 2017)*

The study used coefficient of determination to evaluate the hypothesis fit. The adjusted $R^2$ also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The hypothesis had an average adjusted coefficient of determination ($R^2$) of 0.758 which implied that
75.8% of the variations in service quality are explained by the independent variables under study (advertising, sales promotion, publicity and public relations), while 24.2% of the variations in service quality are not explained by the independent variables under study.

From the hypothesis statistics, the study established that the hypothesis had a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (4.561 > 2.83) an indication that advertising, sales promotion, publicity and public relations all have a significant effect on service quality. The significance value was less than 0.05 indicating that the model was significant.

As per the SPSS generated output as presented in table 4.13 above, the equation becomes:

\[ Y = 1.584 + 0.782X_1 + 0.671X_2 + 0.698X_3 + 0.674X_4 + \varepsilon \]

The regression equation above established that holding all independent variables (advertising, sales promotion, publicity and public relations) constant, other factors influencing service quality was (1.584, p-0.001). The findings also show that taking all other independent variables at zero, a unit change in advertising would lead to an increase in service quality by a factor of (0.782, p-0.021), on the other hand, the findings also show that unit change in sales promotion while holding the other factors constant would lead to an increase in service quality by a factor of (0.671, p-0.011), a unit change in publicity while holding the other factors constant would lead to an increase in service quality by a factor of (0.698, p-0.003), on the other hand, the findings also show that a
unit change in public relations while holding the other factors constant would lead to an increase in service quality by a factor of (0.674, p-0.012).

4.6 Interpretations of the Findings

The study found that holding all independent variables in the hypothesis (advertising, sales promotion, publicity and public relations) constant, other factors influencing service quality was (1.584, p-0.001). The findings also show that taking all other independent variables at zero, a unit change in advertising would lead to an increase in service quality by a factor of (0.782, p-0.021). The study further established that long-term relationship, in the company is buildup of its name by using institutional advertising, advertising consists of promotion of the firms’ image as a whole and promotion of the products offered, the organization uses its advertising for either its short-term or its long term objectives. The respondents further agreed that communication is directed towards target audiences and transmitted through various mass media, communication promotes and present a product, services or idea to customers. The findings are in line with Lukia and Uswatun (2001), who found that advertisement significantly influence brand awareness advertisement significantly influence confidence, advertisement significantly influence attitude, brand awareness significantly influence confidence, Brand awareness significantly influence attitude, and lastly brand awareness strengthens the relationship between advertisement message and confidence.

The findings also show that unit change in sales promotion while holding the other factors constant would lead to an increase in service quality by a factor of (0.671, p-0.011). The study further revealed that sales promotion within organization services attract new customers, price based promotions are difficult and dangerous to use for
organization service markets and that promotion allows products to gain quality that communicates an offer that appeal to a wide range of buyers. The findings concur with Meidan (2006), who noted that it provides a “bargain chance” since many sales promotion tools have an attention gaining quality that communicates an offer that although they appeal to a wide range of buyers, many customers tend to be less brand loyal in the long run. On the other hand, the study found that the use of sales promotions frequently and carelessly lead to insecure customers wondering whether the services are reliable or reasonably priced and that short-term incentives, add value to the product or service in the company, in order to achieve specific sales or marketing objectives. The findings confirm study by Obonyo (2015), who found that organizations launch sales promotion via media and non-media marketing communication.

Similarly, the study established that a unit change in publicity while holding the other factors constant would lead to an increase in service quality by a factor of (0.698, p-0.003). The study further revealed that awareness for a product or service of the company is done via the media, publicity establishes and maintains communication with the public, there is lack of control over how the company releases is used that are taken up by the media, publicity is done by works of art or entertainment in the company. The findings are in line with Tibebe (2012), who noted that publicity is gaining public visibility or awareness for a product, service or the company via the media. It is the publicist that carries out publicity, while PR is the strategic management function that helps an organization communicates, establishing and maintaining communication with the public. This can be done internally, without the use of media.
On the public relations, the study found that a unit change in public relations while holding the other factors constant would lead to an increase in service quality by a factor of (0.674, p-0.012). The study also found that it creates relationship between the organization and its different publics, and to create a mutual understanding, public relations also enhance the organization’s presence and reputation within the market and that the company creates and maintains corporate identity and image through public relations. The finding confirm the work of Brassington and Pettit (2000), who found that public relations cover a range of activities, for example the creation and maintenance of corporate identity and image; charitable involvement, such as sponsorship, and community initiatives; media relation for the spreading of good news as well as for crisis management.

Further, the study revealed that publicity creates media relation for the spreading of good news as well as for crisis management, public relations spreads damage limitations of the company and that trade exhibitions create stronger relationships with key suppliers and customers. The findings are in line withSuciyati (2013), who found that an organization can attend trade exhibitions to create stronger relationships with key suppliers and customers as well as enhancing the organization’s presence and reputation within the market.
CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on the analysis of effect of integrated marketing communication on service quality in the Mobile Phone Industry in Kenya, conclusions and recommendations are drawn there to. The chapter is structured into summary of findings, conclusions, recommendations and areas of further research.

5.2 Summary of Findings

The objective of the study was to determine effect of marketing communication strategies and service quality in the Mobile Phone service providers in Kenya. The study established a strong positive relationship between advertising and service quality in the Mobile Phone service providers in Kenya. The study further established that communication is directed towards target audiences and transmitted through various mass media in Kenya, communication promotes and present a product, services or idea to customers and that it is impersonal and communicates with large numbers of people through paid media channels in Kenya’s Mobile Phone service providers.

On the other hand, the study established a strong positive relationship between sales promotion and service quality in the Mobile Phone service providers in Kenya. The study further established that sales promotion within in the Mobile Phone service providers in
Kenya services attract new customers, price based promotions are difficult and dangerous to use for mobile phone service markets in Kenya, and that promotion allows products to gain quality that communicates an offer that appeal to a wide range of buyers in Kenya. Similarly, the study found a strong positive relationship between publicity and service quality in the Mobile Phone service providers in Kenya. The study further found that awareness for a product or service of the company is done via the media in Kenya, publicity in Kenya establishes and maintains communication with the public, there is lack of control over how the company releases is used that are taken up by the media, and that publicity is done by works of art or entertainment in the company.

On public relations, the study found a strong positive relationship between public relations and service quality in the Mobile Phone service providers in Kenya. The study further revealed that public relations creates media relation for the spreading of good news as well as for crisis management, public relations spreads damage limitations of the company and that trade exhibitions create stronger relationships with key suppliers and customers.

5.3 Conclusion

This study has provided a comprehensive review of effect of marketing communication strategies and service quality in the Mobile Phone service providers in Kenya. Based on the findings of this study, the study concluded that advertising influences service quality in the Mobile Phone service providers in Kenya in a positive way. The study further concluded that communication is directed towards target audiences and transmitted through various mass media in Kenya and promotes and presents a product.
On the influence of sales promotion, the study concluded that sales promotion is positively related to service quality in the Mobile Phone service providers in Kenya. The study further concludes that price based promotions are difficult and dangerous to use for mobile phone service markets in Kenya, and that promotion allows products to gain quality that communicates an offer that appeal to a wide range of buyers in Kenya.

On the other hand, the study concluded that publicity influences service quality in the Mobile Phone service providers in Kenya in a positive way. The study further concluded that publicity in Kenya establishes and maintains communication with the public, there is lack of control over how the company releases is used that are taken up by the media, and that publicity is done by works of art or entertainment in Kenya.

On public relations, the study concluded that there exists a positive relationship between public relations and service quality in the Mobile Phone service providers in Kenya. This is because public relations create media relation for the spreading of good news as well as for crisis management. The study further concluded that public relations spreads damage limitations of the company and that trade exhibitions create stronger relationships with key suppliers and customers.

5.4 Recommendations

The study recommends that the government intervention initiatives should be conducted through the ministry of communication to endorse mobile phone service providers in Kenya through the implementation of the fiber optic cable to enable small and large firms to promote their products through online
The study recommends that the mobile phone company managers should also adopt print media advertisements to be used to promote their products and services to the target customers.

The study established that the mobile phone service providers in Kenya is extremely competitive due to competition from well established firms in the global market. Therefore, this study recommends that the Government of Kenya to intervene and support these companies through stimulating declining firms in order to promote social economic development.

5.5 Suggestons for Further Studies

The study focused on effect of integrated marketing communication on service quality in the Mobile Phone Industry in Kenya. More studies should be done on the influence of integrated marketing communication application on performance of Mobile Phone service providers in Kenya. Studies should be done on challenges facing integrated marketing communication in telecommunication Industry in Kenya.
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APPENDIX I: RESEARCH QUESTIONNAIRE

Section: A: Demographic Information

1. Gender

Male ( )  female ( )

2. Please indicate the highest level of education attained? (Tick as applicable)

   College Diploma [ ]
   Undergraduate [ ]
   Master [ ]
   Others (specify)

   ……………………………………………………………………………………………

3. Indicate your period of service in this company

   Below 2 years ( )  3 to 5 years ( )
   6 to 8 years ( )  9 years and above ( )
SECTION B: Integrated Marketing Communications

Indicate your level of agreement with the following statements relating to Integrated Marketing Communications of Mobile Phone Industry in Kenya. Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

**Advertising**

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication is directed towards target audiences and transmitted through various mass media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication promotes and present a product, services or idea to customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is impersonal and communicates with large numbers of people through paid media channels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization uses its advertising for either its short-term or its long term objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term relationship, in the company are buildup of its name by using institutional advertising</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising consists of promotion of the firms’ image as a whole and promotion of the products offered</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Indicate your level of agreement with the following statements relating to sales promotion of Mobile Phone Industry in Kenya. Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

**Sales Promotion**

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical marketing techniques are applied in promoting company’s products and services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term incentives, add value to the product or service in the company, in order to achieve specific sales or marketing objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion allows products to gain quality that communicates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
an offer that appeal to a wide range of buyers

Use of sales promotions frequently and carelessly lead to insecure customers wondering whether the services are reliable or reasonably priced.

Price based promotions are difficult and dangerous to use for organization service markets.

Sales promotion within organization services attract new customers.

Indicate your level of agreement with the following statements relating to publicity of Mobile Phone Industry in Kenya. Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<table>
<thead>
<tr>
<th>Publicity</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services gain public visibility in the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awareness for a product or service of the company is done via the media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicity is done by works of art or entertainment in the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicity establishes and maintains communication with the public</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publicity via media has low cost and is credible</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is lack of control over how your releases will be used that are taken up by the media.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Indicate your level of agreement with the following statements relating to public relations of Mobile Phone Industry in Kenya. Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<table>
<thead>
<tr>
<th>Public Relations</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>It creates relationship between the organization and its different publics, and to create a mutual understanding.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The company creates and maintains corporate identity and image through public relations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It creates media relation for the spreading of good news as well as for crisis management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade exhibitions create stronger relationships with key suppliers and customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public relations enhance the organization’s presence and reputation within the market</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public relations spreads damage limitations of the company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Indicate your level of agreement with the following statements relating to service quality of Mobile Phone Industry in Kenya. Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<table>
<thead>
<tr>
<th>Service Quality</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company is able to perform the promised service dependably and accurately</td>
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<tr>
<td>The company ensures employees have knowledge and courtesy and their ability to convey trust and confidence</td>
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<tr>
<td>The appearance of physical facilities, equipment, personnel and communication materials in the company is good</td>
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<tr>
<td>The company provides of care and attention to customers</td>
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<tr>
<td>Company employees have willingness to help customers and to provide prompt service</td>
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</tbody>
</table>